



USF Board of Trustees

Thursday, December 14, 2017

USF St. Petersburg University Student Center Ballroom

8:00 am – 11:00 a.m.

A G E N D A

- I. Call to Order and Comments** Chair Brian Lamb
- II. Senator Rouson Welcome to St. Petersburg**
- III. USF St. Petersburg Faculty WOW! Presentation**
- IV. New Business – Action Items (Minutes and Consent)**

- a. FL 101 – Approval of Minutes** Chair Brian Lamb
[October 12, 2017](#)
- b. Consent Agenda (FL 102 – FL 104)** 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](#)

FL 103 – [Approval of Degree Program Productivity Report and Proposed Termination](#)

Finance Committee Approved Items

FL 104 – [Approval of Expenditure Authorization Request](#)

c. New Business – Action Items

FL 105 – [Approval President Genshaft’s 2016-17 Performance Evaluation](#) Vice Chair Jordan Zimmerman

FL 106 – [Supplier Diversity Strategic Plan](#)

AVP Terrie Daniel

FL 107 – [Approval of Operating Budget for USF Parking
Facilities Revenue Bonds](#)

Treasurer Fell Stubs

V. New Business – Informational Items

a. USF System Updates

1. USF System and [USF](#)
2. [USF St. Petersburg](#)
3. [USF Sarasota-Manatee](#)

President Judy Genshaft
Interim Regional Chancellor Martin Tadlock
Interim Regional Chancellor Terry Osborn

VI. BOT Roundtable Discussion

Chair Brian Lamb

VII. Adjournment

Chair Brian Lamb

Board of Trustees Meeting
December 14, 2017
USFSP Research Snapshot

Thomas W. Smith
Professor of Political Science
Director of the USFSP Honors Program

My new book, *Human Rights and War Through Civilian Eyes*, reimagines the ethics of war from the standpoint of its collateral victims. International lawyers and ethicists have long judged armed conflicts from the perspective of the state and its actions. I propose instead that we focus much more on the earth-shattering ways war affects those directly impacted by it: soldiers, but especially civilians. The book revolves around two cases: the Iraq War and the recent Gaza Wars. The evidence is drawn from eyewitness accounts, soldier testimonies, NGO interviews and data, media sources, military grand jury proceedings, civil inquiries, UN agency reports, household surveys, epidemiological studies, and interviews with military, human rights, and public health professionals. The project is designed to reach the scholarly community while also appealing to policymakers and general interested readers.

Honors Student Theses:

- Elisa Duka (Global Business). “The Panama Paper and Money Laundering.” After completing an MBA Elisa hopes to work for the U.S. Treasury Department investigating financial crimes.
- Sean Cornell (Finance). “Modern Piracy.” Sean (a member of our sailing team) is applying to law schools to study maritime law.
- Zorana Knezevic (Anthropology). “Cultural Targeting in Syria.” Through an internship at the Smithsonian Institute Zorana is developing an inventory of destroyed religious and cultural sites in Syria. She’s applying to Ph.D. programs in applied Anthropology.

Unofficial Minutes
USF Board of Trustees Regular Meeting
Marshall Student Center - Room 3707
Thursday, October 12, 2017

Chair Brian Lamb convened the regular meeting of the USF Board of Trustees at 8:30 a.m

The Chair welcomed everyone to the meeting and thanked Trustees for adjusting their calendars to attend this postponed meeting due to Hurricane Irma.

The Chair wished everyone a Happy Homecoming Week and asked President Judy Genshaft to call the Roll.

President Judy Genshaft called the roll with the following Trustees present:

Trustee Mike Carrere
Trustee James Garey
Trustee Stephanie Goforth – On the phone
Trustee Moneer Kheireddine
Trustee Brian Lamb
Trustee Stan Levy
Trustee Hal Mullis
Trustee Byron Shinn
Trustee James Stikeleather
Trustee Nancy Watkins
Trustee Jordan Zimmerman

New Business – Action Items

FL 101 – Approval of Minutes - June 8th, August 21st and September 27th minutes

Trustee Hal Mullis made a motion to approve the June 8th minutes with a second from Vice Chair Jordan Zimmerman. Trustee Nancy Watkins made a motion to approve the August 21st minutes with a second from Trustee Mike Carrere. Trustee Hal Mullis made a motion to approve the September 27th minutes with a second from Trustee James Garey. All minutes were unanimously approved by the Board.

Consent Agenda FL 102 – FL 106

Academic and Campus Environment

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

FL 103 Approval of the Statewide Mutual Aid Emergency Management Agreement Renewal

FL 104 Approval of the Amendment to USF Regulation 10.110 Non Reappointment (Faculty)

Finance Committee Approval Items

FL 105 – Approval of the 2017-2018 Operating Budget

FL 106 – Approval of the Amendment to the USF Regulation 4.0095: Employee Dept Collection

Trustee Stan Levy made comments on behalf of the ACE committee. After having no changes to the items, the ACE committee recommended approval.

Chair Brian Lamb made comments on behalf of the Finance committee. After having no changes the Finance committee recommended approval.

Trustee Byron Shinn made a motion to approve the Consent Agenda FL 102 – 106.
Trustee Hal Mullis seconded and it was approved.

New Business – Action Items FL 107- FL 111

FL 107 Approval of President Judy Genshaft’s 2017 - 2018 Goals

President Judy Genshaft’s 2017-2018 Proposed Goals are based on BOG and BOT approved USF System Work Plans and USF Tampa Preeminence Plan. In addition, some proposed goals are tied to the respective strategic plan that affects the USF System. Governance Committee recommended updates were included (a breakdown of fundraising goals for USF Health and Athletics and the leadership goal expanded).

Chair Brian Lamb made comments with regards to:

- Strategic Initiatives
- Core Value and Culture
- Achieving Alignment of goals across the USF System
- Direct Reports and Connectivity
- Request Frequent Updates on Goals

Vice Chair Jordan Zimmerman made comments on issues pertaining to the President’s Goals:

- Paying it forward
- Core value and culture
- Inclusion and Diversity
- Achieving and alignment of Goals

Trustee Jordan Zimmerman reported on the Governance Committee recommendations which included the President’s 4 Goals:

- Research
- Revenue Generating Funds including Fundraising
- Student Success
- Strategic Initiatives

Vice Chair Jordan Zimmerman also made comments on:

- Engaging the Alumni
- Holding the President accountable.
- Focusing on Diversity and Inclusion
- Need high focus on the USF regional institutions
- More frequent updates

Trustee Byron Shinn talked about fundraising goals at the USF Sarasota- Manatee campus.

Trustee Hal Mullis commented on the importance of goals and how they are designed for continued success.

Trustee Stan Levy commented on endowment and preeminence.

Trustee Nancy Watkins commented on the difference between giving as a targeted gift and giving as an endowment.

President Judy Genshaft reported that the endowment is doing well at \$460 million.

Trustee Stan Levy commented on incentives to give now instead of later and questioned if there has been a goal for gift versus a commitment?

Chair Brian Lamb commented on the mechanics – cash vs. pledge

Vice Chair Zimmerman asked for USF preeminence status and comparisons of the other two universities.

Sr. Vice President Joel Momberg commented on endowments, fundraising, cash infusion, the changing market and gifts.

Chair Brian Lamb commented on the following categories relating to the Strategic Initiatives plan:

- Core Value and Culture
- Inclusion and Diversity – The opportunity for improvement
- New Assistant VP Terrie Daniel - Office of Supplier Diversity
- What we're achieving in the alignment of goals.

- The committee will receive frequent updates on progress towards the goals –
- During Governance meetings, they will track the progress of goals on quarterly basis.

Trustee Jordan Zimmerman made a motion on FL 107 to approve the President’s Goals for 2017-2018. Trustee Stan Levy Seconded the motion and it was approved.

FL 108 Approval of USF St. Petersburg Campus P3 Project

Trustee Stephanie Goforth thanked USFSP Vice Chancellor Joe Trubacz, Chief Operating Officer and Sr. VP for Business and Finance John Long and Chief Financial Officer and VP for Business and Finance Nick Trivunovich and their teams on their hard work and accomplishments.

The USFSP Vision 20/20 Strategic Plan projects a steady rise in student enrollment over the next 10 years. In addition, the institution has already exceeded capacity to meet current student housing demand. In response to growing demand for on-campus housing, USFSP developed an Invitation to Negotiate (“ITN”) to solicit responses from interested parties to enter into a public private partnership agreement with the University to develop a new 550 bed residence hall with a new dining facility and a conference center. The University is seeking approval for a Private Entity to design-build-finance the new facilities consistent with the University’s objectives and Florida BOG P3 Guidelines. The Project has a target date of completion of August 2019.

Trustee Stephanie Goforth made comments concerning the process of moving forward, having the full support of the USFSP campus board and the need for housing at the USFSP campus.

Vice Chancellor Joe Trubacz presented a power point presentation which included information on:

- Housing and Dining Facilities
- The Developers
- Projections are on track
- Suites and Rental Rates
- Distribution and Revenue Management Fees
- Dining Facility
- Sodexo Partnership
- Top floor conference center
- Parking
- Equity

President Judy Genshaft assured the Board of Trustee members that the USFSP P3 Project meets all of the requirements of the Board of Governors and strongly supports this project moving forward.

Trustee Hal Mullis congratulated the Campus Board for their engagement and commented that the Strategic Initiatives committee has received routine updates and reports on the development of the USFSP P3 Project; and unanimously supports the recommendation.

Trustee Nancy Watkins had questions relating to the dining and conference center, Sodexo having \$5 million in equity as well as the security and access of the conference center. This will be USF's equity and the floor of the conference center will be key access.

Trustee Mike Carrere had questions in regards to rates charged upon completion and compared the USFSP P3 Project to the P3 Project at the Tampa campus.

Vice President for Business and Finance Nick Trivunovich explained that in comparison to our immediate area their rate is lower.

Trustee Moneer Kheireddine commented that the Student Body President at USFSP David Thompson and the students there are excited and incredibly supportive of the 3P Project. There is a critical need for it.

Chair Brian Lamb had questions pertaining to the use of \$23 million in proceeds.

The proceeds will go towards:

- Invest in maintenance of housing
- Student Success
- Safety and Security
- Mental Health Support

Chair Brian Lamb questioned the guaranteed Sodexo meal plans as well as financial risks with the dining agreement. USF will be responsible for a management fee of 10% of net revenue.

Chair Lamb had questions concerning the demand around the new conference center. There was a letter from Mayor Rick Kriseman concerning a lack of space in the city of St. Petersburg but no data.

Trustee Mike Carrere had questions surrounding the possibility of Sodexo backing out of the agreement and how it would affect USFSP financially.

Trustee Stephanie Goforth commented that questions surrounding fees are still in negotiations she would like to bring an update before the board in the near future.

VP for Business and Finance Nick Trivunovich made comments concerning receiving the agreement late from Sodexo and being at a disadvantage.

Terms have been discussed and as we finalize negotiations, VP Trivunovich assured the Board that if the conference center went into a deficit USF will not have a financial liability. We will receive a commission with positive revenue. An update with details will be provided.

Trustee Hal Mullis discussed the timeline of the USFSP P3 Project and plans for it to go before the Board of Governors for approval at the November meeting. He explained the importance of negotiations being finalized before that time.

Trustee Nancy Watkins commented on concerns of not having details of negotiated terms finalized on the USFSP P3 Project. Trustee Watkins questioned the \$600 hundred thousand guarantee commission of the project and the management fee.

Chair Brian Lamb had questions concerning parking and walkability for students. He also had questions about cost of funds and cost of capital.

The cost of capital for USF will be a total of 5.2%. The cost of capital for the State is 5%.

The Chair requested an update on the Division of Bond Finance. There is a conference scheduled for Monday at 10:00 a.m. surrounding 15 questions. There are still outstanding items to be discussed. An update will be provided. We will also get recommendations from our colleagues in Tallahassee as it relates to the P3 Project.

Chair Lamb shared that if a conference call is needed to discuss the P3 Project, he supports the decision to have it.

After discussion the Board unanimously approved the following three part motion:

1. Effective October 12, 2017, the Board approves a multi-use development project (“Project”) and authorizes the University to enter into a ground sublease agreement with National Campus and Community Development Corporation (NCCDC), or an affiliate, as described in the presentation and materials provided to the Board on October 12, 2017. The Board further authorizes the University to request that the Florida Board of Governors approve the Project and approve the terms of the ground sublease agreement.
2. The Board's approval for the Project is based on the assumptions in the presentation and materials provided to the Board on October 12, 2017, including but not limited to the assumption that neither the USF System nor University of South Florida Saint Petersburg shall have financial exposure in regard to the conference center, residence hall or dining facility, which was not clearly disclosed to the Board in the presentation or materials of October 12, 2017.
3. University leadership will update the Board on ongoing negotiations with Project partners and agency partners, including but not limited to the Board of Governors and the Division of Bond Finance.

Trustee Hal Mullis seconded the motion and made comments concerning if motions passed today the BOG may assume and expect actions are met. A BOT conference call may be needed if the final Sodexo deal does meet three part motion

FL 109 Approval of USF Sarasota Manatee Campus Board Members

President Judy Genshaft presented both recommendations for approval to the USFSM campus board.

Mr. William Joseph “Bill” Mariotti is president and CEO of Bill Mariotti Site Development Co., Inc. He also is president of Mariotti Asphalt, and Mariotti Utilities, a family-owned business since 1952, providing complete site development for residential, industrial, and commercial properties. He is a USF graduate.

Mr. Mariotti is eligible for a four year appointment ending June 30, 2021.

Mr. Fredrick “Rick” Piccolo is the president and CEO of the Sarasota Bradenton International Airport since 1995. After earning his BS degree in business administration

Mr. Mariotti is eligible for a four year appointment ending June 30, 2021.

Mr. Fredrick “Rick” Piccolo is the president and CEO of the Sarasota Bradenton International Airport since 1995.

Mr. Piccolo is eligible for a four year appointment ending June 30, 2021.

Trustee Byron Shinn made comments relating to both Mr. Mariotti and Mr. Piccolo being actively engaged in the on goings at the USF Sarasota- Manatee campus and fully support the recommendation of becoming USFSM campus board members.

Chair Brian Lamb asked for a motion to approve FL 109- Approval fo USF Sarasota Manatee Campus Board members Mr. William Joseph Mariotti and Mr. Fredrick Piccolo. it was seconded by Trustee Byron Shinn and approved by the Board.

FL 110 – Approval of Shell Floors for USF Health MCOM and HI

Vice President Calvin Williams presented a power point presentation.

The new USF Health Morsani College of Medicine and Heart Institute, to be built in downtown Tampa, is envisioned to provide a superior teaching and research environment. The high-rise tower is to be 11 stories with the addition of two (2) floors and ground floor retail at this time as shell space. The project area is projected to be 395,194 GSF, including 57,000 NSF for Morsani College of Medicine, 64,000 NSF for Heart Institute labs, 29,100 NSF for auditorium/dining/support, 22,100 NSF for faculty offices, and 6,000 NSF for Clinical Trials/Care unit. The Design/Build team is proceeding with the construction phase of project development. Guiding principals have been followed in the design of the project.

Vice President Williams shared that the construction is underway for the new downtown USF Morsani College of Medicine and the Heart Institute facility. He is seeking the Boards approval to add two shell floors. If not decided today an opportunity when we will want to expand later will be missed. An additional \$12 million is requested for approval.

Chair Brian Lamb made comments relating to this project which has been in the planning process and discussed over the past two years. The original project was \$152.7 million dollars. If approved, USF will self-fund with non- state funds the shell only.

Trustee Jordan Zimmerman questioned the parking challenges downtown.

Trustee Hal Mullis made comments concerning the plans were previously discussed and supported at the Strategic Initiatives committee meeting. There are questions concerning current state funding.

Trustee Mike Carrere questioned the funding, structure and the overall economic costs and operating costs calculations.

Trustee Nancy Watkins commented that she had concerns some time ago regarding shell flooring and separating pharmacy from medicine. During that time she was told that it was not possible because of the burden and requirements for elevator shafts. Trustee Watkins questioned the operating costs, codes and additional elevator banks. Vice President Williams assured her they were ok to shell.

Trustee Stan Levy commented concerning the gross square footage which is 3,095.00 square feet. We're planning to use approximately 200.000 square feet.

Sr. Vice President Charly Lockwood made comments on the shell space, comparisons and the gross ratio of the square footage. There is a lot of capacity for future growth.

Chair Lamb had questions concerning retail space and suggested making this a standing agenda item to further discuss the mechanics of the project with the Finance committee.

Trustee James Gary made comments on the net comparisons.

Trustee Byron Shinn had comments concerning space dedicated for growth and questioned if we will lease the retail space.

Sr. VP Nick Trivunovich commented on the negotiations that have begun to market at arm's length rates.

Chair Brian Lamb asked for a motion to approve FL 110 to and authorize the university to shell out two additional floors in the USF Health MCOM and HI building provided no appropriated state funds would be requested to construct the two additional shell floors beyond the

appropriated funds already requested for the MCOM and HI building. The motion was made with the understanding that the Board's approval was to shell the floors only and without making any decision on future use or to complete the floors beyond the shells. The motion will not preclude requests for appropriated funds for subsequent, separate projects in the shelled space. The motion was seconded and unanimously approved.

FL 111 – Approval of Naming Projects

USF Tampa/USF Health

- The Vince & Lenda Naimoli Women's Tennis Locker Room in the James Tennis Center; the Vince and Lenda Naimoli Computer Learning Center in the Fishman's Family Student Athletic Enrichment Center; & Vince & Lenda Naimoli Football Team Meeting Room in the Selmon Athletic Center (\$1 million gift).
- Patricia A. Burns, PhD., RN, FAAN Dean's Suite within the College of Nursing.
- Fishman Family Student Athletic Enrichment Center in Athletics
- Lasher Center for Financial Markets in the Muma College of Business.
- Glenn and Linda Ruediger Varsity Tennis Court at the James Tennis Center.
- Sherrill and Paul Tomasino Exam Room in the Byrd Mobile Memory Suite
- Helen & Panos Vasiloudes, M.D. Lobby in the Morsani College of Medicine Downtown facility

Chair Brian Lamb expressed his heart felt appreciation to the Donors.

Trustee Hal Mullis offered a motion with extreme gratitude to the fine Donors of suggested Namings of facilities - FL 111 – Approval of Naming Projects.

Trustee Nancy Watkins seconded the motion and it was approved.

Chair Lamb announced the resignation of Trustee James Stikeleather and thanked him for his service to the USF Board of Trustees and for his academic achievement and success for the future.

Trustee James Stikeleather announced that he is completing his Doctorate and is looking at instructor opportunities at the University. He looks forward to hopefully continuing his working relationship with the Board in the area of strategic planning activities.

Trustee Hal Mullis commented that Trustee James Stikeleather displayed an active unique skill set while serving on the Strategic Initiatives committee and thanked him for his service and valuable contribution.

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

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.

Agenda Item: FL 102

USF Board of Trustees
December 14, 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:

ACE Committee – November 2, 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: December 14, 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 – December 14, 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	Paul Atchley	Professor	Psychology	1.0	University of Kansas	Yes
Morsani College of Medicine	Paul C. Kuo	Professor	Surgery	1.0	Loyola University - Chicago	Yes

*If less than 1.0 FTE

University of South Florida
Tenure Nominations as a Condition of Employment

1

Arts & Sciences

Paul Atchley, Ph.D.

Dr. Paul Atchley will join the University of South Florida as Dean of Undergraduate Studies and a Professor in the Department of Psychology in Spring 2018. Dr. Atchley received a Ph.D. from University of California, Riverside in 1996. After two years of post-doctoral education at University of Illinois - Urbana-Champaign, he was hired as an Assistant Professor in the Department of Psychology at the University of Kansas in 1998. He was promoted to Professor in 2003, and currently serves as Associate Dean of Academic Innovation and Student Success. Dr. Atchley is author or co-author of some 60 articles and six book chapters. He has received 10 awards for his scholarship and nine teaching/service awards. Since 2007, Dr. Atchley has served as PI or co-PI on international, national, institutional, and local grants totalling approximately \$8.5M. In addition, Dr. Atchley served as the Associate Dean for Online and Professional Education for three years. He also served on the editorial board of several scientific journals, including *Attention, Perception & Psychophysics*, *Journal of Ergonomics*, and *Visual Cognition*. The tenured faculty and chair of the Department of Psychology recommend Dr. Atchley for tenure and appointment at the rank of Professor. Eric Eisenberg, Dean of the College of Arts & Sciences, along with Provost Ralph Wilcox and President Judy Genshaft, fully concur with this recommendation for tenure upon appointment.

University of South Florida
Tenure Nominations as a Condition of Employment

3

Morsani College of Medicine

Paul C. Kuo, MD, MS, MBA

Dr. Paul C. Kuo joined the faculty of the Department of Surgery in Fall 2017 as a Professor. He comes to USF from Loyola University Medical Center in Maywood, Illinois where he served as Associate Chief Medical Informatics Officer and headed its clinical analytics group, known as OnetoMAP, which mines large volumes of data to predict health outcomes. At USF Health Dr. Kuo will fill the Richard G. Connar Endowed Chair of Surgery position. He will also serve as surgeon-in-chief at Tampa General Hospital. Later this year he will be named associate chief medical officer for surgical services at the Morsani College of Medicine. Dr. Kuo's clinical interests include hepatobiliary surgery, transplantation, and minimally invasive surgery. While serving at Georgetown University Medical Center in Washington, DC he directed the Division of Transplantation Surgery, and was a NIH-funded researcher while heading the transplantation surgery team at Duke University, Durham, NC. He has earned a Bachelor of Arts degree in Human Biology in 1982 and his Medical Degree in 1985, both from Johns Hopkins University, Baltimore, MD. He also earned a MBA in 2001 from Carey Business School, Johns Hopkins University, and a MS in Medical Informatics in 2011 from Northwestern University, Chicago, IL. He is currently working on a MS in Predictive Analytics at DePaul University, Chicago. Dr. Kuo has published more than 300 publications and 20 book chapters. He has been awarded more than 20 peer-reviewed research grants, and 26 industry-sponsored clinical trials. He is a fellow of the American College of Surgeons.

The Morsani College of Medicine Appointment, Promotion and Tenure Committee, and the Chair of the Department of Cardiovascular Sciences recommend Dr. Paul C. Kuo for tenure at the rank of Professor. Dr. Charles J. Lockwood, Senior Vice President of USF Health, and Dean of the Morsani College of Medicine along with Provost Ralph Wilcox and President Judy Genshaft, concur with this recommendation for tenure upon appointment.

Agenda Item: FL 103

USF Board of Trustees
December 14, 2017

Issue: Degree Program Productivity Report & Proposed Termination

Proposed action: Degree Program Termination

Executive Summary:

The BOG conducts a biennial review of program productivity, focused on the number of degrees produced in each specific degree area as a function of degree level. The USF System conducts a program productivity review annually. The results of the annual review are presented, and one action is recommended as a result: the proposed termination of:

- Research Doctoral Degree Engineering, General (CIP 14.0101; USF Tampa)

The degree program proposed for termination has shown degree productivity levels over the last five-year period below the USF System internal thresholds and also below the FL SUS BOG thresholds.

The Research Doctoral Degree in Engineering's (CIP 14.0101, USF) enrollment patterns, including Fall 2017, do not warrant further promotion of the program. The 8 students enrolled in Fall 2017 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.

Financial Impact: No financial impact.

Strategic Goal(s) Item Supports: USF Tampa 1: Student Success; USFSP 2: Student Success & Culture; USFSM Goal: Student Access & Success

BOT Committee Review Date: 11/2/2017 ACE

Supporting Documentation Online (please circle):

Yes

No

- [Degree Program Productivity 2017 Report.pptx](#)
- [Fall 2017 USF System APR Full Reprt – Fall 2017.pdf](#)
- [Fall 2017 USF System Fall 2017 Responses.pdf](#)
- [Termination Form for CIP 14.0101, Research Doctoral Degree](#)

USF System or Institution specific: USF System

Prepared by: Theresa Chisolm, Ph.D., Vice Provost Strategic Planning, Performance, Accountability, USF Tampa

Degree Productivity Annual Review *- for 2016-17*

Academic & Campus Environment Committee
USF System Board of Trustees

Theresa Chisolm, Ph.D., Vice Provost, Strategic Planning, Performance & Accountability, USF Tampa; Martin Tadlock, Ph.D., Interim Chancellor, USFSP; Karen Holbrook, Ph.D., Executive Vice President, USFSM | November 2, 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 = 42

Program	AAR	Program	AAR
Undergraduate (n = 27)		Undergraduate (cont)	
13.1302 (Art Teacher Ed. - T)	2011-12	16.0905 (Spanish - T)	2015-16
13.1303 (Business Teacher Ed. (Voc) - T)	2011-12	16.1200 (Classics - T)	2015-16
13.1324 (Dance Education - T)	2011-12	52.0201 (Business, General - SP)	2016-17
13.1005 (Ed. of Emotion. Handicap - T)	2011-12	13.1210 (Early Childhood Ed. - SM)	2016-17
13.1006 (Ed. of Mental Handicap - T)	2011-12		
13.1011 (Ed. Of Specific Learning Disabled - T)	2011-12	Masters (n = 14)	
13.1320 (Trade & Industrial Teacher Ed. -T)	2011-12	13.1302 (Art Education - T)	2011-12
14.0101 (Engineering, General - T)	2011-12	13.0406 (Higher Ed. Administration - T)	2011-12
24.0101 (Liberal Arts & Sciences - T)	2011-12	50.0504 (Dramatic Writing - T)	2011-12
13.1001 (Special Education, General - SP)	2013-14	13.1005 (Ed. of Emotion. Handicap - T)	2013-14
13.1202 (Elementary Teacher Ed. - SP)	2013-14	13.1006 (Ed. of Mental Handicap -T)	2013-14
30.9999 (Interdisciplinary Studies - T)	2013-14	13.1011 (Ed. of Learning Disabled - T)	2013-14
52.0601 (Business Managerial Economics - T)	2013-14	16.1200 (Classics – T)	2013-14
51.0913 (Athletic Training - T)	2014-15	51.3201 (Bioethics & Medical Humanities - T)	2013-14
11.0401 (Computer Info. Systems - T)	2015-16	13.1210 (Early Childhood Ed. - T)	2014-15
13.1001 (Exceptional Student Ed. - SM)	2015-16	13.1001 (Exceptional Student Ed. - SM)	2015-16
13.1305 (English Teacher Ed. - SP)	2015-16	05.0102 (American Studies - T)	2015-16
13.1306 (Foreign Language Teacher Ed. - T)	2015-16	14.0101 (Engineering, General - T)	2016-17
05.0102 (American Studies - T)	2015-16	13.1315 (Reading Teacher Ed. - SM)	2016-17
16.0901 (French - T)	2015-16	09.0401 (Journalism - T)	2016-17
16.0501 (German - T)	2015-16		
16.0902 (Italian - T)	2015-16	Doctorate (n = 1)	
16.0402 (Russian - T)	2015-16	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 2016-17)

New Degree Programs

n = 33

Program	AAR	Program	AAR
Undergraduate (n = 9)		Masters (cont)	
26.0101 (Biology, General - SP)	2011-12	43.0303 (Cybersecurity - T)	2013-14
51.0201 (Speech Language Services - SM)	2011-12	44.0000 (Child & Adoles. Beh Healthcare - T)	2013-14
51.0000 (Health Sciences - T)	2011-12	51.0913 (Athletic Training - T)	2014-15
52.1101 (Global Business - SP)	2011-12	11.0401 (Information Studies - T)	2014-15
44.0000 (Behavioral Healthcare - T)	2012-13	52.0301 (Accountancy - SP)	2014-15
16.0101 (World Langs & Culture - SP)	2012-13	51.3804 (Nurse Anesthetist - T)	2015-16
23.1303 (Prof. & Tech. Comm - SM)	2012-13	51.2099 (Pharm. Nanotechnology - T)	2015-16
26.0101 (Biology - SM)	2013-14	26.1307 (Conservation Biology - SP)	2016-17
16.0101 (World Langs & Culture - T)	2015-16		
Masters (n = 17)		Doctorate (n = 7)	
13.1305 (Secondary Eng. Ed - SM)	2011-12	14.1401 (Environmental Engineering - T)	2011-12
13.1203 (Middle School STEM - SP)	2011-12	42.2814 (App. Behav. Analysis - T)	2012-13
31.0505 (Exercise Science - T)	2011-12	26.0406 (Cell & Molecular Bio. - T)	2013-14
51.2706 (Health Informatics - T)	2011-12	26.1399 (Integrative Biology - T)	2013-14
51.0912 (Physician Asst. - T)	2012-13	51.2314 (Rehabilitative Sciences - T)	2014-15
31.0504 (Sports Management - T)	2012-13	16.0102 (Linguistics & Appl. Lang. Studies - T)	2016-17
42.0101 (Psychology - SP)	2012-13	51.2212 (Behav & Community Sciences - T)	2016-17
13.0101 (Education, General - SM)	2012-13		
11.0701 (Computer Science - T)	2013-14		

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

Data from Approved USF System Annual Accountability Reports (2011-12 through 2016-17)

Degrees Awarded: Number and Percent of Academic Programs above BOG and Internal Thresholds

As of end of Spring 2017 term

	USF	USF-SP	USF-SM	System Total
TOTAL Programs <i>(as of Spring 2017)</i>	225	38	25	288
<i>Above BOG Threshold</i>	213 (95%)	37 (97%)	25 (100%)	275 (95%)
<i>Above BOG + Internal Thresholds</i>	198 (88%)	36 (95%)	25 (100%)	259 (90%)
Baccalaureate	75	25	18	118
<i>Above BOG Threshold</i>	74 (99%)	24 (96%)	18 (100%)	116 (98%)
<i>Above BOG + Internal Thresholds</i>	72 (96%)	24 (96%)	18 (100%)	114 (97%)
Master's	99	13	7	119
<i>Above BOG Threshold</i>	94 (95%)	12 (92%)	7 (100%)	113 (95%)
<i>Above BOG + Internal Thresholds</i>	84 (85%)	12 (92%)	7 (100%)	103 (87%)
Research Doctorate	49	N/A	N/A	49
<i>Above BOG Threshold</i>	45 (92%)	N/A	N/A	45 (92%)
<i>Above BOG + Internal Thresholds</i>	41 (84%)	N/A	N/A	41 (84%)

Degree Productivity Review (Fall 2017)

University of South Florida Sarasota-Manatee Academic Program Productivity Fall 2017 Review: Fall 2012 - Spring 2017					
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	●	126
	520101	Business, General	Bachelor	●	140
	520201	Business Admin & Management	Bachelor	●	151
			Masters	●	97




- Deans, Regional Vice Chancellors
- Disciplinary Faculty & Faculty Councils
- System Level: Academic Program Advisory Committee (APAC)
- Recommended termination:
 - 14.0101 Engineering, General – Research Doctoral

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 2017 Enrollment	Strategic Emphasis	Comments
Engineering								
	110103	Information Technology	Masters	●	23	36	STEM	This program had issues with the initial transition from the Lakeland campus. Currently there are positive trends and ongoing efforts to resolve this issue including: a tripling of enrollment in the last two years; 2/3 of students are now full time; the program was redesigned with changes taking effect in the 2017 catalog.
	140101	Engineering, General	Doctoral - R	●	9	8	STEM	This program hosts the 3 year accelerated program. The different combinations of the program are being formalized. When that process is completed, this PhD program will be terminated.
Medicine								
	261105	Bioinformatics & Comp Biology	Masters	●	25	15	STEM	Program has highest enrollment in the last 10 years. Number of graduates is expected to exceed the USF threshold by next year. Approximately 30% of our graduates are accepted to PhD or MD programs. About 30% of our graduates have entered the workforce doing bioinformatics, and many of the students graduating from the program are co-authors on scientific publications.

University of South Florida System

Academic Program Productivity Report Fall 2017

Includes
Degrees Awarded for Academic Years
Fall 2012 - Spring 2017

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
USF System Office of Decision Support
Institutional Effectiveness

University of South Florida Academic Program Productivity (Tampa Only) Fall 2017 Review: Fall 2012 - Spring 2017					
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		520
			Masters		59
	040301	Urban & Regional Planning	Masters		30
	050107	Latin American Studies	Masters		29
	050201	African American (Black) Stdes	Bachelor		28
	050207	Women's Studies	Bachelor		89
			Masters		27
	90101 & 231304	Communications	Bachelor		1,061
		CIP change - 231304 to 090101 (2015)	Doctoral - R		30
			Masters		20
	090102	Mass Communications	Bachelor		1,248
			Masters		63
	110103	Information Technology	Bachelor		145
	110401	Intelligence Studies	Masters	New F14	12
	160101	World Languages and Cultures	Bachelor	New F16	
	160102	Linguistics	Masters		63
			Doctoral - R	New F16	
	160901	French	Masters		21

					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
	160905	Spanish	Masters	●	43
	230101	English, General	Bachelor	●	952
			Doctoral - R	●	40
			Masters	●	52
	231302	Creative Writing	Masters	●	41
	240101	Liberal Arts & Sciences	Masters	●	32
	240103	Humanities	Bachelor	●	129
	250101	Library Science/Librarianship	Masters	●	430
	260101	Biology, General	Bachelor	●	1,281
			Masters	●	86
	260102	Biomedical Sciences	Bachelor	●	2,561
	260406	Cell and Molecular Biology	Doctoral - R	New F13	22
	260503	Microbiology/Bacteriology	Bachelor	●	216
			Masters	●	33
	260911	Cancer Biology	Doctoral - R	●	24
	261399	Integrative Biology	Doctoral - R	New F13	11
	270101	Mathematics, General	Bachelor	●	244
			Doctoral - R	●	39
			Masters	●	47
	270501	Statistics	Bachelor	●	76
			Masters	●	44
	300101	Interdisciplinary Natural Sci	Bachelor	●	723

				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
	380101	Philosophy	Bachelor	●	150
			Doctoral - R	●	34
			Masters	●	35
	380201	Religious Studies	Bachelor	●	96
			Masters	●	19
	400501	Chemistry	Bachelor	●	317
			Doctoral - R	●	80
			Masters	●	27
	400601	Geology	Bachelor	●	137
			Doctoral - R	●	25
			Masters	●	48
	400801	Physics	Bachelor	●	118
			Doctoral - R	●	46
			Masters	●	49
	420101	Psychology, General	Bachelor	●	2,919
			Doctoral - R	●	79
			Masters	●	72
	440401	Public Administration	Masters	●	144
	450101	Social Sciences, General	Bachelor	●	460
	450201	Anthropology	Bachelor	●	403
			Doctoral - R	●	60
			Masters	●	86

				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
	450601	Economics Under Social Sci	Bachelor	●	474
			Doctoral - R	●	13
			Masters	●	64
	450701	Geography	Bachelor	●	79
			Masters	●	26
	450799	Geography & Envir Sci & Policy	Doctoral - R	●	23
	450901	International Relations	Bachelor	●	734
			Doctoral - R	●	8
	451001	Political Sci & Government	Bachelor	●	763
			Masters	●	67
	451101	Sociology	Bachelor	●	522
			Doctoral - R	●	8
			Masters	●	26
	510000	Health Sciences	Bachelor	●	1,952
	511005	Medical Technology	Bachelor	●	38
	540101	History	Bachelor	●	575
			Doctoral - R	●	3
			Masters	●	51
Behavioral and Community Sciences					
	301101	Gerontology	Bachelor	●	150
			Doctoral - R	●	20
			Masters	●	42
	422814	Applied Behavior Analysis	Doctoral - R	New F13	1

					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
	429999	Psychology, Other	Masters	●	108
	430103	Criminal Justice Admin	Masters	●	108
	440000	Human Services, General	Bachelor	●	268
			Masters	New S14	5
	440701	Social Work, General	Bachelor	●	357
			Doctoral - R	●	14
			Masters	●	409
	450101	Social Sciences, General	Bachelor	●	103
	450401	Criminology	Bachelor	●	1,858
			Doctoral - R	●	24
			Masters	●	42
	510202	Audiology	Doctoral - R	●	62
	510204	Speech Pathology & Audiology	Bachelor	●	695
			Doctoral - R	●	12
			Masters	●	327
	510701	Health Services & Admin	Bachelor	●	52
	512212	Behavioral & Community Sciences	Doctoral - R	New F17	
	512310	Vocational Rehab & Counseling	Masters	●	200
Business					
	110501	Information Systems & Decision	Masters	●	492
	310504	Sport Business Management	Masters	●	92
	520101	Business, General	Bachelor	●	1,230
			Masters	●	73

					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
	520201	Business Admin & Management	Bachelor	●	486
		Business Admin & Management	Doctoral - R	●	48
		Business Admin & Management	Masters	●	787
	520301	Accounting	Bachelor	●	1,149
			Masters	●	277
	520601	Business Managerial Economics	Bachelor	●	205
	520701	Entrepreneur in Applied Tech	Masters	●	221
	520801	Finance, General	Bachelor	●	1,469
			Masters	●	242
	521101	International Business	Bachelor	●	245
	521201	Information Systems & Decision	Bachelor	●	641
	521401	Business Mrktng & Management	Bachelor	●	1,295
			Masters	●	159
	521499	Advertising	Bachelor	●	36
	521501	Real Estate	Masters	●	2
Education					
	130301	Curriculum and Instruction	Doctoral - R	●	232
			Ed. Specialist	●	47
			Masters	●	494
	130401	Education Admin/Ldrshp, Gnrl	Doctoral - R	●	17
			Specialist	●	2
			Masters	●	241
	131001	Special Education, General	Bachelor	●	118

			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	●	53
	131004	Education Gifted & Talented	Masters	●	32
	131013	Autism Spectrum Disorders	Masters	●	30
	131101	Counselor Educ/Studt Cnslg/Gui	Masters	●	172
	131201	Adult & Contng Tchr Education	Masters	●	133
	131202	Elementary Teacher Education	Bachelor	●	983
			Masters	●	143
	131210	Early Childhood Education	Bachelor	●	115
	131305	English Teacher Education	Bachelor	●	191
			Masters	●	53
	131306	Foreign Lang Teacher Educ	Masters	●	13
	131311	Mathematics Teacher Educ	Bachelor	●	129
			Masters	●	37
	131314	Phys Ed Teaching & Coaching	Bachelor	●	213
			Masters	●	118
	131315	Reading Teacher Education	Masters	●	117
	131316	Science Teacher Education	Bachelor	●	51
			Masters	●	36
	131317	Social Science Education	Bachelor	●	181
			Masters	●	34
	131320	Technology Education	Masters	●	62
	131401	Second Language/Instr Tech	Doctoral - R	●	21

				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
	310505	Exercise Science	Masters	●	73
	422805	Dvlpmntl/Psychology (Life Spn)	Doctoral - R	●	29
			Masters	●	40
Engineering					
	110101	Computer & Information Science	Bachelor	●	481
	110103	Information Technology	Bachelor	●	228
			Masters	●	23
	110701	Computer Science	Masters	●	123
	140101	Engineering, General	Doctoral - R	●	9
	140501	Biomedical Engineering	Doctoral - R	●	15
			Masters	●	93
	140701	Chemical Engineering	Bachelor	●	379
			Doctoral - R	●	29
			Masters	●	30
	140801	Civil Engineering	Bachelor	●	479
			Doctoral - R	●	36
			Masters	●	216
	140901	Computer Engineering	Bachelor	●	227
			Doctoral - R	●	35
			Masters	●	92
	141001	Electrical, Electronics Engine	Bachelor	●	393
			Doctoral - R	●	74
			Masters	●	516

					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
	141401	Environmental Engineering	Doctoral - R	New S12	13
			Masters	●	56
	141801	Materials Engineering	Masters	●	36
	141901	Mechanical Engineering	Bachelor	●	677
			Doctoral - R	●	29
			Masters	●	146
	143501	Industrial & Mgt Systems Engin	Bachelor	●	229
			Doctoral - R	●	28
			Masters	●	87
	151501	Engineering & Related Fields	Masters	●	187
Global Sustainability					
	303301	Global Sustainability	Masters	●	159
Graduate Studies					
	430303	Cybersecurity	Masters	New F14	136
Marine Science					
	400607	Oceanography/Marine Science	Doctoral - R	●	45
			Masters	●	50
Medicine					
	261103	Bioinformatics & Comp Biology	Masters	●	25
	261201	Biotechnology	Masters	●	62
	269999	Biological Sci/Life Sci/Other	Doctoral - R	●	77
			Masters	●	1,498
	510912	Physicians Assistant Studies	Masters	New SU15	

					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
	510913	Athletic Training	Bachelor	●	94
		(Bachelors transitioning to Masters)	Masters	New SU15	5
	511201	Medicine	Doctoral - P	●	685
	512308	Physical Therapy	Doctoral - P	●	454
	512314	Rehabilitation Sciences	Doctoral - P	New F14	
	512706	Health Informatics	Masters	●	179
Nursing					
	513801	Nursing	Bachelor	●	2,333
			Masters	●	1,350
	513804	Nurse Anesthesia	Masters	New F15	
	513808	Nursing Science	Doctoral - R	●	34
	513818	Nursing	Doctoral - P	●	76
Pharmacy					
	512001	Pharmacy (PharmD)	Doctoral - P	●	76
	512099	Pharmaceutical Nanotechnology	Masters	New S16	
Public Health					
	510701	Health Services & Admin	Masters	●	71
	512201	Public Health	Bachelor	●	1,577
			Doctoral - R	●	101
			Masters	●	1,045
	512299	Public Health Science	Masters	●	90

					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
The Arts					
	040201	Architecture	Masters		198
	040401	Urban & Community Design	Masters		19
	131312	Music Teacher Education	Bachelor		90
			Masters		17
	500301	Dance	Bachelor		83
	500501	Dramatic Arts	Bachelor		187
	500701	Art, General	Bachelor		187
	500702	Fine/Studio Arts	Bachelor		187
			Masters		50
	500703	Art History & Appreciation	Bachelor		89
			Masters		22
	500901	Music, General	Doctoral - R		13
	500903	Music Performance	Bachelor		82
			Masters		137
	509999	Music Studies	Bachelor		124
Undergraduate Studies					
	240102	Applied Science	Bachelor		646

University of South Florida St. Petersburg Academic Program Productivity Fall 2017 Review: Fall 2012 - Spring 2017					
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	●	131
			Masters	●	27
	090102	Mass Communications	Bachelor	●	186
	090401	Journalism & Media Studies	Masters	●	31
	090499	Digital Journalism	Masters	●	50
	160101	World Languages & Cultures	Bachelor	New - F13	10
	230101	English	Bachelor	●	210
	240101	Humanities	Masters	●	58
	260101	Biology	Bachelor	●	328
	420101	Psychology	Bachelor	●	550
			Masters	●	34
	450101	Interdisciplinary Studies	Bachelor	●	194
	450201	Anthropology	Bachelor	●	96
	450401	Criminology	Bachelor	●	250
	450701	Geography	Bachelor	●	3
	451001	Government & Intl Affairs	Bachelor	●	162
	500409	Graphic Design	Bachelor	●	51
	500701	Art (Changed to Graphic Design Fall 2014)	Bachelor	●	36
	510000	Health Sciences	Bachelor	●	89
	540101	History	Bachelor	●	133

					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	●	66
	520201	Management and Organization	Bachelor	Terminated - S17	6
		Management and Organization	Masters	●	392
	520101	Business Administration	Bachelor	●	306
	520301	Accounting	Bachelor	●	370
			Masters	New - S15	11
	520601	Economics	Bachelor	●	72
	520701	Entrepreneurship	Bachelor	●	85
	520801	Finance	Bachelor	●	270
	521101	International Business	Bachelor	New - F12	35
	521201	Information Sys & Decision Sci	Bachelor	●	121
	521401	Marketing	Bachelor	●	236
Education					
	130401	Leadership Development	Masters	●	98
	131001	Exceptional Child Education	Masters	●	62
	131202	Childhood Ed & Literacy Studies	Masters	●	72
	131203	Secondary Education, General	Masters	New - F12	33
	131206	Elementary/Exceptional Ed	Bachelor	●	398
	131305	Secondary Education, General	Masters	●	45
	131315	Childhood Ed & Literacy Studies	Masters	●	48



University of South Florida Sarasota-Manatee Academic Program Productivity Fall 2017 Review: Fall 2012 - Spring 2017					
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	●	126
	520101	Business, General	Bachelor	●	140
	520201	Business Admin & Management	Bachelor	●	151
			Masters	●	97
	520301	Accounting	Bachelor	●	199
	520801	Finance, General	Bachelor	●	133
	521401	Business Mrktng & Management	Bachelor	●	92
Hospitality & Tourism Leadership USFSM					
	240102	Applied Science	Bachelor	●	103
	520901	Hospitality Management	Bachelor	●	209
			Masters	●	44
Liberal Arts & Social Sciences					
	230101	English, General	Bachelor	●	95
	231303	Professional & Technical Communication	Bachelor	New F13	21
	240102	Applied Science, Leadership Studies	Bachelor	●	103
	430103	Criminal Justice Admin	Masters	●	35
	450101	Interdisciplinary Social Sciences	Bachelor	●	172
	450401	Criminology	Bachelor	●	189
	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	13
	131202	Elementary Teacher Education	Bachelor	●	183
		(Not Curently accepting students)	Masters	●	32
	130401	Educational Leadership	Masters	●	58
	131305	English Teacher Education	Masters	New F13	5
Science and Mathematics					
	260101	Biology, General	Bachelor	New F12	43
	420101	Psychology, General	Bachelor	●	309
	510201	Communication Sci & Disorders	Bachelor	●	256

University of South Florida System

Academic Program Productivity Report Fall 2017

Includes
Degrees Awarded for Academic Years
Fall 2012 - Spring 2017

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
USF System Office of Decision Support - Institutional Effectiveness
October 11, 2017

University of South Florida
Academic Program Productivity (Tampa Only)
Fall 2017 Review: Fall 2012 - Spring 2017

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 2017 Enrollment	Strategic Emphasis	Comments
Arts and Sciences								
	050107	Latin American Studies	Masters	●	29	11		Moved to new School of Interdisciplinary Global Studies (SIGS); Very near USF threshold
	050201	African American (Black) Studies	Bachelor	●	28	9		Moved this year into new School of Interdisciplinary Global Studies (SIGS); Curriculum being modified for a new focus consistent with the new school; Very near BOG threshold
	050207	Women's Studies	Masters	●	27	11		Enrollment and degree productivity on the upswing the past two years; well above the BOG threshold for degrees; limited by number of assistantships available
	090101	Communication	Masters	●	20	9	Gap Analysis	Steady enrollment with 5 new students for fall 2017; low enrollment result of decision (years ago) to focus on doctoral program; new chair will focus on creating full-pay professional programs similar to the successful program she developed at Purdue; anticipate significant enrollment growth
	160901	French	Masters	●	21	8	Global	Program is staying above the BOG threshold of 20 degrees; steady small enrollment; continuing to assess the viability of the program
	380201	Religious Studies	Masters	●	19	13		New leadership and a focus on recruiting and student progression; New curriculum focus on religion and conflict; Very near BOG threshold
	400501	Chemistry	Masters	●	27	NA	STEM	Default degree for strong PhD program. Very few students admitted directly to masters as PhD is the focus
	450601	Economics Under Social Sci	Doctoral - R	●	13	23		The program has recruited well the last two years and now has reached a steady state of 21-25 students. Degree productivity is also up with four students having graduated the past year
	450701	Geography	Masters	●	26	5		The program was down in faculty when the new School of Geosciences was founded in 2014. New faculty this year are expected to reinvigorate a once thriving masters program whose graduates are highly employable
	450901	International Relations	Doctoral - R	●	8	28	Global	Enrollments have continued to grow; New leadership and a focus on matriculating students in a shorter time; Graduate director meeting individually with students to keep them on track for graduation
	451101	Sociology	Doctoral - R	●	8	24		Enrollments continue to rise this fall reaching 29; Four new student for fall 2017; placing a focus on working with individual students to keep them on track for graduation
			Masters	●	26	11		A new graduate director has brought more structure and tracking of masters students to the program and also a renewed interest in Masters recruiting. These should increase degree production. The program is now above the BOG threshold
	511005	Medical Technology	Bachelor	●	38	88	Health	Program is above the BOG threshold; requires an internship at a large Florida Hospital which limits number of students that can be accepted; all graduates find employment
	540101	History	Doctoral - R	●	3	33		New Leadership last year has brought about a significant refocusing of the History PhD program which got off to a very slow start; new focus on public history and preparing students for non-academic as well as academic positions; enrollments now reaching 26; strong focus on keeping students on track for graduation

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 2017 Enrollment	Strategic Emphasis	Comments
Behavioral and Community Sciences								
	440701	Social Work, General (Suspended)	Doctoral - R	●	14	2		Admissions will remain suspended until at least Fall, 2019. Our plan was to postpone reinstatement until we hired a new School Director (Chairperson) and hired additional faculty. The new Director has been hired and we are conducting searches for two new Social Work faculty this year. The Director has been asked to work with the faculty on reconceptualizing the program and to submit a plan to the dean that will ensure program viability.
	510204	Communication Sciences & Disorders	Doctoral - R	●	12	23	Health	Curriculum requirements reduced from 90 to 72 credit hours (post-baccalaureate). Non-curriculum requirements streamlined allowing student's work to focus on their research program and professional research skills earlier in their program of study. Increased admissions and enrollment is expected to lead to an increased number of graduates. A significant shortage of Ph.D.s in CSD assure 100% employed upon graduation in academia, clinical settings, and industry.
Business								
	521499	Advertising	Bachelor	●	36	71		This program was redesigned into the Zimmerman Advertising Program (ZAP). There has been a significant increase in enrollment for 2015 and 2016. With the first ZAP graduates just completing the program, it is well on its way to increasing numbers of graduates.
	521501	Real Estate (Suspended)	Masters	●	2	0		The Muma College of Business has one program on the attached that is below the threshold, the Masters of Real Estate. Our Masters in Real Estate program was inactivated approximately two years ago due to the economic downturn and depressed real estate market. With the turn-around in real estate, we will be reviewing the market in the coming year to determine if there has been a sufficient buildup in demand to warrant activating the program. If it is determined the demand is not present the program will be terminated or redesigned as a concentration under the finance program.
Education								
	130401	Education Admin/Ldrshp, Gnrl	Specialist	●	2	26	Education	Significant increase in enrollment over the past three years that is projected to continue. In Fall 2014-Spring 2015 the Educational Leadership and Policy Studies Faculty collaborated with the Hillsborough County School District and the Wallace Foundation to redesign the Ed.S. as an advanced professional degree for seated principals and school district leaders to build the district's capacity for leadership in high-risk, low-performing turnaround schools. Since that time, enrollment in the program has increased substantially. In March 2017 a new MOU was signed with the Hillsborough County School District to continue the Ed.S. through August 2021. In addition, new partnerships are in process with Pasco, Pinellas and Polk Counties.
	131306	Foreign Lang Teacher Educ	Masters	●	13	6	Education	We are working with the Chair of Teaching and Learning and Foreign Language Education (FLE) Program Coordinator to reposition the FLE MAT program with the MED in Curriculum and Instruction/FLE and TESOL concentrations under one CIP code. Currently, there is significant overlap in coursework among these three programs and the three programs share faculty. We project approximately 25-30 graduates per year once the programs are aggregated under one CIP code.

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 2017 Enrollment	Strategic Emphasis	Comments
Engineering								
	110103	Information Technology	Masters	●	23	36	STEM	This program had issues with the initial transition from the Lakeland campus. Currently there are positive trends and ongoing efforts to resolve this issue including; a tripling of enrollment in the last two years; 2/3 of students are now full time; the program was redesigned with changes taking effect in the 2017 catalog.
	140101	Engineering, General	Doctoral - R	●	9	8	STEM	This program hosts the 5 year accelerated program. The different combinations of the program are being formalized. When that process is completed, the PhD program will be terminated.
Medicine								
	261103	Bioinformatics & Comp Biology	Masters	●	25	15	STEM	Program has highest enrollment in the last 10 years. Number of graduates is expected to exceed the USF threshold by next year. Approximately 30% of our graduates are accepted to PhD or MD programs. About 30% of our graduate have entered the workforce doing bioinformatics, and many of the students graduating from the program are co-authors on scientific publications.
The Arts								
	040401	Urban & Community Design	Masters	●	19	10	STEM	Developed a dual enrollment program the MARCH degree program. Work closely with colleagues in the USF INTO program to seek qualified candidates at an international level. The SACD continues to market nationally through the American Institute of Architecture Students website. The migration to a new website per the new USF content management system will provide another opportunity to promote the MUCD program. We are currently reviewing other platforms for marketing the MUCD program. The new SACD St. Petersburg Urban Design Lab (UDL) will open this spring (2018).
	131312	Music Teacher Education	Masters	●	17	6	Education	The previous program, for this degree, was completely replaced in collaboration with the staff in Innovative Education and with the new version initiated in Summer 2016. The graduation numbers dropped beginning in 2013-14 as we began to teach-out students remaining in the previous program. New students were then admitted into the current version that began Summer 2016. We would expect, 1) the first of these students to begin graduating in 2017-18, and 2) that enrollment numbers will continue to increase. However, because of the teachout of those students in the previous program we anticipate one more reporting year where the total for a five year period will drop (2012-13 to 2017-18), and after that we should see increases that exceed the BOG Performance Threshold and ultimately, the USF Performance Threshold. Additionally for the 2017-18 AY the college has identified funds specifically to assist in the marketing of this fully on-line degree program.
	500703	Art History & Appreciation	Masters	●	22	11		Emphasis has been placed on enhanced recruitment. A new website and promotional materials will emphasize career opportunities for graduates. Greater emphasis on rapid and effective communication with accepted applicants and revised strategies in awarding fellowships to the highest achievement applicants. Developed an accelerated BA/MA Program in Art History constituting 150 credit hours that is waiting approval.
	500901	Music, General	Doctoral - R	●	13	17		This program is one of the highest enrolled Music Education PhD programs in the U.S. A large percentage of the students are from the state of Florida. Most students are employed in teaching positions and are part-time students. Limited funding contributes to the challenge of full-time enrollment. Strong focus on helping students move through the program. The SOM is working to identify funds to provide additional GA positions and scholarships/fellowships to assist students' completion rates.

University of South Florida St. Petersburg
Academic Program Productivity
Fall 2017 Review: Fall 2012 - Spring 2017

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	Status	Total Degrees 5 Years	Fall 2017 Enrollment	Strategic Emphasis	Comments
Arts and Sciences								
	030104	Environmental Science & Policy	Masters	●	27	18	STEM	Last year the department underwent a major restructuring with new leadership. Enrollment increasing. New focus on time to degree and identifying potential impediments to graduation.
	450701	Geography	Bachelor	●	3	20		Curriculum revised and program "relaunched" in 2015 under a more appropriate focus that is attractive to employers. Significant increase in enrollment for Fall 2017.

**University of South Florida Sarasota-Manatee
Academic Program Productivity
Fall 2017 Review: Fall 2012 - Spring 2017**

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	Status	Total Degrees 5 Years	Fall 2017 Enrollment	Strategic Emphasis	Comments
USFSM had no degree programs that were below the BOG or USF thresholds								

Revised 12/2016

Board of Governors, State University System of Florida
ACADEMIC DEGREE PROGRAM TERMINATION FORM
In Accordance with BOG Regulation 8.012

UNIVERSITY: University of South Florida

PROGRAM NAME: PhD in Engineering Science

DEGREE LEVEL(S): PhD CIP CODE: 14.0101
(B., M., Ph.D., Ed.D., etc.) (Classification of Instructional Programs)

ANTICIPATED TERMINATION TERM: Spring 2018
(First term when no new students will be accepted into the program)

ANTICIPATED PHASE-OUT TERM: Spring 2021
(First term when no student data will be reported for this program)

Please use this form for academic program termination. The form should be approved by the University Board of Trustees (UBOT) prior to submission to the Board of Governors, State University System of Florida for consideration. Please fill out this form completely for each program to be terminated in order for your request to be processed as quickly as possible. Attach additional pages as necessary to provide a complete response. In the case of baccalaureate or master's degree programs, the UBOT may approve termination in accordance with BOG Regulation 8.012, with notification sent to the Board of Governors, Office of Academic and Student Affairs. For doctoral level programs please submit this form with all the appropriate signatures for Board of Governors' consideration. The issues outlined below should be examined by the UBOT when approving program terminations.

1. Provide a narrative rationale for the request to terminate the program.

The request to terminate the PhD in Engineering Science (14.0101) is based on low enrollment; there will also be no cost savings by terminating the program as the faculty are teaching courses that are utilized for other programs and have to be taught anyway.

Revised 12/2016

- 2. Indicate on which campus(es) the program is being offered and the extent to which the proposed termination has had or will have an impact on enrollment, enrollment planning, and/or the reallocation of resources.**

USF-Tampa with no impact on enrollment, enrollment planning, and/or the reallocation of resources.

- 3. Explain how the university intends to accommodate any students or faculty who are currently active in the program scheduled to be terminated. State what steps have been taken to inform students and faculty of the intent to terminate the program. Please provide the date when the teach-out plan was submitted to SACSCOC, if applicable.**

Any current students will be allowed to remain in the current degree program until they graduate. Faculty are not affected.

- 4. Provide data (and cite sources) on the gender and racial distribution of students in and faculty affiliated with the program. For faculty, also list the rank and tenure status of all affected individuals.**

N/A

- 5. Identify any potential negative impact of the proposed action on the current representation of females, minorities, faculty, and students in the program.**

There will be minimal impact due to the already low enrollment.

- 6. If this is a baccalaureate program, please explain how and when the Florida College System (FCS) institutions have been notified of its termination so that students can be notified accordingly.**

N/A

Revised 12/2016

Sanjivta Bharjia

10/13/17

Signature of Requestor/Initiator

Date

Jose Hernandez

10-13-17

Signature of Campus EO Officer

Date

Robert H. Bishop
Digitally signed by Robert H. Bishop
Date: 2017.10.16 10:27:31 -04'00'

Signature of College Dean

Date

Signature of President or Vice President for Academic Affairs

Date

Date Approved by the Board of Trustees

Date

Signature of the Chair of the Board of Trustees

Date

Agenda Item: FL 104

USF Board of Trustees
December 14, 2017

Issue: Expenditure Authorization Request

Proposed action:

Approval of the following expenditure over \$2,000,000:

- o Tampa Sports Authority License Agreement \$10,816,500
-

Executive Summary:

The USF System Policy for Delegations of General Authority and Signatory Authority requires the approval of the Finance Committee Chair for the procurement of goods and services above \$1 million and the approval of the Finance Committee for the procurement of goods and services above \$2 million. Approval is being requested for the item listed above.

Financial Impact: Authorization is being requested for a \$10,816,500 contract.

Strategic Goal(s) Item Supports:	Goal 4: Sound Financial Management
Committee Review Date:	October 12, 2017
Supporting Documentation Online (please circle):	Yes No
	Expenditure Approval Form
USF System or Institution specific:	USF System
Prepared by:	Nick Trivunovich, Vice President/CFO (813) 974-3297

**USF System Approval of Expenditures
Exceeding One Million Dollars**

Project/Initiative Name: USF Athletics – Tampa Sports Authority

Total Project/Initiative Cost: Estimated at \$10,816,500 for six years, this cost is estimated because it is dependent on the number of games per year and the attendance at those games. Year 1 cost estimate is \$1,554,000 and Years 2 thru 6 are estimated based on 7 games with attendance of 30,000 fans per game.

Description: (description and rationale for the project/initiative)

This is a 6 year renewal for use of Raymond James Stadium for up to 8 collegiate football games per season. It includes the game fee, ticket surcharge as well as the support costs incurred by the Tampa Sports Authority for the USF Football games. The agreement provides USF with a top NFL stadium to play football games. The facility allows USF to ensure top level security and an in-stadium experience.

Objective: (strategic priority or needs the project/initiative addresses; include strategic goal this project/initiative supports)

In line with the USF Athletics strategic plan, this contract meets many of USF Athletics' strategic goals. A new section has been added to the contract that relates to goal number three (first class fan-engagement) by identifying a specific area external to the stadium which is identified as the "Bulls Zone" This allows for the Bulls Zone space and activities to be supported. Goal four of growing revenue and increasing financial sustainability is reinforced by locking in the licensing fee for the duration of the contract and expanding revenue sharing for any season that has a seventh or eighth game. This renewal also has escalating percentages of revenue sharing for parking and concessions related to these additional games. Due to these favorable terms, USF Athletics felt it most appropriate to extend the term of this new agreement to 6 years. Goal five is to provide top level facilities which allows our football program to be successful within our conference and the NCAA. Raymond James Stadium is regarded as on of the best football facilities in the industry.

Funding Source(s):

Athletics Auxiliary

Are the funds supporting the project budgeted or non-budgeted? Budgeted for current year and will be incorporated in future year budgets.

Prior Approval Process:

Contract was reviewed and signed by USF General Counsel. Prior to signing, consultation was done with BOT representatives and USF Sr. Administrators.

List Related Projects/Initiatives: (if any)

N/A

USF System or Institution specific: USF System

Prepared by: Kevin H. Toso

Date Requested: 10/09/2017

USF System Policy 0-100 requires approval of this expenditure by the USF Board of Trustees Finance Committee Chair. Approval must be granted in writing and may be granted by electronic communication.

Agenda Item: FL 105

USF Board of Trustees
December 14, 2017

Issue: President's Evaluation 2016-17

Proposed action: Approval of Evaluation and Performance Stipend

Summary: President's Evaluation

Extraordinary! This past academic year has been truly extraordinary for the USF System achieving higher levels of **student success** and **scholarly activities**. Dr. Judy Genshaft's seventeenth year serving as the University of South Florida System President and CEO, resulted in unprecedented results. USF continues its path to unprecedented levels of excellence as a leading higher education system, focused on supporting its students so that they can graduate on time with high quality degrees and minimal debt. Under President Genshaft's continuous leadership, the USF System maintains its upward momentum as a top research university in the State of Florida, the Nation and Globally. The USF System consistently performs top tier ranking for the **SUS Performance Based Funding (PBF)**. USF Tampa continues to thrive as an **Emerging Preeminent State Research University**, in fact based on the 2017 laws of the State of Florida to be designated as a preeminent state research university, USF Tampa now meets 11 of the 12 required metrics.

The USF System comprises of separately accredited institutions in Tampa, St. Petersburg (USFSP) and Sarasota-Manatee (USFSM) serving more than **50,577 students**, representing **145 different countries** with **235 degree programs** at the undergraduate, master's, specialist and doctoral levels, including the doctor of medicine and pharmacy.

The USF System once again had a successful fundraising year through the USF System *Unstoppable Campaign* surpassing the **1 billion dollar goal**, a remarkable feat for a public university founded in 1956 (one of three public institutions founded since 1950 who has achieved 1 billion dollar goal).

USF Tampa was thrilled to open phase one of its **residential village, a public-private partnership**. Besides the two residence halls, **Beacon and Summit**, the new dining facility, **The Hub** and new fitness center, **The Fit** opened with tremendous positive reviews from the students. Work on **phase two** began during the academic year with an expected Fall 2018 opening of the remaining three residence halls. Following a similar model, USF St. Petersburg spent 2016-17 developing its P3 housing initiative with the hopes of getting BOT and BOT approval during the 2017-18 year.

During the 2016-17 academic year, the USF System recruited a **strong academic class** who entered Fall 2017, with a fall average SAT score of 1266, and ACT score of 28 and an average GPA of 4.08 for new freshmen. USF Tampa recruited the best class in its history, with an average SAT score of 1280, ACT score of 28 and an average GPA of 4.12, surpassing preeminence metrics. USF St. Petersburg and USF Sarasota-Manatee also continued to attract higher qualified students. **USFSM** added the College of Science and Mathematics to expand its emphasis on STEM curriculum offerings. **USFSP** launched a new Master of Science in Conservation Biology, the only M.S. thesis-based degree of its kind in the SUS. In addition, for the 2nd year in a row, the **Morsani College of Medicine (MCOM)** first year students had the **highest average on the Medical College Admission Test exam** for all Florida universities, public or private. This class is by far the strongest and most competitive group that has entered MCOM. The USF System continues to graduate large number of students with high quality degrees and minimal debt, awarding 13,814 degrees during 2016/17.

Through our focused efforts, we have achieved a remarkable accomplishment of **eliminating the achievement gap between students based on race or family income** being ranked **#1 in Florida** and **#6 in the country** by **The Education Trust**, one of the nation's most highly regarded non-profit advocacy organizations. USF's accomplishment is now a national best practice.

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. The USF System was home to **66 national scholarship and fellowship student awardees** during the academic year. USF System achieved record-breaking numbers, **\$505,900 million** in total research expenditures and **more than \$475 million** in contract and grants.

The university received numerous national honors during the 2016-17 year including but not limited to:

- Top 7% of all universities (public or private) or #28 among public research universities for total research expenditures (NSF).
- Once again, Academic Ranking of World Universities ranks USF Tampa among the top 300 of the best colleges and universities in the world.
- USF was named the #1 Top Producing institution in the U.S. of Fulbright Scholars edging out Ohio State, Penn State, Michigan, and USC in the Nation's Top Five.
- Diversity Abroad awarded USF with the Excellence in Diversity & Inclusion in International & Global Student Leadership Award (EDIIE) Institutional Award for our significant investment and commitment to advancing diversity and inclusive excellence within international education and diversify global education.
- Ranked #5 for U.S. patents among U.S. public institutions reporting and #11 worldwide for U.S. patents (NAI/IPO 2016). **NOTE:** Top 10 public universities in the U.S. for the past 7 years (NAI/IPO).
- Top 25% nationally for patents, licenses/options, and startups compared to U.S. individually reporting institutions (AUTM FY 2015).
- U.S. News & World Report ranked Morsani COM #56 for research medical school rankings (released in 2016-17), up from 63rd in the previous rankings.
- Military Times names USF Tampa as a Best College for Veterans.
- U.S. News and World Report Best Colleges ranked USF #140 overall public/private and #68 public only.

- U.S. News and World Report Southern Regional Public Universities ranked USFSP in Top 25.
- U.S. News and World Report ranks USFSP's Online MBA Program at #18 in the nation and #3 in Florida.
- USF Tampa was ranked #19 among the *Best Universities for Technology Transfer, 2017* by the prestigious Milken Institute.
- USF System is recognized "Top Producer" of Peace Corps volunteers, ranking 3rd in the Nation for graduate student volunteers and 18th in the number of undergraduate student volunteers.
- Athletics had a record-setting 86% in the Graduation Success Rate for scholarship student-athletes and recorded a cumulative 3.034 GPA for the 2016-2017 academic year.
- Athletic teams won four conference championships; football defeated SEC University of South Carolina to win the Birmingham Bowl.
- Football team ended 2016 season nationally ranked #19, first time in its 20 year history.
- Athletics hired two nationally known coaches, Charlie Strong and Brian Gregory this past year.

PRESIDENT'S EXTERNAL ACTIVITIES & HONORS

National Activities. During this evaluative period, President Genshaft remained active on the national scene. The President serves on the Council of Presidents for the Association of Public and Land-grant Universities (APLU), the nation's oldest higher education organization dedicated to advancing research, learning and engagement. For APLU, President Genshaft completed her service on the Commission for International Initiatives (CII). These activities ensure that the USF System continues to be in the forefront for setting national policies that affect higher education. She also serves on the Presidents' Trust for the Association of American Colleges and Universities.

Local Activities. Locally, the President continues to participate in a myriad of community organizations, including serving as a director on the following boards: Tampa Bay EDC Executive Committee (secretary), Tampa Bay Partnership, H. Lee Moffitt Research and Cancer Center, High Tech Corridor Council, Florida Council of 100, and the Innovation Place Alliance for the New Tampa area.

Campus Activities. Throughout the President's tenure, outreach with researchers, faculty, staff, administrators and students continues to occur through a series of lunches and dinners in an effort to enhance communication and idea sharing system-wide. These activities continue to be invaluable to the President as they bring to light issues directly affecting the employees and students. The President continues to provide periodic updates to alumni and the university community about the USF System and the legislative session. The President regularly attends athletic events, arts performances, speakers, and student activities, especially during the Week of Welcome and Homecoming week.

2016-17 Awards and Honors. During the 2016-17 academic year, President Genshaft was honored with **three national awards**, 2017 ACE Donna Shavlik Award, 2016 NACWAA's Claire Van Ummersen Leadership Award, and the 2016 Michael P. Malone International Leadership Award, APLU CII.

USF System President July 2016-June 2017 GOALS

GOAL 1: Research

- Research & Innovation will continue to work to enhance the USF System ranking in the top 10% in total research expenditures for research universities as per the annual NSF Higher Education Research & Development Survey of research institutions' classification.

GOAL MET

NSF ranking of #45 among all universities, public or private, for total research expenditures, and #28 among public universities places USF in the top 7% among the 640 universities ranked (FY 2015 most recent available)

- Research & Innovation will promote externally sponsored research in order to remain at or above the FY2015-16 mark of \$458M in contracts and grants and awards.

GOAL MET

Research contracts and grants and awards for the USF System now total **\$475.2 million**.

- Research & Innovation will continue to exceed the Florida BOG Preeminence metrics related to research as reported in Emerging Preeminence Plan:
 - Science & Engineering Research Expenditures - \$421M (FY 2015/16) **
GOAL MET \$434M (2016/17)
 - Non-Medical Sciences Research Expenditures - \$230M (FY 2015/16) **
GOAL MET \$237M (2016-17)
 - National Ranking in S.T.E.M. Research Expenditures = 8 of 8 disciplines (AY 2015/16) **
GOAL MET - 8
 - Patents Awarded - 273 for 2015-2017 for 3-year period
GOAL ON TRACK TO ACCOMPLISH – Currently at 267
 - National Academy Members – 9 (for AY 2016/17) **GOAL MET - 12**
 - Postdoctoral appointees – 285 (Fall 2016) **GOAL NOT MET - 272**

**Performance Goals based on those approved by BOT and BOG in the recent Work Plans and Emerging Preeminence Plan*

***Due to lag time in financial reporting, 2015/16 goals were established in order for final reported data to be available for evaluation period.*

- Research & Innovation will continue to foster an innovative culture and promote the intellectual property of faculty, students and staff to be in the top 25% nationally when compared to individual institutions in patents, licensing and commercialization activities.

GOAL MET

Ranked 5th in the U.S. among public universities; 11th worldwide among all universities receiving U.S. utility patents (2016); USF has ranked among the top 10 public universities in the U.S. for the past 7 years (NAI/IPO).

Ranked in the top 25% nationally for patents, licenses/options, and startups compared to U.S. individually reporting institutions, per AUTM FY 2015, most recent available.

125 issues U.S. patents for FY17 (up by 25). The threshold for top 25% is 44 (AUTM FY2015, most recent available).

122 licenses and options (decrease by 3). The threshold for top 25% is 61 executed (AUTM FY2015, most recent available).

10 startups were formed in FY2017 (up by 2). The threshold for the top 25% is 9 (AUTM FY2015, most recent available).

- In acknowledgement of the commitment that the USF System has to the citizens of Florida, Research & Innovation will continue to enhance the workforce and increase employment opportunities in our community and state by partnering with others to attract new business to our area and propelling start-up companies to success.

GOAL MET

As stated above.

- Research & Innovation will seek out and nurture business partnerships, economic development initiatives and economic engagement opportunities for the USF System. The goal is to be at or above \$200M for FY 2015/16 in industry-related grants and contracts (e.g., industry investments, SBIR, STTR, State of Florida investments in SBIR/STTR).

GOAL NOT MET

The total funding number for FY2017 is **\$177,699,049** (12.5% or \$22.3M below the goal).

This \$177.7M total includes: USF business and industry research awards (416 unique industry partners with \$48.8M in funding) plus additional funding received from affiliates and convenience awards.

(The \$200M goal was based on total funding received from industry contracts as defined by the NSF HERD Survey, which recognizes funding between state institutions as private (industry) partnerships. However, this interpretation of the data resulted in the goal being overstated. For FY2018 and going forward, the goal was modified to be consistent with the Florida SUS Board of Governors-approved Research Dashboard, established on unique count of USF's industry partners (whether they have one or multiple contracts/modifications) to provide an accurate measure of USF's business partnerships.

- USF Health colleges of medicine, nursing, pharmacy and public health will each increase the amount of NIH grants and contract awarded by 5% over FY2016 and increase the number of research proposals by 2.5% over FY2016. Morsani College of Medicine faculty will increase patent applications by 5%.

GOAL PARTIALLY MET

Overall, USF Health did not increase the total amount of NIH grants and contract awarded by 5%. Dr. Krischer, the #1 funded PI in the U.S., came off a record year (2015-16), and returned to his excellent baseline in 2016-17 (remaining as the #1 funded PI). The remaining MCOM faculty increased its total grants and contracts by \$2 million. In addition, the MCOM faculty increased patent applications by 5%.

GOAL 2: Revenue Generating Funds including Fundraising

Fundraising

- Raise \$80 million or more in total gifts and commitments for the USF System including private donations for the USF Health Morsani College of Medicine/Heart Institute (\$20 million) (USF SP - \$3 million; USF SM - \$2.15 million).

OVERALL GOAL MET

The overall goal was met with \$89,454,799 raised, exceeding the fundraising goal across the USF System, including 15 six-figure gifts/commitments. USF SM had its largest gift in its history which inspired two additional six-figure gifts to the campus. Participation in the USF System Faculty and Staff campaign reached an all-time high of 52%, with dollars raised exceeding \$3 million, a significant investment in USF by its own faculty and staff.

*(USF Health MCOM/HI - \$15.8 M **GOAL NOT MET**; USF SP - \$3,272,439 **GOAL MET**;
USF SM - \$1,615,642 **GOAL NOT MET**)*

- Increase the endowment through a combination of gifts and investments in adherence to our policy.

GOAL MET

Through sound investment, careful management and additional gifts, the endowment increased from \$395.3 million (FY16) to **\$442 million** and increase of \$46.7 from last year (through June 30, 2017).

- Maintain top quartile (better than 75% of others) ranking in NACUBO long-term endowment ranking.

While NACUBO results for the fiscal year will not be available until January 2018, long term returns as of June on endowments in the Wilshire Universe indicate that we should maintain our top quartile ranking versus our peers.

- USF Health will increase its total fundraising commitment by 5% (>\$775,000) and generate two endowed chairs for the USF Health Heart Institute.

GOAL NOT MET

USF Health raised \$15.8 million, \$4.2 million less than its 2016-17 goal. It also did not generate 2 endowed chairs for the USF Health Heart Institute. They plan to recommit their fundraising efforts for 2017-18.

Finance

- The USF System will retain its positive bond ratings by Moody's Investor Service (AA2) as well as its S&P ratings.

GOAL MET

Through the USF financial team's continuous active engage of Moody's and Standard & Poor, including annual visits, USF sustains its Aa2-Stable Outlook credit rating. The Aa2 issuer noted that the rating reflects USF's excellent prospects to maintain revenue growth and strong cash flow margins given sound student demand, a manageable debt burden, large operating scale with the ability to manage the challenges of political limits on tuition pricing and highly competitive environment for students and research funding, stability in management leadership and formal financial management policies.

- Hire a new USF System Supplier Diversity Officer.

GOAL MET

After a 4-month national search for the best talent with the assistance of a local firm Gans, Gans & Associates, Ms. Terrie Daniels was hired as Associate Vice President of Supplier Diversity. She began in March 2017 and has begun development of a strategic plan, additional hires and community outreach (including establishment of Supplier Diversity Day).

- Create the Office of Strategic Business Strategy and Analysis.

GOAL PARTIALLY MET

Position descriptions were developed for two positions and an active search process was initiated. Through the course of 3 months, several candidates were identified. With the change of focus toward hiring a Senior Vice President for Strategic Financial Management the search process has been put on hold for further development by the Sr. VP. Prospects for the Sr. VP position are currently being recruited and vetted by outside firm.

GOAL 3: Student Success*

The USF System will continue to demonstrate progress toward meeting Florida Performance Based Funding metrics at a higher level and USF (Tampa) will continue to demonstrate progress toward meeting the 12 metrics for Florida Preeminence status as well as four primary and four secondary performance indicators of institutional breadth and quality in research and education for AAU membership eligibility.

- Freshman retention rate for the summer/fall 2015 FTIC cohort for the USF System – 85.6% ¹
(*USF Tampa 90.0% ²; USF St. Petersburg 68.0% ¹; USF Sarasota-Manatee 80.2% ¹*)

GOAL MET	USF System (summer/fall 2015) – 86.1%
GOAL MET	USF Tampa (summer/fall 2015) – 90%
GOAL NOT MET	USF St. Petersburg (summer/fall 2015) – 65.5%
GOAL NOT MET	USF Sarasota-Manatee (summer/fall 2015) – 74.7%

- 6-year graduation rate for the summer/fall 2010 FTIC cohort for the USF System – 66.7% ¹
(*USF Tampa 66.5% ²; USF St. Petersburg 42.0% ¹; USF Sarasota-Manatee N/A*)

GOAL NOT MET	USF System (summer/fall 2010) – 66.3%
GOAL MET	USF Tampa (summer/fall 2010) – 67%
GOAL NOT MET	USF St. Petersburg (summer/fall 2010) – 36.8%

- Percentage of baccalaureate students graduating in AY 2015/16 without excess hours for the USF System – 68.1% (*USF Tampa 67.5%; USF St. Petersburg 70.0%; USF Sarasota-Manatee 72.9%*)

GOAL MET	USF System (2015-16) – 75.6%
GOAL MET	USF Tampa (2015-16) – 75.5%
GOAL MET	USF St. Petersburg (2015-16) – 76.5%
GOAL MET	USF Sarasota-Manatee (2015-16) – 75.7%

- Percentage of baccalaureate degrees awarded in areas of strategic emphasis in AY 2016/17 for the USF System - 54.8% (*USF Tampa 57.0%; USF St. Petersburg 43.0%; USF Sarasota-Manatee 43.0%*)

GOAL MET	USF System (2016-17) – 61.4%
GOAL MET	USF Tampa (2016-17) – 64.4%
GOAL MET	USF St. Petersburg (2016-17) – 46.6%
GOAL NOT MET	USF Sarasota-Manatee (2016-17) – 39.1%

- Percentage of graduate degrees awarded in areas of strategic emphasis in AY 2016/17 for the USF System – 73.8% (*USF Tampa 76.3%; USF St. Petersburg 30.2%; USF Sarasota-Manatee 19.5%*)

GOAL MET **USF System (2016-17) – 74.8%**
GOAL MET **USF Tampa (2016-17) – 78.6%**
GOAL NOT MET **USF St. Petersburg (2016-17) – 29.5%**
GOAL NOT MET **USF Sarasota-Manatee (2016-17) – 11.7%**

- Percentage of bachelor’s graduates enrolled or employed (as defined by BOG) one year after graduation (2014-15 graduates) USF System – 66.8% (*USF Tampa 66.8%; USF St. Petersburg 69.0%; USF Sarasota-Manatee 63.5%*)

GOAL MET **USF System (2014-15) – 69.6%**
GOAL MET **USF Tampa (2014-15) – 69.6%**
GOAL MET **USF St. Petersburg (2014-15) – 69.0%**
GOAL MET **USF Sarasota-Manatee (2014-15) – 69.6%**

- Median Wages of Bachelor’s Graduates Employed Full-time (in Florida) one-year after graduation (2014-15 graduates as defined by BOG) USF System - \$36,333 (*USF Tampa \$37,000; USF St. Petersburg \$36,000; USF Sarasota-Manatee \$36,000*)

GOAL MET **USF System (2014-15) - \$38,000**
GOAL MET **USF Tampa (2014-15) - \$38,000**
GOAL MET **USF St. Petersburg (2014-15) - \$36,000**
GOAL MET **USF Sarasota-Manatee (2014-15) - \$39,000**

- Average High School GPA for Fall 2016 FTICs for USF (Tampa) - 4.0 ³

GOAL MET **4.1**

- Average 2-section SAT score for Fall 2016 FTICs for USF (Tampa) – 1220 ³

GOAL MET **1226**

- Total Doctorates awarded in AY 2016/17 at or above the BOG benchmark of 650

GOAL MET **721**

- USF Health will enhance academic excellence, student access and student success through enhancement of student space, focus groups with students, tracking system for student satisfaction and performance, application screenings and admissions, and licensure exam preparations. The mean MCAT scores for the incoming Fall 2017 Morsani College of Medicine class will equal or exceed 514. The mean US Medical Licensing Examination Step 2 Scores for medical students will exceed 245. The Physician Assistant’s program will achieve the initial step toward provisional accreditation.

GOAL MET **514.2 - MCAT**
GOAL MET **247 - Step 2 Scores**

**Performance Goals approved by BOT and BOG in recent Work Plans; Due to lapse in reporting, 2014/15 & 2015/16 goals are used in some metrics*

¹ Reflects the **performance based funding (PBF)** definition and methodology of retention rate (FTIC 2nd year retention rate with GPA > 2.0) and 6-year graduation rate (cohort = Full- and Part-Time) from the home campus only. This does not include “swirl” data for all students retained and graduating across the USF System.

² Reflects the **preeminence** definition and methodology of retention rate (IPEDS definition of a cohort = Full-Time) and 6-year graduation rate (IPEDS definition of a cohort = Full-Time)

³ Student Profile metrics (HS GPA and SAT) are captured in the BOG Work Plans only as a **preeminence** metric thus goals for USF Tampa institution is reflected

GOAL 4: Strategic Initiatives

USF System

- Complete a new USF System Strategic Plan centered on the BULLISH guiding principles which incorporate systemic areas such as the creation of strategic partnerships, brand identity, compliance and integrity, risk assessments, technology, and community engagement.

GOAL MET

The USF System Strategic Plan was based on stakeholder interviews, best practices, feedback from academic and corporate planners, and individual institutional strategic plans as well as USF System shared resource units. The resulting document provides a framework within which each institution can pursue its specific goals while simultaneously advancing the broader goals of the USF System. The broader goals include leveraging System capabilities to allow member institutions to set more ambitious goals and achieve greater success than they would otherwise, to activate key constituencies, and broaden recognition of the USF System's reputation for excellence. Six month reviews have been incorporated into the plan.

- USF System leadership will continue to work with the Legislature and Governor to achieve as many 2016-17 approved priorities as possible. Leadership will also continue to work to secure additional BOG Florida Performance Based Funding that would benefit the USF System.

GOAL MET

During the legislative session the Tampa Bay area legislative delegation and community leaders continued to champion PECO funding to the USF System:

- \$12 million for the construction of the Morsani College of Medicine and USF Health Heart Institute downtown Tampa initiative
- \$3.1 million for the USF SP Davis Hall Remodel/renovation project
- \$6.1 million in new PECO facility maintenance/repair/renovation/remodeling for the USF System
- \$2.9 million recurring in increased PBF state investment pool funds for the USF System
- \$10.5 million nonrecurring in new PBF top 3 performers bonus funding for the USF System
- \$10.6 million in new recurring SUS World Class Faculty & Scholar program funds for the USF System
- \$5.7 million in new recurring SUS Professional & Graduate Degree Excellence Program (medical & graduate business school funds for the USF System
- \$5.2 million in increased recurring Emerging Preeminence program funding for USF Tampa
- \$1.5 million in new recurring funding for USFSP's operational support (STEM programs)
- \$1.3 million in new nonrecurring funding for USFSM's programs of strategic importance (STEM programs)
- \$700,000 in new nonrecurring funding for a USFSP midtown collaborative program

Unfortunately, several projects were vetoed by the Governor including

- USFSM STEM programs at MOTE - \$2.5 million; USF Health SMART Institute - \$2.4 million; USF FIO operating funds - \$1.2 million (effects all SUS institutions); USF Expanded Library services \$347k; USFSP Poynter Library

weekly challenger digital collection - \$300k; USFSM PAInT Center - \$250k; USFSP Family Study Center - \$250k; and Two USFSM pass-through funded programs to other local community partners -\$533k.

NOTE: in most of these instances, the justification provided for the veto was the institution's ability to fund this initiative without additional revenue.

USF System Athletics

- Complete a feasibility study and analysis of football stadium.

GOAL MET

The feasibility study and analysis of an on-campus football stadium was completed and presented to the Strategic Initiatives committee during the past academic year. The next phase will be to conduct the financial and fundraising feasibility study and analysis.

USF System Business and Finance

- Leadership will work across the USF System on public private partnership opportunities including the USF SP housing initiative.

GOAL MET

Business and Finance leadership has been instrumental in assisting USF SP P3 housing project. In addition, they have worked with the USF SM leadership to enhance purchasing processes that have resulted in a collaborative effort with greater efficiency and better understanding throughout the system of purchasing policies, procedures and applicable State of Florida statutes.

Leadership

- USF System President will continue to engage in leadership positions on the Local, National and Global levels to enhance the University's role as a catalyst for economic growth.

GOAL MET

President Genshaft continues to engage on the local, National and Global levels, participating in leadership positions with the Hillsborough County EDC (Chair elect), joining the executive committee for APLU and being honored by three national organizations during the academic year.

10/26/17

**Board of Trustees Governance Committee
November 2, 2017
Draft Meeting Notes**

Meeting called to order November 2, 2017 at 8:00 a.m.

Roll call by Corporate Secretary

Members present: Brian Lamb, Hal Mullis, John Ramil, Nancy Watkins, Jordan Zimmerman

Committee Chair Zimmerman welcomed the committee members and other trustees attending.

New Business – Action Items

FL 101 – Approve 8/17/17 minutes

Committee Chair Zimmerman introduced the item and asked for a motion.

Motion made by Hal Mullis, 2nd by Nancy Watkins; no discussion occurred and approved by all committee members present.

FL 102 – Approve President Genshaft’s 2016-17 Performance Evaluation

Committee Chair Zimmerman introduced the item by reminding members the Governance Committee is charged with conducting the President’s annual review and hoped all trustees have reviewed her self- evaluation. The committee chair commented that he felt the strategic goals have aided in the continuous success of our great university and the leadership of the President and her team. Chair Zimmerman provided an overview of the self- evaluation with the committee.

Trustees reviewed each goal with detailed discussions by the committee and other trustees attending. Some of the overall highlights he provided incorporating President Genshaft’s word, “extraordinary” throughout his review.

Overall highlights included:

- Once again, the USF System was in the top tier for the SUS Performance Based Funding, receiving additional non-recurring bonus funds for reinvestment.
- 2016-17 saw the success of the *Unstoppable campaign*, surpassing our 1 billion dollar goal! Extraordinary...only 2 other universities founded after 1950 have achieved such success and both are located in California.
- Another strong academic class entered during Fall 2017, with an average GPA of 4.08; SAT score of 1266; and ACT score of 28.
- Through focused efforts, USF has eliminated the achievement gap between students based on race or family income and recognized by *The Education Trust*, ranking #6 in the Nation and #1 in Florida! Extraordinary!
- USF System had 66 national scholarship and fellowship student awardees and was named the #1 top producing institution in the U.S. of Fulbright Scholars (*edging out the likes of Ohio State, Penn State, Michigan and USC*)!
- USF System achieved extraordinary record-breaking numbers - \$505,900 million in total research expenditures!
- USF Tampa recruited its best class in history with an average GPA of 4.12; SAT score of 1280; and ACT score of 28;
- And now meets 11 of the 12 required metrics for Preeminence based on the current State laws. Amazing, considering the other two preeminent institutions are 100 years older. (*The last metric we need to achieve is the endowment, which faired extremely well this past year increasing by \$46.7*)

million.)

- The Morsani College of Medicine once again had the highest average on the Medical College Admission Test exam for all Florida universities, private and public, boosting the most competitive group in their short history.
- Lastly, our President has been recognized again by her national peers, receiving the 2017 American Council on Education Donna Shavik Award, for her sustained commitment to advancing women in higher education, through leadership and career development, campus climate and mentoring.

Chair Zimmerman reminded the committee that the evaluation is based on the 2016-17 contract and that the performance based compensation shall not exceed \$275,000. He also shared that per the contract, this committee may award up to 70% (or \$192,500) and that the Board Chair has discretion on the remaining 30%. The Chair then provided specific points per goal.

Goal 1 Research:

The Chair shared that a majority of sub-goals were met and that 2016-17 was a record-breaking year for research expenditures and new contracts and grants funds.

- \$505.9 million among public research universities in *total research expenditures (an increase of \$17.3 million)*
- \$475.2 million in *total research contracts & grants (an increase of \$16.7 million over last year)*
- USF System remains in the top 7% among universities that were ranked for research dollars, as designated by the National Science Foundation (NSF)
- For patents, the USF System was ranked #5 in the U.S. among public universities and 11th worldwide among all universities receiving U.S. patents

Some of the sub-goals not achieved included:

- Postdoctoral appointees in academic year 2016/17 be *“at or above 285.”* The actual number of postdoctoral appointees was **272**. *(the actual number still exceeds the PBF metric minimum of 200.)*
- Industry-related grants and contracts (e.g., industry investments, SBIR, STTR, State of Florida investments in SBIR/STTR *“at or above \$200 million.*
- The actual amount was \$177,699,049 or 12.5% below this aggressive goal. This amount includes 416 unique industry partner plus additional funding received from affiliates and convenience awards.... *(For the 2017-18 goals, we have adjusted this goal using the BOG-approved research dashboard, that counts industry partners, doesn’t measure funds.)*
- The last sub-goal was partially met: USF Health increase the amount of NIH grants and contracts awarded by 5% over FY2016 and increase research proposals by 2.5%. Also Morsani College of Medicine (MCOM) faculty will increase patent applications by 5%. Overall, due to Dr. Jeff Krischer, the #1 funded PI in the nation, return to his average baseline after a record year, *(he had a 13% decrease in funding)* in the overall percentage was below 5%. The accumulated awards for the remaining Morsani COM faculty actually increased by 3% or \$2 million. MCOM faculty also increased their patent applications by 5%.

Goal 2 - Revenue Generating including Fundraising with a majority sub-goals met.

Some highlights mentioned included:

- Endowment performance expectations exceeded by increasing to \$442 million (increase of \$46.7 million from last year).

- USF System *Unstoppable* campaign reached the 1 billion dollar goal. We are all excited about the November 11th celebration gala.
- Fiscally, the USF System sustained its Moody (Aa2) Stable Outlook credit rating and S&P strong ratings.
- And, the USF System Supplier Diversity officer, Terrie Daniels was hired and is moving forward with the development of a strategic plan and is already actively involved within the community.
- The Fundraising goal for the USF System was to raise \$80 million or more in total gifts and commitments. (The actual total funds raised exceeded the goal by \$9 million.) USF St Petersburg campus exceeded their \$3 million goal, raising \$3,272,439. Areas falling short was USF Health by \$4.2 million and USF SM by \$534,358. Both USF Health and USF SM recently hired new Development officers. In addition, fundraising is being stressed as a key component of the USF SM Regional Chancellor position as they are currently interviewing candidates.
- USF Health also did not generate 2 endowed chairs for the downtown USF Health Heart Institute. With the new development team in effect, they are recommitting their fundraising efforts for 2017-18.
- Lastly, under finance, the Office of Strategic Business Strategy and Analysis was established but the focus of the position changed mid-year, elevating the position to a senior VP. Prospects for the more focused position are currently being recruited and vetted by an outside firm. I understand that Trustees Mullis, Ramil and Carrere have been assisting the President with this effort.

Goal 3 Student Success:

The Chair reminded the committee that the student success goals line up with the approved annual work plans and directly affect performance based funding and preeminence. Highlights included:

- The USF System continues to be a state leader in the performance based funding program, achieving top tier status. The USF System was awarded \$2.9 million in recurring increased funding and \$10.5 million in nonrecurring for top 3 performer bonus funding.
- Under the Student Success goals, the USF System achieved all but one goal. And that goal was missed by .3%! *(The 6-year graduation rate was not met by .3% - goal was 66.7%; actual was just missed at 66.4%)*

The Chair broke it down per institution:

- USF Tampa achieved ALL goals...and for the first time meets 11 of the 12 metrics for Florida Preeminence status based on the current State of Florida law.
- USF St. Petersburg ...the institution exceeded in the percentage of baccalaureate students graduating without excess hours and degrees awarded in areas of strategic emphasis. Areas needing strategic focus include:
 - Freshman retention rate *(goal was 68.0%; actual was 65.5%)* 6-year graduation rate *(goal was 42%; actual was 36.8%)*
 - Percentage of graduate degrees awarded in areas of strategic emphasis *(Goal was 30.2%; actual was just missed 29.5%)*
- USF Sarasota-Manatee ... the institution also exceeded in the percentage of baccalaureate students graduating without excess hours and percentage of baccalaureate graduates enrolled or employed one year after graduation and median wages of graduates employed full-time. Areas needing strategic focus include:
 - Freshman retention rate *(goal was 80.2%; actual was 74.7%)* Percentage of baccalaureate degrees awarded in areas of strategic emphasis *(Goal was 43.0%; actual was 39.1%)*
 - Percentage of graduate degrees awarded in areas of strategic emphasis *(Goal was 19.5%; actual was 11.7%)*

The Chair mentioned that a future area of focus will be for the regional institutions enhancing student success.

Goal 4 Strategic Initiatives:

Chair Zimmerman reported that all sub-goals were achieved including the USF System strategic plan, feasibility study for an on-campus football stadium, developing the P3 opportunity at USF SP and many legislative priorities were funded. Some of the highlights include:

- \$12 million was secured for the construction of the downtown initiative (medical school); \$3.1 million for USF SP Davis Hall renovation project; \$6.1 million for facility maintenance/repairs, etc...
- \$10.6 million in new recurring SUS World Class Faculty and Scholar program.
- \$5.7 million for new recurring SUS Professional and Graduate Degree excellence program (medical/graduate business school funds).
- President Genshaft continues to serve at the local and national level. Hillsborough County Economic Development Council she serves as the secretary and will be the chair in 2018; she will also be joining the Board of Directors for APLU.

Upon completing the overview, Chair Zimmerman opened the discussion to all trustees, including non-voting members.

Trustee Shinn shared his concern about communication throughout the System as well as communicating our successes throughout the respective communities and the state. He shared that he felt the system plan was too soft and is struggling to get his arms around it...how to get the respective institutions connected. Wants to see more freshmen diversity at the USFSM institution. Feels President Genshaft has been very consistent in her leadership and needs to be picky selecting the new RCs on both institutions.

Trustee Watkins shared her review looked at trends when reviewing goals and saw how the President has stayed focus and moved forward especially in the strategic focus areas. She also felt that some of the regional institutional issues are tied to factors out of our control. She noted that each year we continue to get better, just look at last 10 years.

Trustee Ramil talked about leadership and the area to improve is alignment. He shared that he feels we had an incredible year, and each year is more fabulous. He shared that the board's current goals may not align with the expectations from the leadership of those campuses. Making sure the President's goals tie to regional chancellors' goals.

Trustee Carrere appreciates the discussion. He finds these are the most comprehensive and complex goals he has seen for an executive. He stressed this is why the President has been successful. He discussed hard and soft goals. Feels outstanding job achieving most of the hard goals such as fundraising and student success. Also feels the President puts more focus on those goals that are not achieved and has led to success. He sees the solution with the regional leadership a soft goal and that the Board needs to work with the President to focus on how the campuses are better integrated into the overall goals. Overall felt it was an excellent job and is very detailed and comprehensive.

Trustee Garey wanted the Board to take a step back and noted that the main thing that differentiates USF is research. He shared that it's the research accomplishments that will set the university apart on the nationally level. He stressed the importance of aligning research with student success.

Trustee Shinn would like to grow the regional institutions in the research arena but need more programs, funds and ability to offer doctoral programs.

Trustee Mullis supports various views on leadership and that the regional chancellor hires are very important to get the right people into those positions.

Trustee Lamb discussed weighting of goals looking at our SUS peers and AAU. He's done his review and how evaluations are done and found them directionally with student success and research, with not much deviation. He stressed that this Board sees student success as the focus and that 95% of research is on Tampa campus. Stressed that research is critical and all faculty need to contribute to research. Suggested a 40, 30, 20, 10 weight w/student success, research, finance, then strategic initiatives as the order. This is based on his research.

Trustee Carrere doesn't feel strategic initiative should be such a small weight as it incorporates strategic planning and leadership.

Trustee Lamb shared this is more technical weight than in the past. He explained that his 30% provides more flexibility for long-term outlook and that strategic initiatives aligns closely with this. The 70% is more technical and specific to the goals. He also stressed for the future process of weighting will occur earlier.

Chair Zimmerman turned the discussion to the appropriate stipend to recommend to the full Board. He asked for trustees on the Governance Committee and trustee non-members of the committee in attendance to give their thoughts on the overall stipend and to offer a percentage of the stipend earned. Discussion continued about percentages and that stipend should be tied to the goals approved by the full Board, and not areas outside of the goals established by the Board. Chair Lamb will have the opportunity to look at the big picture when determining the 30% discretion and stressed anything less than 100% doesn't imply outstanding leadership and success. Trustee Watkins made a motion to recommend to the Board a 96% stipend of the 70% stipend based on the President's performance on the established goals Trustee Watkins explained that this percentage took out both the highest and lowest percentages offered in the discussions. Trustee Mullis seconded the motion. Motion passed unanimously by those members present and eligible to vote.

Chair Zimmerman thanked all trustees present for participating in the discussion.

Having no further agenda items, the meeting was adjourned by Chair Zimmerman

Agenda Item: FL106

USF Board of Trustees
December 14, 2017

Issue: USF System Supplier Diversity Program

Proposed action: Approval of USF System Supplier Diversity Strategic Plan

Executive Summary:

The University of South Florida (USF System) is committed to utilizing diverse businesses in the procurement of goods, services, and construction contracts. The USF System continues to actively pursue diverse businesses for contracting opportunities and is committed to serving the university and surrounding business community through educational and community outreach activities.

The objective of the 2017-18 Strategic Plan is to outline how the Office of Supplier Diversity will lead the efforts in the implementation of the universities pro-active business strategy that provides suppliers equal access to sourcing and purchasing opportunities and encourages the utilization of diverse suppliers including women-, minority- and veteran-owned business enterprises.

Strategic Goal(s) Item Supports: USF Strategic Goals 3 and 4

Committee Review Date: October 12, 2017

Supporting Documentation Online (please circle): Yes

No

[PowerPoint](#)
[Strategic Plan](#)

USF System or Institution specific: USF System

Prepared by: Terrie Daniel



***University of South Florida
Office of Supplier Diversity***

Board of Trustee Meeting – December 14, 2017

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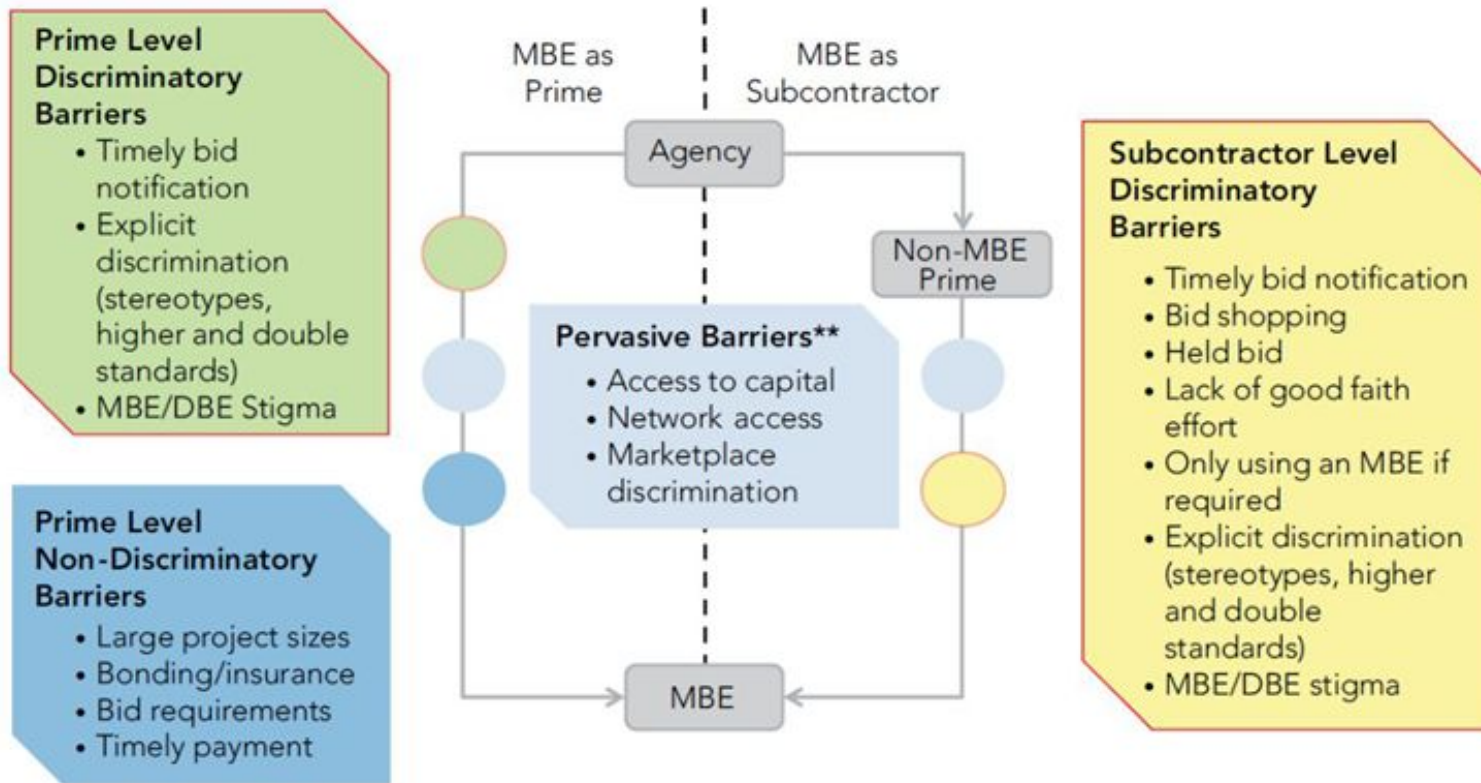
- Supplier Diversity a USF Business Imperative
- Opportunities and Challenges
- Organizational Governance
- Strategic Plan and Strategies in Progress
- National Minority Supplier Development Council
- Purchasing and Opportunity Spend
- Disparity Study
- Program Benchmark Analysis (other SUS Institutions)

Supplier Diversity a USF Business Imperative

- USF is committed to utilizing diverse businesses in the procurement of goods, services, and construction contracts
- Focused on and actively pursuing diverse businesses for contracting opportunities to increase utilization
- Developed a focused strategic plan for supplier diversity full program implementation

Opportunities and Challenges

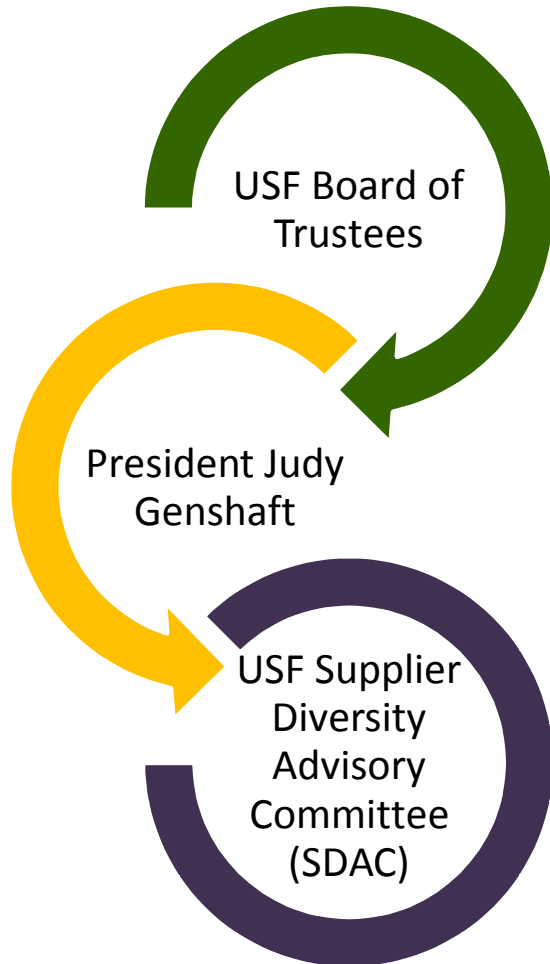
MOST FREQUENTLY CITED CONTRACTING BARRIERS FACING MBES



***Access to Capital and Network Access barriers can arise due to both discriminatory and non-discriminatory reasons and also influence non-discriminatory barriers such as bonding and insurance*

Source: Federal Minority Business Development Agency

Organizational Governance



Board of Trustees

- Strategic Plan Review and Approval
- Quarterly Program Updates as Requested
- Chairman Empowered SDAC

President Judy Genshaft

- Quarterly Meetings
- Supplier Diversity Program Update

USF SDAC

- Meeting with SDAC– 11/2/17
- Empowered SDAC
- Recommendations in key areas that may impact the success of the supplier diversity program
- Report back to BOT

USF Supplier Diversity Advisory Committee

The University of South Florida Supplier Diversity Advisory Committee is charged with assisting in the oversight and giving direction of the USF Supplier Diversity Program. The primary functions of the committee are:

1. Identifying internal program barriers and processes that may hinder the progress of the University's supplier diversity initiatives and making recommendations to the BOT for improvements.
2. An annual review of the USF Supplier Diversity Program's best practices, based on the 8 National Minority Supplier Development Council recommendations, and make recommendations for program adjustments as a part of the University's annual strategy.

Advisory Committee Members

- Dr. Kofi Glover, Vice Provost for Human Resources & Facilities (Co-Chair)
- Jennifer Condon, Associate Vice President and Controller (Co-Chair)
- George Cotter, Director Procurement Services
- Terrie Daniel, Assistant Vice President Supplier Diversity
- Ray Gonzalez, Director Planning and Space Management
- Joe Hice, Chief Marketing Officer and Senior Associate Vice President
- Cecil Howard, Interim Associate Vice President, System Chief Diversity Officer & Title IX Coordinator
- Michael Lockett, Ph.D., Associate Professor Marketing (University of South Florida St. Petersburg)
- Raymond Mensah, Director Parking and Transportation Services
- Eileen Rodriguez, Regional Director FSBDC at the University of South Florida
- Dr. Kevin Sneed, Senior Associate Vice President and Dean, USF Health / College of Pharmacy
- Lara Wade, Director of Media Relations / Public Affairs
- Phillip Wagner, Ph.D., Director of General Education, Core Curriculum Coordinator Chair, Chancellor's Advisory Council on Diversity, Equity, & Inclusion (University of South Florida Sarasota-Manatee)

Strategic Plan

Seeking approval of the Office of Supplier Diversity Strategic Plan

- Outlines opportunities, challenges and proposed solutions as it relates to diverse suppliers
- The foundation for how the Office of Supplier Diversity will lead the efforts in the implementation of the University's pro-active business strategy that provides suppliers equal access to sourcing and purchasing opportunities
- Contains key considerations to gauge overall program success including increasing utilization of diverse suppliers including women-, minority- and veteran-owned business enterprises.



Strategic Plan – Annual Objectives

- Increased spend with diverse suppliers at the outset of the program and then \$ and % increase on annual basis. The national average for diverse business spending within organizations who have focused supplier diversity initiatives fall in the range of approximately 13% - 20% according to the Atlanta based Hackett Group Supplier Diversity Report. This will be the target range for USF's total opportunity spend upon full program implementation.
- Increased percentage and actual number, year over year, of diverse suppliers that submit bid responses on opportunities let by purchasing.
- Increased percentage and number of diverse suppliers that formally debrief with USF Purchasing after bid award.
- Increased percentage and number of diverse suppliers participating/attending pre-bid meetings for capital projects.
- Provision of relevant educational tools and resources for diverse suppliers.
- Increased number of USF departments participating in the supplier diversity program.
- Increased support of Tier 1 suppliers in Tier 2 purchasing activities through focused relationship-building activities.

Strategic Plan - Strategies Already In Progress

- Contract Language Implementation
- Recruiting a Supplier Diversity Business Analyst (data)
- Procurement of Spend Analytics Tool
- Further Analysis of Addressable Spend, focusing on Opportunities
- Second Tier Spending with Current Prime Suppliers
- Purchasing through Procurement Card, Facilities/Administrative Services, Major Contracts and ITNs/RFPs
 - Internal Educational Series
 - Reviewing authority levels and processes to make recommendations at all purchasing levels.
- Educational Tools and Resources to engage diverse businesses
- Vendor / Commodity Matching; Success Stories

Strategic Plan – Key Considerations

As recommended by the Billion Dollar Roundtable (BDR) the following areas will be utilized to gauge the performance of the USF Supplier Diversity Program.

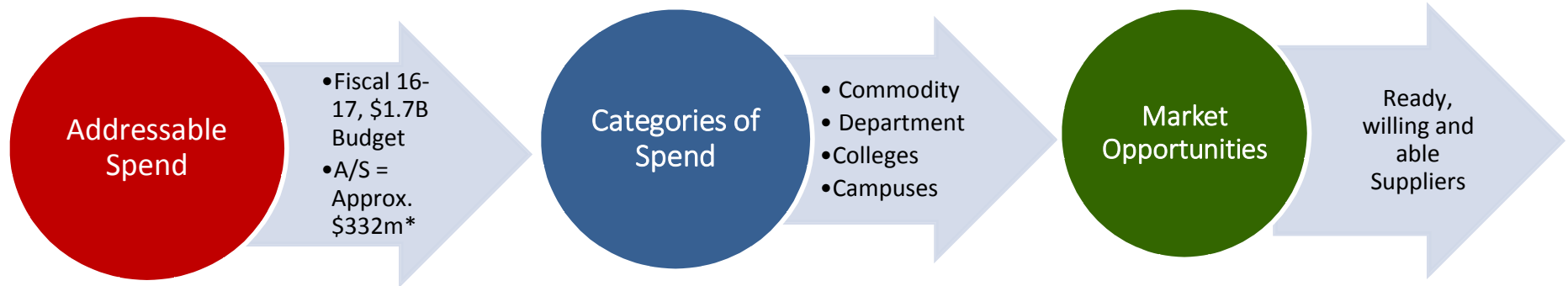
- Close integration with purchasing including strategic sourcing initiatives.
- Annual objectives coupled with quarterly reports.
- Expanding reach of performance metrics to increase accountability among team members.
- Executive leadership support and involvement.
- Establishment of supplier diversity with system wide purchasing.
- Accountability for achieving year-over-year supplier diversity objectives at all levels of the purchasing organization.
- Frequent review of supplier diversity performance against objectives.

National Minority Supplier Development Council (NMSDC)

NMSDC® 8 Recommended Best Practices for Supplier Diversity Programs:

1. Establish corporate policy and top management support
2. Develop a corporate minority supplier development plan
3. Develop comprehensive internal and external communications
4. Identify opportunities for diverse owned businesses in strategic sourcing and supply chain management
5. Establish a comprehensive minority supplier development process
6. Tracking, reporting and goal setting mechanisms
7. Establish a continuous improvement plan
8. Establish a Tier 2 program

Spend



Drilling to addressable spend assists analyst in key areas such as:

- Identifying areas that can be competed across the USF system
- Identify categories for sourcing and areas of opportunity for diverse suppliers

Categories of spend assists in identifying baseline for opportunity spend (\$170M) vs. addressable spend (\$332M) in the following areas:

- Goods
- Professional Services
- Construction
- Facilities Continuing Services Contracts

Market opportunities are USF's opportunities for suppliers who are fully prepared to act, as in performing a contract and has liability requirements in place, if required.

*A spend analytics tool is needed to assist Purchasing Services and the Office of Supplier Diversity in compiling and analyzing spend data and identifying market opportunities.

Disparity Studies

- The U.S. Supreme Court decision in *City of Richmond v. J.A. Croson Co.*, 488 U.S. 469 (1989) set the legal standards local governments must meet for any race-conscious programs to be constitutional.

Disparity Studies:

- Assess whether minority-/woman-owned firms (MBEs/WBEs) face barriers in contracting
- Assess any underutilization
- Examine any barriers in local marketplace
- Review contract policies and existing programs
- Assist with program implementation

Source: State of Indiana 2015 Disparity Study

Disparity Analysis

$$\frac{\text{XX}\% \text{ M/W UTILIZATION}}{\text{XX}\% \text{ M/W AVAILABILITY}} = \text{DISPARITY INDEX}$$

Note: Disparities of 0.80 or less considered substantial

Disparity Study – State of Florida

- Most recent disparity study - State of FL (2006)
- Outdated market data
- MDCPS

Recommendation in lieu of study:

- Contract an expert consultant to assist in gathering market data relative to this region on availability and or continue working with FSMSDC, WENBC and local business organizations (SBDC, Local Chambers, etc...) to identify area's diverse businesses and gauge their capacity, bonding capability and insurance limits.
- Requesting the Supplier Diversity Advisory Council make the recommendation on the proper methodology.

Benchmarks – Florida (SEIs)

Supplier Diversity Benchmark Industry Data - FLORIDA	Florida A&M University	Florida Atlantic University	Florida Gulf Coast University	Florida International University	Florida Polytechnic University	Florida State University	New College of Florida	University of Central Florida	University of Florida	University of North Florida	University of South Florida	University of West Florida
University Location	<u>Tallahassee</u>	<u>Boca Raton</u>	<u>Fort Myers</u>	<u>Miami</u>	<u>Lakeland</u>	<u>Tallahassee</u>	<u>Sarasota</u>	<u>Orlando</u>	<u>Gainesville</u>	<u>Jacksonville</u>	<u>Tampa</u>	<u>Pensacola</u>
Established	1887	1961	1991	1965	2012	1851A	1960	1963[3]	1853A	1972	1956	1963
Dedicated Supplier Diversity Office						X		X	X	X	X	
Dedicated SD Website						X		X	X	X	X	
Written Supplier Diversity Strategic Plan	X					X					X	X (2013)
VP Level SD Leader											X	
D&I & SD in University President's Goals						X	X				X	
Dedicated Supplier Diversity Advisory Council/Committee								X	X	X	X	
SD Data Analytics Software									X	X	X (PROJECTED)	
Outreach/Educational Programs for Diverse Suppliers		UNKNOWN						X	X	X	X	X



**Go
Bulls!**



OFFICE OF SUPPLIER DIVERSITY STRATEGIC PLAN 2017-18

SUMBITTED AND WRITTEN BY:
TERRIE F. DANIEL, ASSISTANT VICE PRESIDENT
UNIVERSITY OF SOUTH FLORIDA OFFICE OF SUPPLIER DIVERSITY

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OBJECTIVE

The University of South Florida (USF System) is committed to utilizing diverse businesses in the procurement of goods, services, and construction contracts. The USF System continues to actively pursue diverse businesses for contracting opportunities and is committed to serving the university and surrounding business community through educational and community outreach activities.

The objective of the 2017-18 Strategic Plan is to outline how the Office of Supplier Diversity will lead the efforts in the implementation of the University's pro-active diverse supplier business strategy by focusing on several key implementation components including policy development, marketing and communications plan development, establishing data analytics and tracking, program budget, incremental program goal setting, and finally program metrics and expectations. By putting these key program components in place, an environment conducive to providing all suppliers, regardless of size, equal access to sourcing and purchasing opportunities and will further encourage the utilization of diverse suppliers including women-, minority- and veteran-owned business enterprises.

DIVERSE BUSINESS TARGET MARKET

The target market of the **USF Office of Supplier Diversity (USFOSD)** include businesses owned by women, minorities and veterans. Other target areas include all USF departments, academic units, and prime contractors who actively represent the USF System in the business community through involvement in business associations and organizations.

The following business types are included in the USF Supplier Diversity Program:



- **Minority Owned Business:** A business that is at least 51% owned by an individual(s) who is Black American, Hispanic American, Native American, Asian-Pacific American, or Subcontinent-Asian American.
 Source: <http://www.NMSDC.org/NMSDC>.
- **Disadvantaged Business Enterprise:** A business that is at least 51% owned by an individual(s) who the federal government considers to be socially and economically disadvantaged, that has its management and daily operation

controlled by such an individual(s), and whose owner(s) net worth, excluding equity in the business and primary residence, does not exceed \$750,000. Black Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, Subcontinent-Asian Americans, as well as any others who believe they are socially and economically disadvantaged may qualify. The federal government requires that companies claiming Small Disadvantaged Business status must be certified by the U.S. Small Business Administration.

Source: www.sba.gov.

- **Women Owned Business:** A business that is at least 51% owned by one or more women, and whose management and daily operations are controlled by one or more women. In the case of publicly owned businesses, at least 51% of the stock must be owned by non-minority women.
Source: <http://www.wbenc.org/>.
- **Veteran Owned Business:** A business that is at least 51% owned by one or more veterans or, in the case of any publicly owned business, not less than 51% of the stock of which is owned by one or more veterans and the management and daily business operations of which are controlled by one or more veterans.
Source: <http://www.vetbiz.gov/>.
- **Service Disabled Veteran Owned Business:** Is a business that is at least 51% owned by one or more service-disabled veterans or, in the case of any publicly owned business, not less than 51% of the stock of which is owned by one or more service-disabled veterans, and the management and daily business operations of which are controlled by one or more service disabled veterans or in the case of a permanent and severe disability, the spouse or permanent caregiver of such veteran.
Source: http://www.vetbiz.gov.

CALL TO ACTION

The **USF System Office of Supplier Diversity (USFOSD)** Assistant Vice President along with Executive Level Administration has issued a “Call to Action” to increase the utilization of diverse businesses across the USF System. This increase will be achieved by working with all USF System Purchasing Agents, Departmental Buyers, Facilities Planning and Construction Department (FPC), all PCard holders and the University of South Florida Supplier Diversity Advisory Committee.

WHAT IS THE DESIRED OUTCOME?

The desired outcome of this strategic plan is to create a roadmap in developing a systematic program administered by the **USFOSD** to increase awareness across the USF System about the importance and benefits of utilizing diverse suppliers in university procurements of goods, services, and construction. The category of designated diverse suppliers include women-, minority, and veteran-owned business enterprises.

WHERE ARE WE NOW?

The University of South Florida is a large, public 4-year university offering undergraduate, graduate, specialist and doctoral level degrees. The USF System includes three, separately accredited institutions: USF; USF St. Petersburg; and USF Sarasota-Manatee. Serving more than 49,000 students, the USF System has an annual budget of \$1.6 billion and is ranked 41st in the nation for research expenditures among all universities, public or private.

USF is comprised of 14 colleges offering more than 180 undergraduate majors and concentrations; with some of the most populated colleges being USF Health, Arts & Sciences, Business and Engineering. There are also numerous degree programs at the graduate, specialist and doctoral levels, including the doctor of medicine. USF prides itself on being a high-impact global research university dedicated to student success.

USF St. Petersburg offers an intimate, waterfront campus environment with smaller classes and an emphasis on community engagement. It offers more than 40 graduate and undergraduate programs in the Colleges of Arts and Sciences, Business and Education.

USF Sarasota-Manatee similarly offers a smaller, personalized learning setting while its scenic campus is an important piece of Sarasota's Cultural Corridor. It offers over 40 academic programs with four main dynamic colleges in Business, Hospitality & Tourism Leadership, Liberal Arts & Social Sciences, and Science & Mathematics. From a

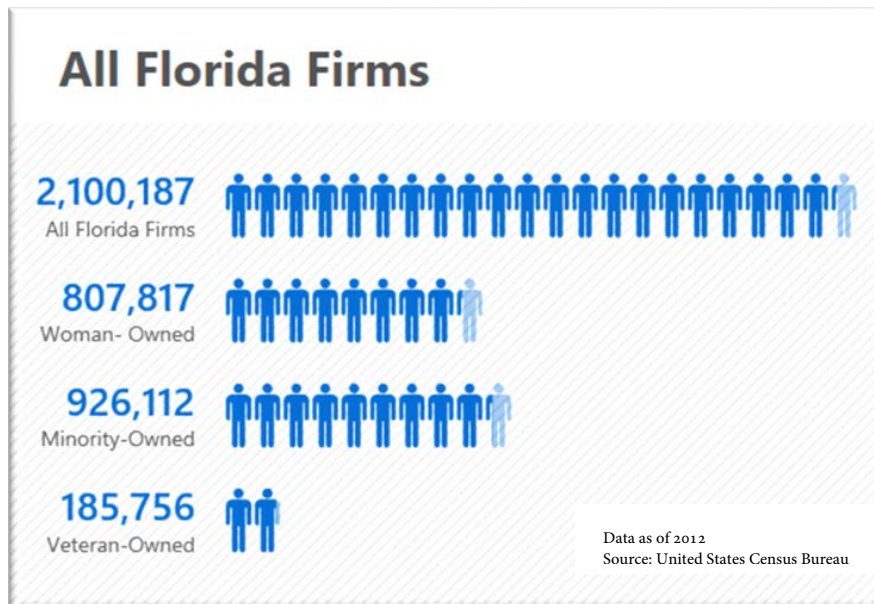


demographic standpoint, the USF System is a very diverse university with 40.6% of its students being African American, Black, Asian American, Hispanic, Native American or multiracial. The makeup of the business community in the Tampa Bay Region is very diverse. According to the US Census Bureau as of 2012 there are a total of 2.1 million firms in the state of Florida with more than 800 thousand of those firms being women-owned business enterprises, 926 thousand minority-owned business enterprises and 185 thousand veteran-owned business enterprises.

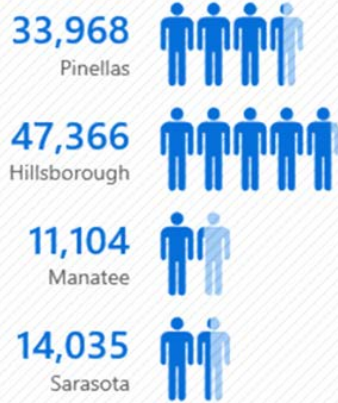
According to the United States Census Bureau, business ownership is defined as having 51 percent or more of the stock or equity in the business and is categorized by:

- Gender: Male; female; or equally male/female.
- Ethnicity: Hispanic; equally Hispanic/non-Hispanic; non-Hispanic.
- Race: White; Black or African American; American Indian or Alaska Native; Asian; Native Hawaiian or Other Pacific Islander; or some other race.
- Veteran status: Veteran; equally veteran/nonveteran; nonveteran.
- Publicly held and other firms not classifiable by gender, ethnicity, race, and veteran status

A snapshot of the diverse business make-up in the main footprint of the USF System; Hillsborough County, Pinellas County, Manatee County and Sarasota County, is represented below.

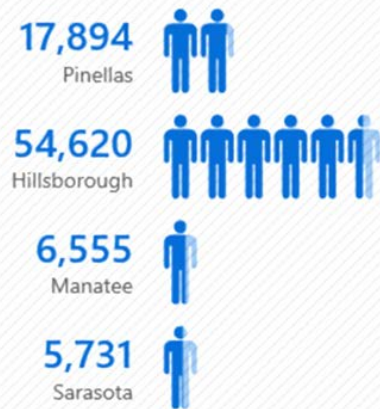


Women-Owned Firms by County

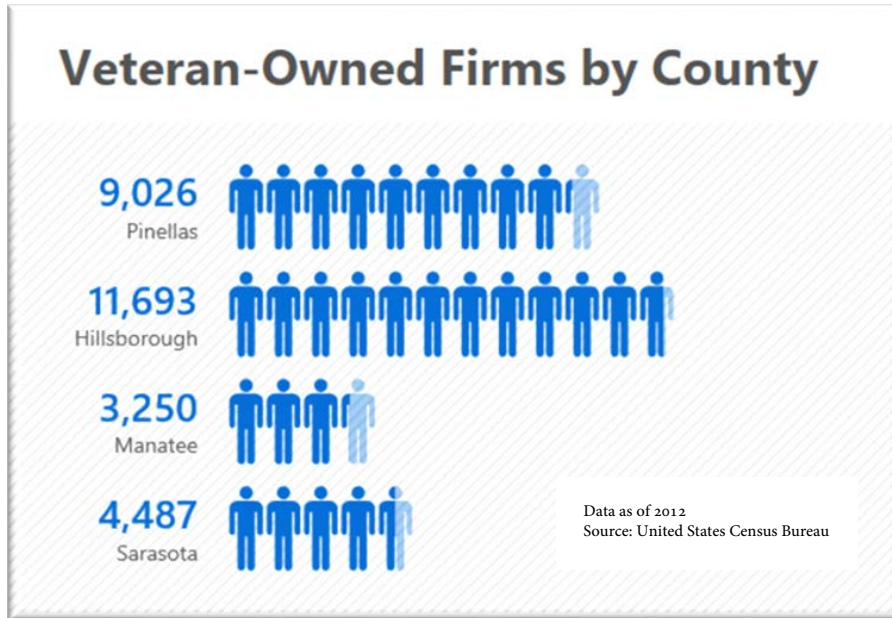


Data as of 2012
Source: United States Census Bureau

Minority-Owned Firms by County



Data as of 2012
Source: United States Census Bureau



SWOT ANALYSIS

In an effort to assess the USF supplier diversity initiatives, the University of South Florida’s Supplier Diversity Advisory Committee actively participated in a SWOT Analysis to identify areas of improvement and strategic development as it relates to supplier diversity system wide. The feedback provided by the committee includes detailed comments and suggestions to assist the **USFOSD** in further program implementation. For complete details of the **USFOSD** SWOT Analysis, please see **Appendix A, Section 3**.

USFOSD ADVISORY COMMITTEE

The University of South Florida Supplier Diversity Advisory Committee was established in early 2017 to assist in hiring an Assistant Vice President of Supplier Diversity to champion the supplier diversity efforts across the USF System.

On April 17, 2017, the selected candidate began employment with the USF System and continues to work with the **USFOSD** Advisory Committee to establish a foundation for program growth and overall success.

The University of South Florida Supplier Diversity Advisory Committee meets regularly and is comprised of USF Administration, Faculty and Staff. A full listing of the current advisory committee members can be found at www.usf.edu/osd.

This advisory committee is comprised of USF employees only but as needed may consult with or engage supplier diversity field experts or consultants to assist in advising the USF Office of Supplier Diversity on specific matters. While these consultants or facilitators may act as a source of information or catalyst for change, the leadership process remains solely with the USF Supplier Diversity Advisory Committee.

WHERE ARE WE GOING?

There are many components that comprise a successful supplier diversity program. Key elements that will contribute to the success of the USF Supplier Diversity program will include working directly with purchasing to understand university spend system wide, creation of a diverse supplier portal that will assist USF System employees with purchasing authority find vendors to utilize when procuring goods, services, and construction.

It will also be essential to create a marketing and communications plan to communicate supplier diversity initiatives internally and externally to all USF Faculty, Administration, Staff and external suppliers at all levels including 2nd tier suppliers. Other contributors to program success include creating educational tools and business development resources to assist businesses in preparing to add value with their service offerings to the USF system. Finally, monitoring and tracking program performance will be essential to providing insight to the **USFOSD** on areas of focus.

Ultimately, the vision for the **USFOSD** is to formulate a strategic organization that will increase the utilization of diverse businesses system wide and create a program within the next 5 years that will include the Assistant Vice President of Supplier Diversity and a fully staffed team inclusive of business development and data analytics professionals.

HOW WILL WE GET THERE?

The USF Board of Trustees Strategic Initiatives Committee (SIC) has recommended that the “Best Practices” in minority supplier development outlined by the National Minority Supplier Development Council Inc. ® (NMSDC®) be “officially” imbedded in the fabric of the strategic plan for the USF Office of Supplier Diversity.

The NMSDC® is one of the country’s leading corporate membership organizations whose mission is to advance business opportunities for certified minority business enterprises and connect them to their corporate members by working through their NMSDC®

network to support and facilitate MBE integration into corporate and public sector supply chains and build MBE capacity and capabilities through their programs and other educational offerings.

Although the NMSDC® focuses on minority owned businesses specifically, some of the key principles and best practices that the SIC related to, also apply to women- and veteran-owned business enterprises alike.

The NMSDC® eight best practices referred to by the SIC are referenced throughout this document (in no particular order) and are listed below:

NMSDC® 8 Recommended Best Practices for Supplier Diversity Programs:

1. Establish corporate policy and top management support
2. Develop a corporate minority supplier development plan
3. Develop comprehensive internal and external communications
4. Identify opportunities for diverse owned businesses in strategic sourcing and supply chain management
5. Establish a comprehensive minority supplier development process
6. Tracking, reporting and goal setting mechanisms
7. Establish a continuous improvement plan
8. Establish a Tier 2 program

Aside from the recommendations of the NMSDC®, there are many other pertinent “implementation components” that go into developing a successful supplier diversity program. Defined in the following sections of the strategic plan are strategies that have been identified and recommended by the leadership of the **USFOSD** to narrowly tailor the USF Supplier Diversity program to meet the specific needs of the University of South Florida system keeping in mind that the goals of the university’s supplier diversity initiatives must align with the USF system wide goals of:

1. Affording student access, learning, and success through a vibrant, interdisciplinary, and learner-centered research environment incorporating a global curriculum;
2. Providing an environment in which research and scientific discovery strengthens the economy, promotes civic culture and the arts, and to design and build sustainable communities through the generation, dissemination, and translation of new knowledge across all academic and health-related disciplines;
3. Establishing partnerships that assist in building significant locally- and globally-integrated university-community collaborations through sound scholarly and artistic activities and technological innovation; and
4. Fostering a sustainable economic base to support USF's continued academic advancement.

POLICY DEVELOPMENT

(REFERENCING NMSDC® GOAL 1 – ESTABLISH CORPORATE POLICY AND TOP MANAGEMENT SUPPORT)

The following policy has been developed and is pending approval from USF System leadership that defines the primary objectives of the USF System Supplier Diversity Program and defines the benefits of the program for the university, the employees and community stakeholders. It is essential that this policy is endorsed by top level leadership including USF President, Board of Trustees, Chief Operating Officer and Chief Financial Officer.



Suggested Language for USF System Supplier Diversity Policy:

As the University of South Florida continues to grow, greater business opportunities exist for minority-, women- and veteran-owned business enterprises. We believe that forging lasting relationships with a diverse supplier base contributes to economic progress, and strengthens our community.

*In an effort to continually promote the participation of diverse business across the USF System, the following policy has been established and is effective **(TBD)**.*

All USF System Administration, Faculty & Staff are required to make a “good faith” effort in the utilization of diverse businesses which includes minority-, women- and veteran-owned businesses in all sourcing initiatives and purchasing events at all levels including PCard purchases to assist the USF System in increasing actual spend with diverse owned suppliers. To gauge diverse business utilization system wide, spend reports by department and individual PCard spend will be monitored and reported to the USF President’s Office semi-annually.

*In addition, standard boilerplate diverse business utilization language **(Appendix G)** is required to be included in all USF contracts system wide in the purchase of any goods, professional services, supplies or construction services.*

This initiative benefits the university, our employees and community stakeholders by creating competition which drives higher quality products, a larger variety of selections and better pricing. It also creates a platform for job creation, workforce diversity and overall economic growth in the footprint of the USF System.

In an effort to support this policy, the USF Office of Supplier Diversity has been established and is available to assist system wide in support of this initiative.

Good Faith Effort Defined: USF defines a “good faith effort” as being what a reasonable person would determine is a diligent and honest effort under the same set of facts or circumstances." Target date for policy implementation system wide is January 1, 2018.

DATA ANALYTICS AND TRACKING

(REFERENCING NMSDC® GOAL 8 – ESTABLISH A SECOND TIER PROGRAM)

In conjunction with USF Purchasing, actively procure and/or develop a spend analytics tool to gauge actual spend and track contract compliance with diverse suppliers on all system contracts and sourcing events. This system will assist the **USFOSD** in developing solutions for establishment of a second tier supplier program as USF moves to a strategic sourcing platform and enable the tracking of key considerations as program success is measured. Key system components should include the following:

- User-friendly design with a reporting format that allows Tier 1 suppliers to report Sub-contractor/Tier 2 utilization
- Ability to upload diverse spend data directly into system
- Ability to validate Tier 1 and Tier 2 Supplier certification status
- Ability to capture and view data by colleges and department purchases by category
- Capability to conduct contract compliance audits verifying supplier spend detail

SHORT, MID, AND LONG TERM PROGRAM GOALS

(REFERENCING NMSDC® GOAL 6 – ESTABLISH TRACKING AND REPORTING AND GOAL SETTING MECHANISMS & NMSDC® GOAL 7 – ESTABLISH A CONTINUOUS IMPROVEMENT PLAN)

Creation of specific short-, mid-, and long-term program goals are key to the success of any program implementation. These goals are essential for program implementation and include educational tools and resources and the utilization of incentives to drive system wide program success. These goals also assist in identifying continuous program improvements as development progresses.

The following section of the 2017-18 **USFOSD** Strategic Plan identifies short-term, mid-term and long term program goals and objectives.

Short-term (0-12 Months)

USFOSD short-term goals (listed numerically below) are goals that will be accomplished within the first 12 months of program implementation. The purpose of these short-term goals are to establish a programmatic foundation on which to build upon continuously over the next 5 years throughout program development.

The following short-term goals have been established for the **USFOSD**.

1. AVP - Understanding USF General Business Processes - TAMPA

2. AVP - Understanding USF General Business Processes
- SARASOTA
3. AVP - Understanding USF General Business Processes
- ST. PETERSBURG
4. AVP - FAST Training
5. AVP - RAPID Training
6. AVP - PCard Training
7. USF Office of Supplier Diversity Strategic Plan
Development
8. USF Office of Supplier Diversity General Budget
Development
9. Identification of Staffing Needs (USF System) Budget
Development
10. Begin Hiring **USFOSD** Dedicated FTEs based on
Identified Staffing Needs (Organizational Development)
11. Launch PCard Training to Build Program Awareness
12. Development of OSD Office Presentations for Community Outreach
13. Agency Rebrand w/UCM
14. Website (Design and Content Development)
15. Marketing and Collateral Material
16. Social Media Campaign Development
17. Design and Brand Tradeshow Exhibit Display
18. Design and Brand OSD Long in conjunction with USF Mkt. & Comm.
19. Design OSD Apparel and Promotional Items for Internal & External
20. Identify & Meet with USF Stakeholder in areas of opportunity for XBE Utilization
21. Develop Spend Data Collection and Analytic Procedure in conjunction with
Purchasing
22. Development of a Diverse Supplier Portal (Certified XBEs Only)
23. Development and Launch of Lunch & Learn Supplier Diversity Series
24. Development and Launch of a "How to do Business with USF Series"
25. Establish Partnerships USF System Wide for Proper Project Management in all
Categories
26. Establish SD Project Management Guidelines for Major USF Projects



For full outline of short-term goals and tie to SWOT, see **Appendix C**

Mid-term (1-3 Years)

USFOSD mid-term goals (listed numerically below), have been identified and are achievable and specific. The implementation of the mid-term goals included in this plan require a financial commitment from the USF System and may take some time to ultimately achieve.

The USF System Administration has committed to establishing a dedicated program and the following mid-term goals to assist in the further implementation of a fully successful supplier diversity program.

1. Establish USF Employee Award & Recognition Program
2. Complete Hiring **USFOSD** Dedicated FTEs based on Identified Staffing Needs (Organizational Development)
3. Train and Develop **USFOSD** Staff
4. Begin Procurement/Development of Data Analytics Tool to Track XBE Spend (Tier 1 & Tier 2)
5. USF Office of Supplier Diversity Strategic Plan Review & Update (Current Year)
6. USF Office of Supplier Diversity General Budget Review & Update (Current Year)
7. Implementation of Educational Series for Emerging Businesses (Possibly Kauffman Series)
8. Grow Available USF Diverse Suppliers
9. Identify & Meet with USF Stakeholder in Areas of Opportunity for XBE Utilization*
10. General Program Management and Community Relations
11. Agency Brand Maintenance:
12. Website (Design and Content Development)
13. All Marketing and Collateral Material
14. Social Media Campaign Development
15. Design and Brand Tradeshow Exhibit Display
16. Design and Brand OSD Long in conjunction with USF Mkt. & Comm.
17. Design OSD Apparel and Promotional Items for Internal & External

For full outline of mid-term goals and tie to SWOT, see **Appendix D**

(*REFERENCING NMSDC® GOAL 4 – IDENTIFY OPPORTUNITIES FOR DIVERSE OWNED BUSINESSES IN STRATEGIC SOURCING AND SUPPLY CHAIN MANAGEMENT)

Long-term (3-5 Years)

Strategic long-term objectives (listed numerically below), represent continuous strategic areas that have been identified to assist the **USFOSD** implement and continuously improve the programming and vision of increasing the utilization of women-, minority-, and veteran-owned businesses in the procurement of goods, services, and construction and will help the USF System achieve its commitment to serve the university and surrounding business community through the provision and participation of educational and community outreach activities.

These strategic long-term objectives also strengthen collaboration and alignment amongst state, regional, and local entities fostering supplier diversity and business development initiatives. This will assist the USF System in becoming a trailblazer in supplier diversity amongst higher education institutions and will contribute to the state

of Florida's efforts in continuing as one of the nation's top performing economies. It is important for the **USFOSD** to effectively establish collaborative partnerships amongst private, public, and nonprofit sectors and organizations responsible for business development, workforce, education, research, transportation, energy, community planning, housing, environmental protection, water, health services, and many other related areas.

The following long-term goals have been established for the **USFOSD**.

1. Fully Operational SD Program, Fully Staffed Across USF System
2. Formal USF System Disparity Study (In Conjunction w/State of FL)
3. Facilities, Planning & Construction Mentor Protégé Program
4. Maintenance of Diverse Supplier Portal (Certified XBEs Only)
5. Continued Implementation of Lunch & Learn Supplier Diversity Series
6. Implementation of Data Analytics Tool to Track XBE Spend (Tier 1 & Tier 2)
7. USF Office of Supplier Diversity Strategic Plan Review & Update (Current Year)
8. USF Office of Supplier Diversity General Budget Review & Update (Current Year)
9. Continuation of Full Educational Series for Emerging Businesses - (Supplier Development Program)*
10. Grow Available USF Diverse Suppliers
11. General Program Management and Community Relations
12. Identify & Meet with USF Stakeholder in Areas of Opportunity for XBE Utilization

(*REFERENCING NMSDC® GOAL 2 – DEVELOP A CORPORATE MINORITY SUPPLIER DEVELOPMENT PLAN & NMSDC® GOAL 5 ESTABLISH A COMPREHENSIVE MINORITY SUPPLIER DEVELOPMENT PROCESS)

For full outline of long-term goals and tie to SWOT, see **Appendix E**. All goals are projected and subject to change as the programs of the **USFOSD** develop.

BUDGET

The **USFOSD** budget is a compilation of pertinent items that the **USFOSD** will use to support system wide supplier diversity efforts including internal and external marketing and program promotion, communication, outreach and business education programming expenses. This budget is under development and will be need approval by top USF leadership.

KEY CONSIDERATIONS

(REFERENCING NMSDC® GOAL 6 – ESTABLISH TRACKING AND REPORTING AND GOAL SETTING MECHANISMS)

The Billion Dollar Roundtable (BDR) was created in 2001 to recognize and celebrate entities that achieved spending of at least \$1 billion with minority and woman-owned suppliers. The BDR promotes and shares best practices in supply chain diversity excellence through the production of white papers. In discussions, the members review common issues, opportunities and strategies and encourages the continual growth of diverse suppliers by analyzing and when appropriate increasing their spend levels.

The BDR has several key considerations that shape supplier diversity initiatives and their recommendations below will be utilized to shape the performance of the USF Supplier Diversity Program.

1. Close integration with purchasing including strategic sourcing initiatives.
2. Annual objectives coupled with quarterly reports.
3. Expanding reach of performance metrics to increase accountability among team members.
4. Executive leadership support and involvement.
5. Establishment of supplier diversity with system wide purchasing.
6. Accountability for achieving year-over-year supplier diversity objectives at all levels of the purchasing organization.
7. Frequent review of supplier diversity performance against objectives.

What are our annual objectives?

1. Increased spend with diverse suppliers at the outset of the program and then \$ and % increase on annual basis. The national average for diverse business spending within organizations who have focused supplier diversity initiatives falls in the range of approximately 13% - 20% according to the Atlanta based Hackett Group Supplier Diversity Report. This will be the target range for USF's total opportunity spend upon full program implementation.
2. Increased percentage and actual number, year over year, of diverse suppliers that submit bid responses on opportunities let by purchasing.
3. Increased percentage and number of diverse suppliers that formally debrief with USF Purchasing after bid award.
4. Increased percentage and number of diverse suppliers participating/attending pre-bid meetings for capital projects.
5. Provision of relevant educational tools and resources for diverse suppliers.
6. Increased number of USF departments participating in the supplier diversity program.
7. Increased support of Tier 1 suppliers in Tier 2 purchasing activities through focused relationship-building activities.

SUMMATIVE STATEMENT

Supplier diversity and inclusion on all levels creates a climate of economic development. It is our responsibility as a major educational institution to champion diversity and be the leader in creating a culture of inclusiveness. It is important that all businesses have an opportunity to participate in the procurement efforts system wide and those who hold purchasing authority on behalf of the USF System must understand the value of creating an environment that levels the playing field so all businesses can successfully compete for USF System procurements. Supplier diversity and inclusion is not just something being implemented to meet a contract goal, it's the right thing to do.

We are better because of our differences not despite of them and the **USFOSD** is committed; as the leader of the USF System's supplier diversity initiatives, to ensure those differences are celebrated and all businesses within the Tampa Bay Region have an opportunity to grow due to the efforts of the University of South Florida. The inherent success of this program and the strategic initiatives outlined in this plan are directly connected to the commitment of all USF System Administration, Facility and Staff and by working together as a team, the University of South Florida will become an industry leader in supplier diversity initiatives amongst higher education institutions.

APPENDICIES

APPENDIX A- MARKETING AND COMMUNICATIONS PLAN

University of South Florida Department:	Controller's Office	Program Name:	USF Office of Supplier Diversity
Program Contact:		Terrie Daniel, Assistant Vice President Phone: 813-974-6260 Email: tfdaniel@usf.edu	
<p>1. Executive summary: This section contains a brief summary of the key elements of the overall plan for the University of South Florida's Office of Supplier Diversity and ideas that are core to the success of the plan.</p>		<p>The University of South Florida (USF System) is committed to utilizing diverse businesses in the procurement of goods, services, and construction contracts. The USF System continues to actively pursue diverse businesses for contracting opportunities and is committed to serving the university and surrounding business community through educational and community outreach initiatives.</p> <p>The University of South Florida's Office of Supplier Diversity (USFOSD) was established to spearhead the university supplier diversity initiatives and to accomplish this goal, the USFOSD plans to:</p> <ul style="list-style-type: none"> ▪ Partner with state agencies, SEIs, non-profit and for profit organizations that support the development and growth of diverse businesses across the state of Florida. ▪ Sponsor and attend relevant Supplier Diversity tradeshows business development workshops, regional business conferences and outreach events locally and nationally. ▪ Act as the main conduit to internal USF System Administration, Faculty and Staff as well as external partners and constituents to provide information 	

	<p>and resources relative to USF opportunities and utilization of diverse businesses using an e-marketing web based platform as well as print publications and internal communication modes.</p>
<p>2. Background and rationale of plan: This section provides background program information and the intended purpose of the USF Office Of Supplier Diversity.</p>	<p>The USFOSD is housed in the University Controller’s Office under the direction of an Assistant Vice President. The Assistant Vice President works closely with the USF System Purchasing Agents, Departmental Buyers, and the Facilities, Planning and Construction Department (FPC). The Assistant Vice President is responsible for monitoring, implementing, progress tracking and adjustments to the University's diverse business utilization plan.</p> <p>This marketing and communications plan is designed to assist the University of South Florida System in:</p> <ul style="list-style-type: none"> ▪ Increasing the utilization of diverse businesses in University purchasing. ▪ Reaching more diverse firms across the state of Florida to build awareness regarding USF System procurement opportunities. ▪ Increasing the number of certified diverse firms doing business with the USF System. ▪ Increasing the awareness of the USF Supplier Diversity initiatives. ▪ Implementation of updated and improved system spend analytics in an effort to track progress. ▪ Providing diverse firms necessary tools to sustain and grow their businesses and be prepared to do business with the USF System.
<p>3. Situational SWOT analysis: This section outlines the potential strengths, weaknesses, opportunities or threats the</p>	<p>The USFOSD works in concert with the USF Supplier Diversity Advisory Committee. This committee is comprised of USF Administration, Faculty, and Staff and is interested in seeing an increase in the USF System</p>

<p>University of South Florida Supplier Diversity Program faces.</p>	<p>utilization of diverse businesses. The committee was asked by the USF Assistant Vice President of Supplier Diversity to provide feedback in the form of a SWOT Analysis specific to USF Supplier Diversity. The SWOT Analysis below contains the feedback provided by the Advisory Committee Members:</p> <p>Strengths:</p> <ol style="list-style-type: none"> 1. By and large, members of the USF System will buy into the goals of the supplier diversity initiative. 2. The initiative has strong support from the USF System president and the Board of Trustees. 3. Support from leadership. 4. Resources in place to focus on enhancing supplier diversity initiative. 5. Large Enterprise (financial resources, management resources). 6. Campus locations in nearby counties. 7. Support from Board & Executive Levels (strategic). 8. Partnerships with other Universities. 9. Diverse population of employees and students. 10. Broad range of vertical markets within the University's eco-system. 11. Long term relationships with large suppliers. 12. Intellectual capital. 13. Access to technology and communication platforms. 14. The University is growing. <p>Weaknesses:</p> <ol style="list-style-type: none"> 1. It is not clear how well the goals of the supplier diversity initiative have been communicated to USF St Pete and USF Sarasota-Manatee. 2. The supplier diversity initiative will require additional staff resources, especially if the specific needs of USF St Pete and USF Sarasota-Manatee are to be met. 3. The structure of contracts, in particular catering contracts, may make it difficult for smaller suppliers to be included. 4. Lack of training pertaining to supplier diversity (importance, benefits, etc.)
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	<ol style="list-style-type: none">5. Information regarding available MWBEs, products/services offered, etc.6. Limited focus on including MWBEs when seeking potential vendors/contractors.7. Unfamiliarity with MWBEs product/service quality.8. Large Enterprise (dispersed, hard to reach, slow to change).9. No strategy (where is the comprehensive plan?)10. Lack of clarity; no specified goals, measurements, dashboard.11. No appreciation for enormity of the effort required to resolve.12. No diversity of thought in the approach to resolution.13. Ineffective management review and oversight.14. Who is accountable?15. Only passive engagement with spending community.16. Lack of understanding when dealing with technology OEM community.17. No engagement with prime contractor community.18. Business barriers that may exclude some businesses from doing business within the USF System including but not limited to access to capital, bonding, lack of capacity, as well as workforce limitations. <p>Opportunities:</p> <ol style="list-style-type: none">1. The USF System could become known as a model for supplier diversity.2. For USF St. Pete, the initiative can help it establish a (stronger) relationship with South St Pete, an area that has to a large extent been ignored by the university.3. Create more dialogue at departmental meetings regarding supplier diversity.4. Promote networking opportunities with potential MWBE vendors/contractors.
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	<ol style="list-style-type: none">5. Provide opportunities for MWBEs to present products/services specific to departments.6. Policies designed to motivate departments to engage MWBEs.7. Create alliances, leverage common Prime suppliers.8. Initiate dialogue with technology OEM community; cultivate diversity in channel partner engagement.9. Establish, cultivate and grow relationships with community organizations.10. Target internal opportunity and grow supplier(s) to take advantage of such opportunities.11. Acquire external thinking and consultation; expand thinking.12. Establish a program that fosters relationships between large contractors and minority businesses. 13. Establish relationships with other Universities; share and learn.14. The program can offer many benefits for diverse firms looking to connect and do business with the University of South Florida.15. The program can provide information to help minority-, women-, veteran-owned and service disabled veteran-owned business enterprises grow into strong profitable businesses and expand Florida's economy.16. Opportunity to establish connections and in some cases more formal agreements with the USF Small Business Development Center, The Florida State Minority Supplier Development Council, WBEC, the Small Business Administration, the National Association of Women Business Owners, the State of Florida Office of Supplier Diversity, the City of Tampa, City of St. Petersburg, City of Sarasota and various other organizations and entities that support business development amongst diverse firms.17. Diverse firms are eager to do business with the USF System and these firms, community and partner organizations are requesting assistance in understanding the USF System procurement process.
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	<p>18. There are requests from diverse firms for information that can assist them in securing contracts with the USF System as well as an interest in the formation of new partnerships with organizations that serve diverse businesses like the USF Small Business Development Center, The Florida State Minority Supplier Development Council, WBENC, the Small Business Administration, the National Association of Women Business Owners, the State of Florida Office of Supplier Diversity, the City of Tampa, City of St. Petersburg, City of Sarasota.</p> <p>Threats:</p> <ol style="list-style-type: none"> 1. The narrow definition of diversity in terms of race, gender and veteran status may negatively impact the supplier diversity initiative. There is a growing belief among some within the USF System that economic diversity should play a role as well. For example, a white business owner from a poor family background who started their business after a spell of incarceration probably deserves to be considered more than a privileged woman owned business. 2. The fact that stakeholders are expected to report information that is already available within the purchasing department may lead to some of them seeing this as yet another example of administrative busy work. This is especially true for USF St Pete and USF Sarasota-Manatee, which have far fewer administrative staff than USF Tampa. 3. The absence of a clear incentive structure for P-card holders as far as supplier diversity is concerned may make it difficult to ensure that the initiative gains full traction. 4. Too many external influences that are making USF reactive instead of being proactive as it relates to building the program. 5. The initiative may interfere with other supplier related initiatives, such as initiatives to strengthen relationships with alumni. 6. The supply/pool of qualified MWBEs.
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	<ol style="list-style-type: none"> 7. Existing culture. 8. Competition. 9. Negative public image. 10. Changing demographics. 11. Social Media. 12. Political environment; economic conditions. 13. Funding and donations. 14. Legislative and regulative outcomes. 15. Limited pool of diverse suppliers. 16. Competitors (other businesses seeking same suppliers).
<p>4. Program objective: This section outlines the main objective of the USFOSD Program and defines our target audience.</p>	<p>Objective: The main objective of the USFOSD is to work closely with the USF System Purchasing Agents, Departmental Buyers, and the Facilities, Planning and Construction Department (FPC) to increase the utilization of diverse businesses in University procurement initiatives. In addition, the Assistant Vice President is responsible for monitoring, implementing, progress tracking and adjustments to the University's diverse business utilization plan.</p> <p>Target Audience:</p> <ul style="list-style-type: none"> ▪ Women-, minority- and veteran-owned businesses throughout the State of Florida. The program is administered by hosting events and programs in the Tampa, St. Petersburg, Sarasota and surrounding areas. ▪ Prime Contractors and contractors who hold USF continuing service agreements as well as USF administration, faculty and staff who have purchasing authority.
<p>5. Position statement: This statement describes the USFOSD</p>	<p>The USFOSD works to continue the implementation of a proactive business strategy that provides all suppliers equal access to sourcing and purchasing opportunities. This</p>

<p>program focus and how it benefits our target audience.</p>	<p>affords the USF System access to vendors who are proving they can provide better pricing, products and service offerings than larger competitors in most cases. This helps USFs supply chain better reflect the demographics of our community and creates a platform for economic growth and development for the Tampa Bay Region.</p>
<p>6. Marketing strategies: This is a general outline of planned marketing and communication strategies for the USFOSD and how materials be distributed.</p>	<p><u>Outreach Events</u></p> <p>The USFOSD will participate in supplier diversity trade shows and other outreach events that target the MBE, WBE and VBE communities. These events provide an opportunity for the USF System to promote the services and mission; the values and benefits of certification; and matchmaking opportunities between prime and subcontractors. The USFOSD informational brochure and upcoming bi-monthly newsletter publications will be available at tradeshow booths along with information about upcoming opportunities within the USF System. In addition, USFOSD staff will participate in national supplier diversity events and trainings to increase visibility and have a better understanding of what is trending across the country in supplier diversity which could ultimately impact the program from a legal perspective.</p> <p><u>Educational Workshops</u></p> <p>The USFOSD will host workshops system wide to promote opportunities and more visibility into successfully submitting bids for USF System procurements. The USFOSD will also work with local organizations and partnering entities to offer and participate in workshops across Florida that provides educational training sessions to assist business owners in sustainability and growth efforts. In addition, the USFOSD in the future will utilize webinars to provide training content in an effort to reach larger</p>

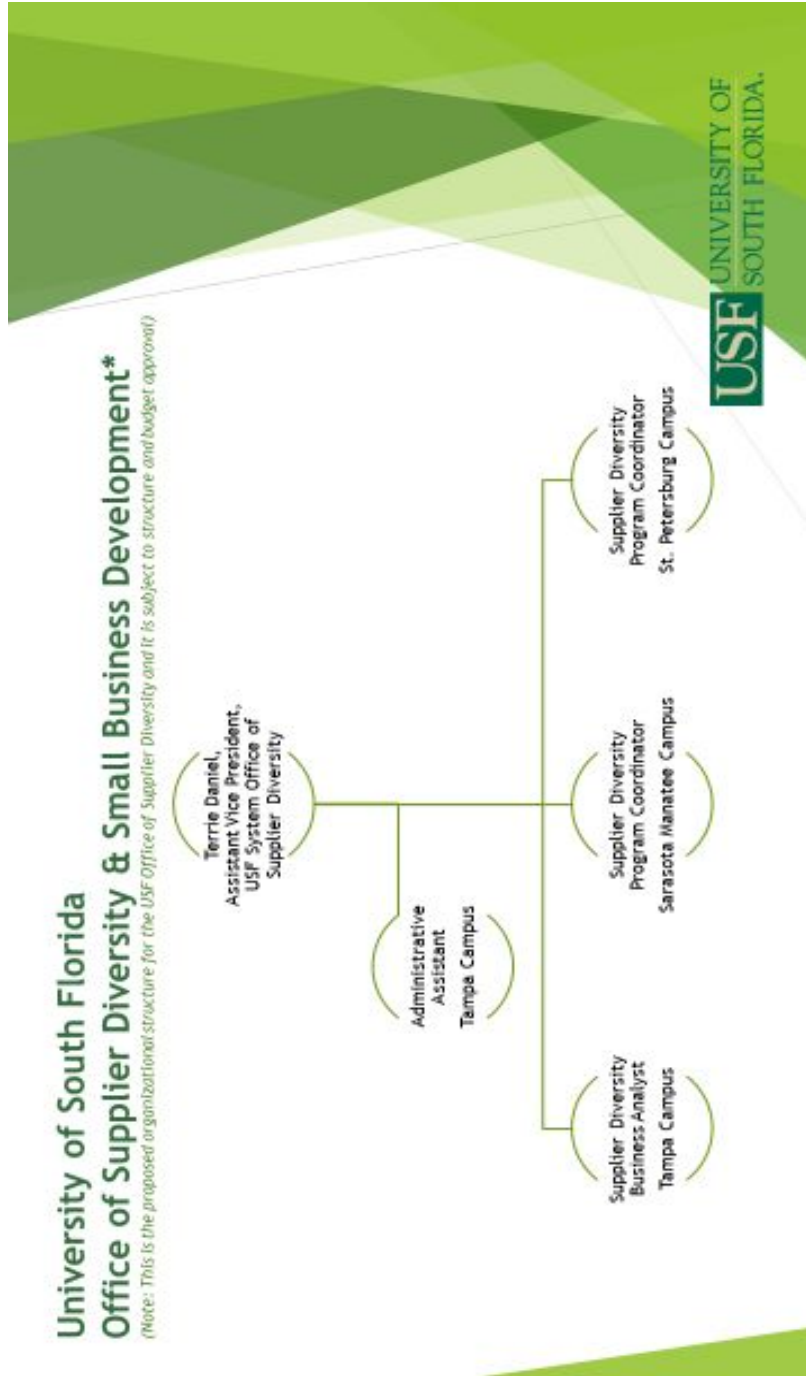
	<p>audiences across the state of Florida in a more effective manner.</p> <p><u>E-Newsletter</u></p> <p>The USFOSD will develop an E-Newsletter to be distributed bi-monthly in an effort to provide up to date information on doing business with the University of South Florida System. It will also contain information on state resources, and USFOSD and partner workshops and outreach opportunities. We are currently looking at a few different platforms in which to disseminate the e-newsletter including GovDelivery, Constant Contact, Exact Target and Mail Chimp.</p> <p><u>Social Media</u></p> <p>The USFOSD has plans to develop Facebook and Twitter accounts to communicate relevant business opportunities, business development resources, and upcoming events to USFOSD followers.</p> <p><u>Paid Advertisements</u></p> <p>The USFOSD will work with the University Communications and Marketing department to research the most effective means to publish a series of ads promoting the program during the fiscal year. Our target for these paid advertisements will include all diverse business categories defined in by our “Diverse Business Target Market” outlined on page 2.</p>
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<p>7. Implementation: This section outlines how the USFOSD will implement our plan and tie promotion strategies to objectives.</p> <p>A calendar of proposed events has also been included to assist in the summarization of how the USFOSD plans to implement this plan.</p>	<p>The USFOSD has and continues to develop marketing collateral to expose Florida MBE, WBE and VBE firms to relevant supplier diversity information and resources that will assist them in growing their businesses. These initiatives facilitate relationships between prime contractors and certified subcontractors to assist the USF System in increasing the utilization of diverse businesses.</p> <p><u>Special Events</u></p> <p>Special events and trade shows will be paid for by the USF System however, an effort will be made by the USFOSD to engage private and corporate event sponsors. Press releases for each planned event will be disseminated to the media via the USF System Marketing and Communications Department and posted on the USF System calendar of events. Events will also be promoted in the USFOSD e-newsletter, social media accounts as well as to strategic partners across the state of Florida.</p> <p><u>Resource Guides</u></p> <p>A USFOSD resource guide is under development and will be printed for use at larger business development, tradeshow and outreach events.</p> <p><u>Informational Brochure</u></p> <p>A new USFOSD tri-fold brochure will be designed and printed for distribution at workshops and trade shows. About 5000 brochures are needed to support the full fiscal year of outreach events. NOTE: We currently have some brochures and will continue to utilize the current stock through FY17. As of FY18 all old brochures will be destroyed and the newly designed brochures will be used.</p> <p><u>Promotional Items</u></p> <p>The USFOSD will procure uniform shirts for staff to wear when participating in supplier diversity events. This creates uniformity and brand awareness to the business community and other supplier diversity professionals across the state of Florida. In addition a variety of promotional items will be procured to support internal employee educational programs.</p>
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	<p><u>Outreach Calendar</u> Preliminary listing of outreach events and workshops for FY17-18. Dates and events are subject to change.</p> <p><u>August 2017</u> 14 – Training for Top 100 PCard Users 22-27 – American Contract Compliance Association National Conference – Kansas City, Missouri</p> <p><u>October 2017</u> 6 –USF Supplier Diversity Day 20 - Training for Top 100 PCard Users (Overflow from 1st Session) 22-25 – National Minority Supplier Development Council National Conference – Detroit, Michigan</p> <p><u>November 2017</u> 15 - Lunch & Learn Series – USF Supplier Diversity Program and Why It’s the Right Thing to Do (Facilities)</p> <p><u>December 2017</u> 20 - OSD Goodie Drop (Colleges & Departments)</p> <p><u>January 2018</u> 17 - Lunch & Learn Series – USF Supplier Diversity Program and Why It’s the Right Thing to Do</p> <p><u>February 2018</u> 21 - Lunch & Learn Series – USF Supplier Diversity Program and Why It’s the Right Thing to Do (St. Petersburg Campus) 21 - Construction Vendor Outreach Event (St. Petersburg Campus)</p> <p><u>March 2018</u> 21 - Lunch & Learn Series – USF Supplier Diversity Program and Why It’s the Right Thing to Do (Sarasota Campus) 21 - Professional Services Vendor Outreach Event (Sarasota Campus)</p> <p><u>April 2018</u> 18 - Lunch & Learn Series – USF Supplier Diversity Program and Why It’s the Right Thing to Do</p> <p><u>May 2018</u></p>
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	<p>16 - Lunch & Learn Series – USF Supplier Diversity Program and Why It’s the Right Thing to Do</p> <p><u>September 2018</u> Kick Off – USF Mentor Protégé’ Construction Program Kick Off – USF Construction Bond Readiness Program</p>
<p>8. Evaluation/Monitoring: This section outlines the Key Considerations that will be monitored to evaluate USF System Supplier Diversity program success.</p>	<p>Annual Program Objectives</p> <ul style="list-style-type: none"> ▪ Increased spend with diverse suppliers at the outset of the program and then \$ and % increase on annual basis. ▪ Increased number, year over year, of diverse suppliers that submit bid responses on opportunities let by purchasing. ▪ Increased number of diverse suppliers that formally debrief with USF Purchasing after bid award. ▪ Increased number of diverse suppliers participating/attending pre-bid meetings for capital projects. ▪ Provision of relevant educational tools and resources for diverse suppliers.
<p>9. Proposed marketing budget FY17-18</p>	<p>The USFOSD proposed budget has been submitted to USF leadership for approval.</p>

APPENDIX B – ORGANIZATIONAL CHART



APPENDIX C – SHORT TERM GOALS

UNIVERSITY OF SOUTH FLORIDA OFFICE OF SUPPLIER DIVERSITY						
SHORT-TERM PROGRAM GOALS (0-12 MONTHS)						
PROJECT NAME	PROJECT TYPE	ESTIMATED START	ESTIMATED FINISH	ESTIMATED DURATION (DAYS)	*SWOT - Weaknesses	SWOT - Threats
Understanding USF General Business Processes - TAMPA	Administrative	4/17/2017	12/31/2017	254		
Understanding USF General Business Processes - SARASOTA	Administrative	4/17/2017	12/31/2017	254	1	
Understanding USF General Business Processes - ST. PETERSBURG	Administrative	4/17/2017	12/31/2017	254	1	
FAST Training	Administrative	4/17/2017	6/30/2017	73	4, 15	1
RAPID Training	Administrative	4/17/2017	6/30/2017	73	4, 15	1
PCard Training	Administrative	4/17/2017	6/30/2017	73	4, 15	1
USF Office of Supplier Diversity Strategic Plan Development	Administrative	4/17/2017	6/30/2017	73	9, 10, 13, 14	
USF Office of Supplier Diversity General Budget Development	Administrative	4/17/2017	6/30/2017	73	2, 9	
Identification of Staffing Needs (USF System) Budget Development	Administrative	4/17/2017	6/30/2017	73	Item #2	
Begin Hiring USFOSD Dedicated FTEs based on Identified Staffing Needs (Organizational De	Administrative	7/1/2017	12/31/2017	180	Item #2	
Launch PCard Training to Build Program Awareness	Administrative	4/17/2017	9/1/2017	134	1	1, 2
Development of OSD Office Presentations for Community Outreach	Administrative	4/17/2017	9/1/2017	134	5	
Agency Rebrand:	MKT & COMM	4/17/2017	12/31/2017	254	18	5
Website (Design and Content Development)	MKT & COMM	4/17/2017	12/31/2017	254		
All Marketing and Collateral Material	MKT & COMM	4/17/2017	12/31/2017	254		
Social Media Campaign Development	MKT & COMM	4/17/2017	12/31/2017	254		
Design and Brand Tradeshow Exhibit Display	MKT & COMM	4/17/2017	12/31/2017	254		
Design and Brand OSD Long in conjunction with USF Mkt. & Comm.	MKT & COMM	4/17/2017	12/31/2017	254		
Design OSD Apparel and Promotional Items for Internal & External	MKT & COMM	4/17/2017	12/31/2017	254		
Identify & Meet with USF Stakeholder in Areas of Opportunity for XBE Utilization	Administrative	4/17/2017	12/31/2017	254	1	
Develop Spend Data Collection and Analytic Procedure in conjunction with Purchasing	Purchasing Services	4/17/2017	12/31/2017	254	10, 13	
Development of a Diverse Supplier Portal (Certified XBEs Only)	Administrative	4/17/2017	10/1/2017	164	Item #3, 5,6,7	
Development and Launch of Lunch & Learn Supplier Diversity Series	Administrative	4/17/2017	10/1/2017	164	Item #1, 5,6,7, 15	
Development and Launch of a "How to do Business with USF Series"	Administrative	4/17/2017	10/1/2017	164	18	
Establish Partnerships USF System Wide for Proper Project Management in all Categories	Administrative	4/17/2017	12/31/2017	254	1,2	
Establish SD Project Management Guidelines for Major USF Projects	Administrative	4/17/2017	12/31/2017	254	37, 17	
Total Estimated Project Hours				39472		

*Areas identified in the SWOT Analysis by number and area (Weaknesses & Threats) are being addressed by each project goal represented within the short, medium and long term goals.

APPENDIX D – MID TERM GOALS

UNIVERSITY OF SOUTH FLORIDA OFFICE OF SUPPLIER DIVERSITY					
MID-TERM PROGRAM GOALS (1-3 YEARS)					
PROJECT NAME	PROJECT TYPE	ESTIMATED START	ESTIMATED FINISH	ESTIMATED DURATION (DAYS)	SWOT - Weaknesses
Establish USF Employee Award & Recognition Program	Business Processes	1/1/2018	10/1/2018	270	15
Complete Hiring USFOSD Dedicated FTEs based on Identified Staffing Needs	Administrative	1/1/2018	1/31/2018	30	2
Train and Develop USFOSD Staff	Staff Development	1/1/2018	12/31/2020	1080	2, 9, 10, 11, 12, 13, 14
Begin Procurement/Development of Data Analytics Tool to Track XBE Spend (Tier 1 & Tier 2)	Business Processes	1/1/2018	12/31/2020	1080	10, 14
USF Office of Supplier Diversity Strategic Plan Review & Update (Current Year)	Administrative	1/1/2018	12/31/2020	1080	9, 10, 13, 14
USF Office of Supplier Diversity General Budget Review & Update (Current Year)	Product Liability Defense	1/1/2018	12/31/2020	1080	2, 9
Implementation of Educational Series for Emerging Businesses (Possibly Kauffman Series)	Outreach & Education	1/1/2018	12/31/2020	1080	17, 18
Grow Available USF Diverse Suppliers	Outreach & Education	1/1/2018	12/31/2020	1080	17, 18
Identify & Meet with USF Stakeholder in Areas of Opportunity for XBE Utilization	Outreach & Education	1/1/2018	12/31/2020	1080	Item #1, 5,6,7, 15
General Program Management and Community Relations	Outreach & Education	1/1/2018	12/31/2020	1080	1 4,5,6,7, 17, 18
Agency Brand Maintenance:	MKT & COMM	1/1/2018	12/31/2020	1080	18
Website (Design and Content Development)	MKT & COMM	1/1/2018	12/31/2020	1080	
All Marketing and Collateral Material	MKT & COMM	1/1/2018	12/31/2020	1080	
Social Media Campaign Development	MKT & COMM	1/1/2018	12/31/2020	1080	
Design and Brand Tradeshow Exhibit Display	MKT & COMM	1/1/2018	12/31/2020	1080	
Design and Brand OSD Long in conjunction with USF Mkt. & Comm.	MKT & COMM	1/1/2018	12/31/2020	1080	
Design OSD Apparel and Promotional Items for Internal & External	MKT & COMM	1/1/2018	12/31/2020	1080	
Total Estimated Project Hours				16500	

*Areas identified in the SWOT Analysis by number and area (Weaknesses & Threats) are being addressed by each project goal represented within the short, medium and long term goals.

APPENDIX E – LONG TERM GOALS

UNIVERSITY OF SOUTH FLORIDA OFFICE OF SUPPLIER DIVERSITY						
LONG-TERM PROGRAM GOALS (3-5 YEARS)						
PROJECT NAME	PROJECT TYPE	ESTIMATED START	ESTIMATED FINISH	ESTIMATED DURATION (DAYS)	SWOT - Weaknesses	SWOT - Threats
Fully Operational SD Program, Fully Staffed Across USF System	Administrative	1/1/2021	12/31/2022	720	2	
Formal USF System Disparity Study (In Conjunction w/State of FL)	Business Process	1/1/2021	12/31/2022	720	13, 14	
Facilities, Planning & Construction Mentor Protégé Program	Outreach & Education	1/1/2021	12/31/2022	720	2, 4	
Maintenance of Diverse Supplier Portal (Certified XBEs Only)	Administrative	1/1/2021	12/31/2022	720	17, 18	5
Continued Implementation of Lunch & Learn Supplier Diversity Series	Outreach & Education	1/1/2021	12/31/2022	720	Item #1, 5,6,7, 15	5
Implementation of Data Analytics Tool to Track XBE Spend (Tier 1 & Tier 2)	Business Process	1/1/2021	12/31/2022	720	10, 14	
USF Office of Supplier Diversity Strategic Plan Review & Update (Current Year)	Administrative	1/1/2021	12/31/2022	720	9, 10, 13, 14	
USF Office of Supplier Diversity General Budget Review & Update (Current Year)	Administrative	1/1/2021	12/31/2022	720	2,9	
Continuation of Full Educational Series for Emerging Businesses	Outreach & Education	1/1/2021	12/31/2022	720	17, 18	5
Grow Available USF Diverse Suppliers	Outreach & Education	1/1/2021	12/31/2022	720	17, 18, 5,6,7	5
General Program Management and Community Relations	Outreach & Education	1/1/2021	12/31/2022	720	1, 4,5,6,7, 17, 18	
Identify & Meet with USF Stakeholder in Areas of Opportunity for XBE Utilization	Outreach & Education	1/1/2021	12/31/2022	720	1,4,5,6,7	
Total Estimated Project Hours				8640		

*Areas identified in the SWOT Analysis by number and area (Weaknesses & Threats) are being addressed by each project goal represented within the short, medium and long term goals.

APPENDIX F – BUDGET

Budget Request - Office of Supplier Diversity 17-18				
PERSONNEL				
	Salary	Fringe		
Assistant Vice President	\$140,000.00	\$ 56,000.00	\$	196,000.00
Business Analyst	\$ 60,000.00	\$ 24,000.00	\$	84,000.00
Subtotal	\$200,000.00	\$ 80,000.00	\$	280,000.00
OPERATIONS				
Outreach/In-reach			\$	1,500.00
General Department Marketing & Collateral Materials			\$	29,355.00 *
Awards			\$	3,500.00
Supplier Diversity Day			\$	10,876.00 Partial*
Community Engagement (4 Events):			\$	-
2 - Amalie Arena			\$	5,000.00 **
2 - Raymond James			\$	5,000.00 **
Lunch & Learn			\$	3,500.00 *
Educational/Program Development			\$	- ***
Corporate Sponsorships			\$	7,000.00
Memberships			\$	13,000.00
AVP Training (2 Conferences - \$3K each)			\$	6,000.00
Staff Training			\$	3,000.00
Staff Support (\$1500 per person)			\$	4,500.00
Subtotal			\$	92,231.00
TOTAL BUDGET REQUEST			\$	372,231.00
* In Kind				
** Limited sources of university funding				
*** Cost to be determined at a later date				
ADDITIONAL PERSONNEL - See ongoing tab				
	Salary	Fringe	Training & Support	
Administrative Specialist	\$ 38,080.00	\$ 15,232.00	\$ 1,500.00	\$ 54,812.00
Project Manager - St. Pete	\$ 40,000.00	\$ 16,000.00	\$ 4,500.00	\$ 60,500.00
Project Manager - Sarasota	\$ 40,000.00	\$ 16,000.00	\$ 4,500.00	\$ 60,500.00
				\$ 175,812.00

APPENDIX G- SAMPLE CONTRACT BOILERPLATE DIVERSE BUSINESS UTILIZATION LANGUAGE

PROPOSED CONTRACT BOILERPLATE LANGUAGE FOR DIVERSE BUSINESS UTILIZATION (TO BE REVIEWED AND APPROVED BY USF GENERAL COUNSEL)

The University of South Florida actively encourages the continued development and economic growth of diverse businesses and it is vital that minority-, women- and veteran-owned business enterprises participate in the University of South Florida System procurement processes as both prime contractors and subcontractors.

To this end, a Respondent is expected to submit in each response a Diverse Business Sub-Contractor Utilization Plan in conjunction with USF Purchasing and the USF Office of Supplier Diversity.

The Plan must show that there are, participating in the proposed contract, Minority-, Women-, Veteran-Owned Business Enterprises certified with one of the approved certifying entities by the USF Office of Supplier Diversity or that appear on the USF Office of Supplier Diversity listing of approved firms. Approved certifying entities can be found on the USF Office of Supplier Diversity website at www.usf.edu/osd.

Respondents must indicate on the provided Sub-Contractor Utilization Form, the name of the diverse firms with which it will work, the contact name and phone number of the firm(s), the service supplied by the firm(s), the specific dollar amount from this contract that will be directed toward each firm, and the approximate date these products and/or services will be utilized.

If participation is met through use of vendors who supply products and/or services, the Respondent must also indicate the vendor's tax ID number as well as provide a description of products and/or services provided to the Respondent that are directly related to this proposal and the cost of direct supplies for this proposal.

All prime contractors, including diverse prime contractors, must meet the contract goals (established as project specific goals) through use of subcontractors. Diverse prime contractors will get no credit toward the contract goal for the use of its own workforce.

If established participation levels are not met, the USF Office of Supplier Diversity will make the final determination as to whether the bidder made sufficient good faith efforts to achieve the established goals and what action if any will be taken. Potential actions that could be taken could include but are not limited to contract termination or suspension from bidding on any USF System opportunity for up to 3 years.

USF Purchasing in conjunction with the USF Office of Supplier Diversity reserves the right to verify all information included in the Plan. Respondents are encouraged to contact and work with the USF Office of Supplier Diversity for recommendations only for the design of the Respondents plan to meet the established goals. The USF Office of Supplier Diversity website address is www.usf.edu/osd and contains a listing of approved certification entities for firms being considered by the Respondent.

This USF System Policy applies to any construction or development project or part thereof, in excess of one hundred fifty thousand dollars (\$150,000), and any contract for the provision of goods and services in excess of twenty-five thousand dollars (\$25,000).

APPENDIX H- SAMPLE SUB-CONTRACTOR AGREEMENT FORM

SAMPLE – SUBCONTRACTOR AGREEMENT REPORTING FORM

USF System Department	USF System Contact Person and Phone	Contract Number	Award Date	Contract Amendment Number	Original Contract Value	Updated Contract Value	Notice to Proceed Issue Date

Award of this Contract is based, in part, on the Diverse-Owned Business Utilization Plan. The following certified diverse-owned subcontractors will be participating on this contract *(if more space is needed, please attach an additional sheet)*:

Diverse-Owned Company Name	Diverse-Owned Business Phone & Contact Person	Diverse-Owned Business Tax ID# (If Supplying Products or Services)	Detailed Scope of Product or Services	Anticipated Utilization Date	Percentage of Utilization	Dollar Value of Utilization

A copy of each subcontractor agreement must be submitted to the University of South Florida Office of Supplier Diversity within thirty (30) days of the effective date of the Contract. Failure to provide any subcontractor agreement may be considered a material breach of the awarded Contract and may result in contract termination. **The selected Prime Contractor must obtain approval from the USFOSD before changing the participation plan submitted in connection with this Contract.**

The Contractor shall report payments made to the USFOSD at osd@usf.edu for all subcontractors under this Contract on a monthly basis. In the subject line include the following, ***“DIVERSE BUSINESS REPORT MM/DD/YEAR – CONTRACT #, COMPANY NAME***). All monthly reports shall be made using the forms and methodology provided, which has been determined by the USFOSD.

Submitted by: _____ Date: _____

For USFOSD Use Only

Date Received: _____ USF Agent: _____

Agenda Item: FL 107

USF Board of Trustees
December 14, 2017

Issue: University Auxiliary Facilities with Outstanding Revenue Bonds

Proposed action: Approve Operating Budget for USF Parking Facilities Revenue Bonds, Series 2016A

Executive Summary:

Board of Governors Regulation 9.008 “University Auxiliary Facilities with Outstanding Revenue Bonds” was amended effective June 22, 2017.

BOG Regulation 9.008 historically required that universities with outstanding auxiliary revenue bonds annually submit a detailed operating budget to be approved by the Board of Governors at least ninety (90) days preceding the beginning of the fiscal year.

The amended BOG Regulation 9.008 clarifies that the operating budget for auxiliary facilities must be approved by the Board of Trustees in advance of submission to the Board of Governors. Additionally, the budgets must specifically identify beginning and ending reserve amounts and planned use of reserves to ensure the appropriate level of auxiliary facility reserves.

In prior years, the operating budget for the USF Parking Facility Revenue Bonds was incorporated into the University’s overall operating budget for approval by the USF Board of Trustees.

The Auxiliary Facilities Bonds Operating Budget is due to the Board of Governors in February 2018 for the fiscal period 2018-2019.

Financial Impact:

The FY 2018-2019 Operating Budget for the USF Parking Facilities Revenue Bond, Series 2016A ensures that debt service coverage complies with bond covenants and remains at levels to maintain or improve credit ratings, and ensures that reserves are maintained at an appropriate level.

Strategic Goal(s) Item Supports: Goal 4: Sound Financial Management
Workgroup Review Date: Not Applicable
Supporting Documentation Online (*please circle*): Yes No
[USF Parking Revenue Bonds, Series 2016A – Income and Expenditure Statement \(Operating Budget\)](#)
[BOG Regulation 9.0008](#)
USF System or Institution specific: USF Tampa
Prepared by: Fell L. Stubbs, University Treasurer, (813) 974-3298

INCOME AND EXPENDITURE STATEMENT			
UNIVERSITY: University of South Florida			
BOND TITLE: Parking Revenue Bonds: Series 2016A			
AUXILIARY FACILITY (IES): Parking Garages 1, 2, 3, & 4			
	2016-17 Actual	2017-18 Estimated	2018-19 Projected
1. REVENUE CARRIED FORWARD			
A. Operating Cash Carried Forward:			
Liqud	12,888,730	14,614,282	14,685,856
Investments	0	0	0
Sub-Total:	12,888,730	14,614,282	14,685,856
B. Replacement Reserve Forward:			
Debt Service Reserve	0	0	0
Maintenance & Equipment Reserve	2,701,680	2,862,501	3,031,907
General Reserve	7,214,203	7,226,478	7,199,478
Sub-Total:	9,915,883	10,088,979	10,231,385
TOTAL CARRIED FORWARD (A +B):	22,804,613	24,703,261	24,917,241
2. CURRENT YEAR REVENUE:			
* Revenue	13,829,079	13,786,430	13,800,000
Interest Income	148,135	150,000	160,000
Other Income			
TOTAL CURRENT YEAR REVENUE:	13,977,214	13,936,430	13,960,000
3. SUMMARY OF AVAILABLE REVENUES (1 +2):	36,781,827	38,639,691	38,877,241
4. EXPENDITURES			
Salaries and Matching	3,752,663	3,955,168	4,073,823
Other Personal Services	515,466	655,000	660,000
Operating Expense	3,415,471	3,888,484	3,978,604
Repairs and Maintenance	0	0	0
Debt Service	3,057,465	2,936,320	2,936,430
Repair and Replacement Expense	0	0	0
Operating Capital Outlay	196,749	1,250,000	1,000,000
Other Expense & Transfers Out	1,140,752	1,037,478	1,000,000
TOTAL EXPENDITURES:	12,078,566	13,722,450	13,648,857
5. TRANSFERS TO REPLACEMENT RESERVES			
Debt Service Reserve	0	0	0
Maintenance & Equipment Reserve	160,821	169,406	175,000
General Reserve	439,511	300,000	350,000
Sub-Total:	600,332	469,406	525,000
6. TRANSFERS FROM REPLACEMENT RESERVES			
Debt Service Reserve	0	0	0
Maintenance & Equipment Reserve	0	0	0
General Reserve	427,236	327,000	350,000
Sub-Total:	427,236	327,000	350,000
7. ENDING REPLACEMENT RESERVES (1B +5 -6)			
Debt Service Reserve	0	0	0
Maintenance & Equipment Reserve	2,862,501	3,031,907	3,206,907
General Reserve	7,226,478	7,199,478	7,199,478
Sub-Total:	10,088,979	10,231,385	10,406,385
8. ENDING OPERATING CASH (1A +2 -4 -5 +6)	14,614,282	14,685,856	14,821,999
9. SUMMARY OF ENDING REVENUES (7 +8)	24,703,261	24,917,241	25,228,384

*** REQUIRED INFORMATION ***

Date budget approved by University Board of Trustees : June 2, 2016 June 8, 2017 December 14, 2017

Prepared By : Raymond Mensah Telephone : 974-0672

* Revenue as outlined in the Bond Covenants to support the debt servicing of the bonds.

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**UNIVERSITY AXILIARY FACILITIES
NARRATIVE SUPPLEMENT TO INCOME AND EXPENDITURE STATEMENT
TO BE PROVIDED TO BOARD OF GOVERNORS MEMBERS**

1. Do the pledged revenues reported contain any overhead assessments ? If yes, please explain.
No. The pledged revenues reported do not contain overhead assessments.

2. Do pledged revenues or expenditures change year over year 10% or more ? If yes, please explain.
Yes. Expenditures changed by more than 10% due to equipment and bus purchases planned for FY 17-18

3. Please explain amounts categorized as "other".
Revenue Carried Forward "Other"- interest income earned on reserve balance
Revenue "Other"- interest income earned from revenue
Expenditures "Other"- transfer to/from reserve account fund building and parking garage improvements and repairs
Other Expense & Transfers Out - Reimbursement of University cost of services.

4. Add lines as needed for additional university comments. This information will be shared with Board of Governors members.

9.008 University Auxiliary Facilities with Outstanding Revenue Bonds.

(1) Certain outstanding state university system bond issues for auxiliary facilities have covenants that state: "The Board of Governors shall annually, at least ninety (90) days preceding the beginning of each fiscal year, or at any other time as requested by the Board of Administration, prepare a detailed budget providing reasonable estimates of the estimated current revenues and expenses of the university during the succeeding fiscal year and setting forth the amount to be deposited in the (facility name) Maintenance and Equipment Reserve Fund. The budget shall be adopted by the Board of Governors and shall not be changed during the fiscal year except by the same procedure by which it was adopted."

(2) In order to satisfy bond covenant requirements specified in (1), it is necessary for each university to develop and submit, in advance of the annual submission of institutional budgets in August, operating budget detail approved by the University Board of Trustees for auxiliary facilities with such bond covenants and to report the anticipated amount to be deposited in the (facility) Maintenance and Equipment Reserve Fund(s). The reserve fund amount for each auxiliary bond issue shall be determined by each university's Board of Trustees in accordance with institutional policy and/or bond covenant requirements. Other reserve accounts may be established as warranted including, but not limited to, a debt service reserve and a general liability reserve.

(3) Universities shall prepare an Income and Expenditure Statement, in a format provided by the Board of Governors, for each auxiliary bond issue (or series issue as amended). However, only where specifically required by bond covenants must these Income and Expenditure Statements be submitted to the Board for approval. The required annual submission date shall be established by the Board Office, but shall be no later than ninety (90) days prior to the beginning of the fiscal year reporting period. The financial information provided will be presented to the Board of Governors for approval as soon as meeting scheduling permits.

(4) When required by bond covenants, the operating budget for auxiliary facilities must be approved by the Board of Trustees in advance of submission to the Board of Governors, must identify the planned beginning and ending reserve amounts, and planned use of reserves. Reserves may be used as authorized by the approved Income and Expenditure Statements including, but not limited to, such items as planned or unplanned capital expenditures for related auxiliary facilities, capital planning, mitigation of interest rate risk, temporary cash flow purposes, or other purposes related to the auxiliary programs. In determining the appropriate level of auxiliary facility reserves, the focus should be on the long-term sustainability and affordability to the student of the auxiliary program. Coverage should be adequate to comply with bond covenants, and each university may establish higher target coverage levels where needed to maintain or improve credit ratings.

Authority: Section 7(d), Art. IX, Fla. Const., Specific Bond Covenant Language, State Bond Act, Section 11(d), Art. VII, Fla Const., History-New 12-6-04, Amended 6-22-17

USF SYSTEM

Tampa

PERFORMANCE UPDATE

USF BOARD OF TRUSTEES

Judy Genshaft
December 14, 2017



Student Access

Update on Future New Student Recruitment Strategy

- Developed new virtual campus tour featuring a diverse cast of real students telling the story of USF amidst 360-degree views of major campus destinations, along with gorgeous photos and dynamic video content
- Innovative Education has worked to enhance and refreshed all communications and marketing strategies, using social media more aggressively to recruit students
- Events livestreamed on new social media platforms facilitate real-time engagement with prospects and applicants around the country,
- International platforms showcase USF's rankings, diverse community and welcoming atmosphere to students around the world
- Improved the graduate admissions process by developing a business management platform (Archivum) to speed the process and improve yield
- Set graduate enrollment targets by college and department



Student Success

- USF Tampa is recognized as #1 by *The Chronicle of Higher Education* for greatest improvements in 6-year Graduation Rates among 4-year public colleges and universities
- USF Tampa is ranked once again as the #1 public university in the nation for student veterans by *Military Times*
- *The Times Higher Education* ranks USF 8th in the nation and 34th in the world among American public and private “Golden Age Universities,” the 1st ranking solely focused on higher education institutions founded between 1945 and 1966
- According to the *Academic Ranking of World Universities*, USF Tampa ranks among the top 300 best
- Recognized by *The Education Trust* as one of the top university performers in the country for promoting Black and Hispanic Student Success



Academic Programs

- **New Degree Program Proposals in Development (AY 17/18):**
 - 09.0900 Public Relations, Advertising & Applied Communications (Bachelors, Masters) – GAP
 - 13.0501 Learning Design & Technology (Masters) – STEM
 - 14.0501 Bioengineering and Biomedical Engineering (Bachelors) – STEM
- **New Degree Pre-Proposals in Development (AY 17/18):**
 - 11.1003 (Change from 43.0303) Computer and Information Systems Security/Information Assurance (Bachelors) – STEM
 - 52.0203 Logistics, Material, & Supply Chain Management (Bachelors, Masters) – STEM



Research - Expenditures

- **Total research expenditures against prior year and plan:**
 - FY 2015: \$485 million
 - FY 2016: \$506 million
 - **FY 2017 Plan: \$501 million**
- **Federal research expenditures against prior year and plan:**
 - FY 2015: \$218 million
 - FY 2016: \$228 million
 - **FY 2017 Plan: \$222 million**

Research - Commercialization

- **Utility patents awarded (over three calendar years)*:**
 - 2014-2016: 314
 - 2015-2017 Plan: 273
 - 2015-2017 (@ 11/27/17): 313
- **Licenses/options executed:**
 - FY 2016: 133
 - FY 2017 Plan: 121
 - FY 2017: 122
- **Number of start-up companies:**
 - FY 2016: 8
 - FY 2017 Plan: 9
 - FY 2017: 10

**Preeminence metric*



Fundraising

- **Total pledges/gifts received against prior year and plan:**
 - FY 2016 Actual: \$71.5 M
 - FY 2017 Plan: \$80 M
 - FY 2017: \$89.5 M
- **Major gifts received (>\$100,000):**
 - FY 2017: 76 gifts
- **Endowment against prior year and plan:**
 - FY 2016 Actual: \$395.3 M
 - FY 2017 Plan: \$412 M
 - FY 2017 Actual: \$441 M



Facilities

Project	Funded	Budget	Scope	Schedule
Morsani COM & Heart Institute	Y	●	●	●
"The Housing Village" – Phase 2	Y	●	●	●
Grocery – Publix	Y	●	●	●
Laurel Drive Extension/New Entry	Y	●	●	●
Holly Renovations (C, D, G)	Y	●	●	●
Kosove Renovations	Y	●	●	●
Replace Cooling Tower #5	Y	●	●	●
Campus Feeder Replacement - P1	Y	●	●	●



Leadership Talent

Critical hires:

- *Dean Paul Atchley, Undergraduate Studies (U of Kansas, Psychology)*
- *Dean Victoria Rich, College of Nursing*
- *Professor & Chair, Charles Chalfant, Cell Biology, Microbiology & Molecular Biology (VCU Massey Cancer Center)*
- *Professor Charles Stanish, Anthropology; National Academy of Sciences and AAAS Fellow (UCLA)*
- *Professor & Chair, Paul Kuo, Surgery/TGH Chief of Surgery (Loyola Univ.)*
- *Professor David Weill, Medicine & Cardiothoracic Surgery (Stanford)*
- *Professor & Chair, Clifford Henderson, Chemical Engineering (Georgia Tech)*
- *Professor Thomas McDonald, Cardiovascular Sciences (Albert Einstein COM)*
- *Professors Jason Anthony, Maria Carlo, Matthew Foster, Trina Spencer, Jeffrey Williams, Jungmee Lee (Cluster hire from UT Health Sciences Center)*



General

Next 90-day Strategic Priorities:

- Fundraising & Financial Feasibility Studies for Football Stadium
- Branding Campaign
- 2017-18 legislative session priorities

Success stories/institutional highlight:

- *EducationDive* named USF (Tampa) ***Institution of the Year*** - 2017 Dive Awards for Higher Education using big data and analytics to transform the culture and raise retention and graduation rates.
- Lead all Florida Universities in Student Fulbright Award Winners
- Ranked **4th** worldwide for the most **AAAS Fellows** from a single institution elected annually, for the fourth year in a row (2017).



USF SYSTEM

St. Petersburg

PERFORMANCE UPDATE

USF BOARD OF TRUSTEES

Martin Tadlock
December 14, 2017



Student Access

New Student Recruitment Strategy:

- Sophomore Experience Program
- Emerging Scholars Program
- Regional Chancellor's Leadership Council

- Fall '17 Profile:
 - 23% of our FTICs were in the Top 10% of their high school class with 47% of our fall freshmen in the Top 20% of their graduating class.
 - Average GPA 3.82
 - Average ACT 26
 - Average SAT 1208
 - Diversity remains a hallmark of our Fall FTIC class.
 - 40% of USFSP's Fall Class is self-reported as Black, Hispanic, Asian, American Indian or Multi-race

Student Success

Points of Pride:

- Retention remains a high-focus initiative for USFSP.
 - USFSP piloted Schedule Planner for the USF System, simplifying the registration process for students.
 - USFSP launched Archivum with a team of 40+ members from across the institution going live with the technology.
- USFSP celebrated the accomplishments of more than 500 new graduates at double ceremonies at the Mahaffey Theatre on December 10.

Academic Programs

Progress of new programs:

- USFSP's first graduate course in Conservation Biology filled this fall.
- We'll continue to pursue relevant, high-demand programs as cited in the Master Academic Plan:
 - Full proposals have been submitted for new degrees in Sustainability Studies (STEM) and Computational Analysis and Applied Mathematics (STEM).
 - Pre-proposals have been submitted for: General Studies (Supports Complete Florida); Environmental Chemistry (STEM) and Management Science (STEM).

Program reviews and accreditation:

- KTCOB will undergo its external accreditation review in Spring 2018.

Research - Funding

Points of Pride:

- USFSP continues to see growth in the numbers of research proposals and funds awarded.
 - USFSP's federal research expenditures reached an all-time high of just over \$4.5 million.
 - Annual awards, both private and federal, for FY 16-17 also reached a new high of approximately \$5 million.

Fundraising

- **Total pledges/gifts received against prior year and plan:**
 - FY 2016 Actual: \$7,432,128
 - FY 2017 Plan: \$3,000,000
 - FY 2017 (through 6/30/2017): \$3,272,439
- **Major gifts received (>\$100,000): 6**
 - FY 2017 (through 6/30/2017): 522 donors
- **Endowment against prior year and plan:**
 - FY 2016 Actual: \$15,276,191.01
 - FY 2017 Actual (through 6/30/2017): \$16,595,131.31

Facilities - St. Petersburg

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)	●	●	●
Davis Hall Renovation	Y (PECO)	●		



Leadership Talent

Critical hires:

- **Olufunke Fontenot**, Interim Regional Vice Chancellor of Academic Affairs. Fontenot is a professor of criminal justice who has served as department chair; assistant, associate and interim dean; and associate provost. She brings outstanding academic credentials with her from the University of Pennsylvania, Yale Law School, Cambridge University and the Nigerian Law School.
- **Magali Cornier Michael**, Dean, College of Arts and Sciences, effective July 1, 2018. Michael will come to USFSP from Duquesne University in Pittsburgh, where she is Associate Dean of the College and Graduate School of Liberal Arts.

General

90-day priorities: *(tied to strategic plan/work plan goals)*

- Move P3 initiative toward BOG approval
- Invest in new financial support for students, including on-campus employment
- Assess recommendations from Athletics Feasibility Study

Success stories/institutional highlights:

- Student retention/APR rate 2016-2017
- New recognitions, including feature in *The Princeton Review's* Guide to Green Colleges
- Co-ed Sailing Team, Kennedy Cup Win
- New series of campus dialogues around civility and diversity

USF SYSTEM

Sarasota-Manatee

PERFORMANCE UPDATE

USF BOARD OF TRUSTEES

Dr. Terry Osborn
December 14, 2017



Student Access

Future New Student Recruitment Strategies

- **New Enrollment Management Plan**
- **New Admissions CRM system**
 - **Personalized website for each prospective student**
- **Diversity Recruiter working with Bilingual Recruiter to increase underrepresented populations**
- **FUSE Program Recruiter/Advisor**



Student Success

- ***Persistence Task Force***
- ***Green2Gold Academic Success Program***
- ***Winter session***
- ***Staff mentoring program for at-risk students***
- ***15% increase in student participation in internships***



Academic Programs

In development 2017-18

- *Bachelor's Degree in Risk Management Insurance*
- *Bachelor's Degree in Management Science*
- *Master's Degree in Biology*

Program reviews and accreditation 2017-18

- *Program Review: English*
- *Accreditation: AACSB – January 2018 Site Visit*



Research

- ***Newly formed Office of Research at USFSM***
- ***Increasing rate of training and competitive submissions***
 - ***2016: \$755,948***
 - ***2017: \$1,210,877***
 - ***2018: \$3,275,934 (to date)***
- ***Increasing awards***
 - ***2016: \$192,420***
 - ***2017: \$454,197***
 - ***2018: \$103,750 (>\$2m in peer review)***
- ***Future: \$14m submissions or proposals in development***



Fundraising

- **Total pledges/gifts received against prior year and plan:**
 - 2015-16 Goal: \$3,420,000 Amount Secured: \$ 855,594
 - 2016-17 Goal: \$2,150,000 Amount Secured: \$1,616,642
- **Major gifts received (>\$100,000):**
 - 2 gifts
- **Endowment against prior year and plan:**

Principal Value

 - 2015-16 (P/E June 2016): \$8,399,837
 - 2016-17 (P/E June 2017): \$8,430,818
- **Update on Strategic Priority Areas**
 - *Scholarships* FY18 Goal: \$ 500,000
 - *STEM Building* FY18 Goal: \$2,000,000
 - *Rowing* FY18 Goal: \$ 500,000



Facilities – Sarasota-Manatee

- Progress update on approved new facilities/construction:
- Institution’s Master plan and proposed new facilities:

Project	Funded	Budget	Scope	Schedule
Central Plant/EOC Expansion	Y (E&G)	●	●	●
CHTL Expansion/Addition	Y (E&G)	●	●	●
Parking/Signage Improvements	Y (E&G/Aux)	●	●	
Safety/Co-Curricular/Wellness	Y (CITF)	●		
Academic STEM Facility	N (PECO)	●	●	
Utilities/Infrastructure/Cap Renewal	N (PECO)	●	●	



Leadership Talent

- **Critical hires (including VCs, Deans):**
 - *Regional Vice Chancellor for Business & Finance*
 - *Interim Regional Vice Chancellor for Advancement*
 - *Assistant Vice President for Student Success*



General

- **90-day priorities: *(tied to strategic plan/work plan goals)***
 - *Programs of Strategic Emphasis*
 - *Safety review*
 - *Diversity initiatives*
 - *Partnership with SCF Leadership*
 - *Mental Health Outreach Specialist*
- **Success stories/institutional highlight**
 - *Student Success. Breakthrough Research. Community Engagement.*
 - *Partnerships with LECOM and Stetson*

