



**USF Board of Trustees**

Tuesday, December 4, 2018

University of South Florida St. Petersburg

University Student Center Ballroom

9:30 AM – 12:30 PM

**A G E N D A**

**I. Call to Order and Comments** Chair Brian Lamb

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

**a. FL 101 – Approval of Minutes** Chair Lamb  
September 4, 2018  
September 10, 2018  
September 14, 2018  
October 5, 2018  
November 5, 2018

**b. Consent Agenda (FL 102 – FL 107)** Chair 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.*

*Academics and Campus Environment Committee Approved Items*

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

**FL 103 – Approval of Tenure as a Condition of Employment, USFSP**

**FL 104 – Approval of Program Productivity Update**

**FL 105 – Approval of Proposed B.S. Cybersecurity**

**FL 106 – Approval of Renewal of Florida Statewide Mutual Aid Agreement**

*Finance Committee Approved Item*

**FL 107** – Approval of DSO Thresholds

**c. New Business – Action Items (FL 108 – FL 110)**

**FL 108** – Approval of Presidential Position Description

Search Committee Chair Les Muma  
Search Committee Vice Chair Rhea Law

**FL 109** – Approval of President’s 2017–2018  
Performance Evaluation

Vice Chair Jordan Zimmerman

**FL 110** – Approval of Operating Budget for USF  
Parking Facilities Revenue Bonds

University Treasurer Fell Stubbs

**III. New Business – Informational Items**

**a.** Update from Consolidation Planning and  
Implementation Task Force on Consolidation Efforts

CAP Committee Chair Hal Mullis  
Task Force Chair Jonathan Ellen

**b.** Update from Huron Consulting Group on  
Consolidation Efforts

CAP Committee Chair Mullis  
Managing Director Peter Stokes

**IV. BOT Roundtable Discussion**

Chair Lamb

**V. Adjournment**

Chair Lamb

Unofficial Minutes  
USF Board of Trustees Regular Meeting  
Marshall Student Center  
September 4, 2018

Chair Brian Lamb convened the regular meeting of the USF Board of Trustees at 9:35 a.m. Chair Lamb welcomed everyone to the fall meeting.

Chair Lamb provided a brief overview:

- Classes have begun with approximately 50,000 students across the USF System.
- This is the brightest class in USF history with an average GPA of 4.09 and an average SAT of 1283.
- The Board of Governor's has designated the University of South Florida a Preeminent State Research University.
- USF was selected to be a member of Phi Beta Kappa, the nation's oldest and most prestigious national honor society. Chair Lamb thanked Honors College Dean Charles Adams, Provost Ralph Wilcox and Trustee Hal Mullis on their leadership in achieving this milestone.
- The Helios Education Foundation granted the University of South Florida \$2.1 million.
- Michael Kelly is the new USF Vice President for Athletics.

VP Michael Kelly provided a brief personal overview and discussed upcoming goals. Mr. Kelly previously served as Associate Athletic Director for external affairs at USF under former AD and Tampa Bay legend Lee Roy Selmon and returns to the university with nearly 25 years of experience in college and professional athletics.

Trustee Mullis commented favorably on receiving the weekly message sent from the Athletic Department.

Chair Lamb gave recognition to Assistant Vice President for Government Relations Mark Walsh on his continued work and leadership at USF and in Tallahassee.

**President Judy Genshaft called the roll with the following Trustees Present:**

Trustee Mike Carrere  
Trustee Stephanie Goforth – absent  
Trustee Oscar Horton  
Trustee Moneer Kheireddine  
Trustee Brian Lamb  
Trustee Deanna Michael  
Trustee Hal Mullis  
Trustee Leslie Muma  
Trustee John Ramil  
Trustee Byron Shinn  
Trustee Charles Tokarz

Trustee Nancy Watkins  
Trustee Jordan Zimmerman

**New Business Action Items – FL 101 Approval of Minutes**

**June 12, 2018 Minutes**

Trustee Oscar Horton moved for approval of the June 12, 2018 minutes with a second from Trustee John Ramil. The June 12<sup>th</sup> minutes were approved.

**July 24, 2018 Minutes**

Trustee Byron Shinn moved for approval of the July 24, 2018 minutes with a second from Trustee John Ramil. The July 24<sup>th</sup> minutes were unanimously approved.

**Consent Agenda (FL 102 – FL 111)**

*Governance Approved Item*

**FL 102** – Approval of DSO Regulation Changes

*Academics and Campus Environment Committee Approved Items*

**FL 103** – Approval of Tenure as a Condition of Employment, USF

**FL 104** – Approval of Tenure as a Condition of Employment, USFSM

**FL 105** – Approval of Amendment of USF Regulation 2.0021: Student Records

**FL 106** – Approval of Textbook Affordability Report

**FL 107** – Approval of FIO Annual Report 2017–2018

**FL 108** – Approval of SUS Equity Report

*Audit & Compliance Committee Approved Item*

**FL 109** – Approval of Revised Audit & Compliance Committee Charter

*Finance Committee Approved Items*

**FL 110** – Approval of 2018–2019 Operating Budget

**FL 111** – Approval of Institute of Applied Engineering DSO Budget Requirement Request

Vice Chair Jordan Zimmerman commented on behalf of the Governance Committee for its one item and moved for its approval, with a second by Trustee Mullis. The Governance Committee item was unanimously approved.

Trustee Byron Shinn commented on behalf of the ACE Committee and recommended approval of all items. He also informed the Board that some presentations were not given at the last ACE Committee meeting due to time constraints but are being given to the full Board at today's meeting.

Chair Lamb commented that the rest of the consent agenda items will be taken in one motion.

Trustee Nancy Watkins commented on behalf of the Audit & Compliance Committee and recommended approval of its one item.

Chair Lamb commented on behalf of the Finance Committee and recommended approval of all items.

United Faculty of Florida Representative Dr. Author Shapiro made comments concerning USF becoming Preeminence and spoke briefly on the consolidation challenges.

There was no requests for any items to be pulled from the consent agenda.

Trustee Shinn made a motion to approve consent agenda items FL 103 – FL 111 with a second from Trustee Mullis. The motion was unanimously approved.

**New Business – Action Items**

**FL 112 – Approval of President’s 2018–2019 Goals**

Vice Chair Zimmerman made comments on the Governance Committee meeting. The comments centered around strategic goals which have led to the significant success of USF: Phi Beta Kappa, the university’s Preeminent status and Performance Based Funding. Vice Chair Zimmerman also made comments on fundraising goals.

A presentation was provided which gave an overview on the President’s Goals:

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

Vice Chair Zimmerman recommended that a special initiative team is developed for special initiatives projects. The President can provide the overall leadership and will hold the appropriate leaders accountable. President Genshaft is in favor of the recommendation and commented on the importance of having key people on projects particularly in the area of fundraising and knowing people in their respective areas who can help and assist.

Board members are encouraged to be involved but not in charge of the specialized committees. The President plans to personally become included as we consolidate to one university.

Trustee Les Muma commented on the importance of the specialized committees being coordinated and funneled through the office of University Advancement.

Trustee Oscar Horton had questions pertaining to additional head count in the system and more expense.

On behalf of the Governance Committee Vice Chair Zimmerman requested revising the goal of \$80 million.

After consultation with Senior Vice President for University Advancement Joel Momberg, President Genshaft proposed a recommendation that the goal is raised to \$100 million.

Vice Chair Zimmerman made comments concerning the growth of the goals, the quality of students and success within the USF System. He congratulated the USF System leadership on their outstanding work.

Chair Brian Lamb questioned if the goal weightings were implied in the new recommendations: research is 35%, student success is 35%, revenue generating funds is 15%, and financing and strategic initiatives is 15%.

Trustee John Ramil discussed establishing a way to reevaluate President Genshaft's end of year goals and the possibility of giving more than 100% ahead of time.

Chair Lamb made comments relating the President's contract that outlines the reward system, bonuses and compensation.

Trustee Mike Carrere made comments concerning the bonus system and the fundraising goals and questioned if the Board alone can make changes to the President's contract.

Trustee Nancy Watkins made comments relating to credit for exceeding goals and finding a measure for it because it creates an opportunity to rewrite the four goals.

Trustee Mullis commented on the discretionary review of the President's achievements, goals and objectives and taking in to consideration Trustee Ramil's recommendation. The Board should have the ability make changes to the contract.

General Counsel Gerard Solis made comments that a significant portion of the President's compensation is at risk: 70% is determined by the Board based on the President's goals. The Board Chair has an addition discretionary component which may be an appropriate place to evaluate when the President exceeds her goals.

Chair Lamb commented on already having a model for over performance by using the 30% additional increase at his discretion, which will be an overall performance assessment.

Trustee Shinn commented on the challenges that will occur within the USF System during the new consolidation that's taking place.

Trustee Muma made comments of taking all measures in to account as it relates to the president's goals and accomplishments.

Chair Lamb wanted the minutes to specifically reflect and acknowledge that no one suggested a change in contract or compensation for President Genshaft. This discussion was an approach on how the Board will evaluate the President in the future.

General Counsel Solis commented that the existing contract language will allow the request.

Vice Chair Zimmerman moved to approve FL 112, which was seconded by Trustee Carrere and approved unanimously.

**FL 113 Approve USF St. Petersburg Campus Board Member**

President Genshaft recommended Mr. John Connelly for a second term to the USF St. Petersburg Campus Board.

Trustees Campus Board Chair Stephanie Goforth was not able to attend, but had conveyed her full support and also recommend that Mr. Connelly be reappointed to the Campus Board.

Mr. Connelly is a USF graduate in finance and a Director at HUB International, an insurance brokerage firm formerly known as Connelly, Carlisle, Fields & Nichols. In addition to his professional leadership, Mr. Connelly has been extremely involved in the Tampa Bay community for many years.

Trustee Hal Mullis moved for an approval, and was seconded by Trustee Ramil and approved.

**New Business Informational Items**

**Update on USF Mental Health Counseling Services**

Vice President for Student Affairs and Student Success Dr. Paul Dosal reported that the USF's student success initiative has been nationally recognized. USF was selected as a winner of the 2018 Active Minds, an national nonprofit organization that seek to change the conversation about mental health by raising awareness an inspiring action on college campuses. USF is the first public university in the state to earn the honor. The award is given to institutions who demonstrate excellence in prioritizing and promoting the health and wellbeing of their students.

President Genshaft congratulated Dr. Dosal and his team on their accomplishments in making USF top notch in the state as it relates to student success.

Associate Vice President for Health and Wellness Dr. Rita Debate presented her PowerPoint which highlighted:

- BOG Drugs, Alcohol and Mental Health Task Force
- MWELL4SUCCESS@USF Program
- 3 Tier Program – universal, targeted, and intensive
- One Year Program Investments
- USF Counseling Center Current Staffing Levels
- MWELL4SUCCESS Updates and Impacts
- Performance Benchmarks – USF System
- USF Mental Health Services Fall Update
- Summery and conclusions

Chair Lamb asked questions comparing USF to other state universities as it relates to student-counselor ratio. The accrediting body is 1 counselor to 1500 students.

Trustee Nancy Watkins questioned the USF's student to counselor ratio comparisons with FIU and UCF.

Chair Lamb requested getting the comparison data before the November BOG meeting.

Trustee Ramil suggested having a better ratio than our Preeminent peers.

Vice Chair Zimmerman questioned if there was mental health help and services 24/7. The answer is yes.

Trustee Horton had questions concerning SOCAT and the effect on student records.

Chair Lamb made comments pertaining to needing the Boards support in the future to invest in programs that are not funded by the state but are important and needed at USF.

Trustee Muma questioned if the USF counseling program was a new program. This is a plan that the Board launched and self-funded approximately 18 months ago.

President Genshaft commented on the incidents that previously occurred at Virginia Tech and here in the state of Florida as a basis for why a program of this sort is needed.

Trustee Mike Carrere questioned the difference between when a student volunteers for help as opposed to being placed in the program.

Trustee Deanna Michael made comments concerning USF System faculty being encouraged to seek out counseling and training. Trustee Michael volunteered and took a suicide prevention course.

Vice Chair Zimmerman thanked Drs. Debate and Dosal and their team on putting the students first, on their success and receiving national recognition.

#### **USF System Fall 2018 Enrollment Update**

Provost Ralph Wilcox provided an update on Benchmark Data from 2016-17 – USF was a ratio of 1866 students to 1.

A power point presentation was provided:

Fall 2019 USF System Enrollment and Student Profile (Drop/Add)

- Access for Success
- Student Enrollment: The largest headcount across the USF System of 50,755 students.
- Decline in Masters Degrees across the USF System
- Total Student Enrollment at USFSP of 4812



- Total Student Enrollment at USFSM of 2077
- USF System New FTIC: Academic Profile – The ave. MCAT score of students enrolled in the Morsani College of Medicine exceeds the 95 percentile nationally.
- USF System Diversity

Trustee Zimmerman has requested to see where we're trending in enrollment management.

President Genshaft commented on difficulties with recruitment due to issues on what to expect with consolidation.

Trust Oscar Horton questioned the diverse mix of in state vs. out of state students in this year's freshman class.

### **USF System Updates**

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

- President Genshaft announced that she will give the annual State of the University Address September 5, 2018 at 2pm in the Oval Theater of the Marshal Student Center. . The President plans to address what we've accomplished and next steps and will be live streamed.
- Working on Consolidation and special initiative goals

On behalf of the Board Chair Brian Lamb congratulated Dr. Martin Tadlock on becoming the new Chancellor for the USF St. Petersburg campus.

### **USF St. Petersburg Campus**

Chancellor Martin Tadlock provided a performance update on the USF St. Petersburg campus. Chancellor Tadlock made comments that an inclusive community, research and innovation and sustainability are the three broad themes that make USFSP distinctive.

He provided a power point presentation which highlighted issues on:

- Student Access – continue building partnerships that have been in progress to provide access to USFSP
- PATH Program
- Providing Scholarships for the FUSE Program
- Fundraising – Goal was exceeded by 500 hundred thousand dollars
- Space
- Facilities
- Housing – Residence Hall proposal set to go before the BOG and Davis Hall renovation.
- Leadership Talent – Critical Hires- Carrie O'Brian, Director of Marketing and Communications; Nick Setteducato, Interim Regional Vice Chancellor for Administration and Finance and Michelle Madden, Campus Diversity Officer.
- Scholarships – 3 New Scholarships were implemented

- General – On Line MBA Program ranked #30 in the nation and #3 in the state.
- Internships
- Largest number of valedictorians and salutatorians

Chancellor Tadlock was delighted to report that the USFSP convocation was well attended and supplied copies of Pulitzer Prize winner Jack Davis's book *The Gulf the Making of An American Sea* for the BOT members.

### **USF Sarasota Manatee Campus**

Chancellor Karen Holbrook provided a performance update for the USF Sarasota-Manatee Campus. A power point presentation was provided which highlighted issues on:

- Student Success – The Average SAT and ACT scores matches Preeminence status
- Student Access – Will need to work on Diversity Equity and Inclusion. The annual Brunch on the Bay now has a diverse selection of businesses participating. There are 45 tables committed. This year celebrating a Silver Anniversary 25 years.
- The USF Sarasota Manatee campus have 55 international students from 24 countries.
- Counseling and Wellness
- On line courses
- Following Students to assure their needs are met
- Tutoring and on line tutoring
- Reading and Learning
- Career advising and placement
- Research – Grant submission are going up.
- Internal Awards
- Fundraising – Working closely with USF Foundation
- Joint Programs and community outreach
- Priority goals for advancement are scholarships
- Integrated Science and Technology Complex is another priority
- Facilities – Expansion for the Hospitality Leadership Program
- Utilities Infrastructure
- A Demand Study is underway for the residence halls.
- Leadership Talent – Dr. Bret Kempker, Regional Vice Chancellor, Academic and Student Affairs; Dr. Gert Jan de Vreede, Interim Dean College of Business; Dr. Greg Smogard, Innovation Business Development Officer and Carlos Moriera Veteran Service Administrator.
- Current Searches underway for a Dean of Students and a Diversity and Inclusion Officer.
- General – USFSM Must be the Prominent University Serving Our Community
- Urgencies and Threats – USFSM will need to step up to meet the community needs. Consolidation will help expand in partnerships.

Chair Lamb questioned the cost of the Academic STEM Facility project. It's a \$44 million project for a 75000 sq ft. building. The Chair would like to readdress this issue and keep everyone aware of any changes.

Trustee Shinn made comments pertaining to working management addressing the specifics on how much they can ask for. It's approximately \$14 million.

Trustee Shinn reported that on September 12<sup>th</sup> the senate leadership will be at Dolphin Aviation. He along with a group from USFSM have plans to attend.

### **Round Table Discussion**

Trustee Nancy Watkins had three concerns:

1. Displaying comparisons to the three Preeminent universities in the state.
2. Questions concerning student delays and accredited degrees.
3. Requested a report on the Helios Grant.

Chair Lamb agreed that we should do better at Benchmarking and comparisons to our preeminent peers.

Trustee Mullis made comments concerning a program that will allow you to turn in degrees from separately accredited universities. President Genshaft acknowledged that it was done for students from the former USF Lakeland campus.

Trustee Michael commented on her experience working with student transcripts and degrees.

Vice Chair Zimmerman suggested doing a quantitative blind study as it relates to African American student inclusion. Vice President for Diversity, Inclusion and Equal Opportunity Dr. Haywood Brown, made suggestions on ways to address the African American student inclusion and climate.

Chair Lamb made a suggestion for Vice President Brown and the President to get together on how to proceed with the issue of investigating the African American student climate and present it at an ACE Committee meeting and later to the full Board.

Trustee Horton suggested getting the pulse of the African American community and finding ways for USF to become more inclusive.

Trustee Ramil has had conversations with prominent African American citizens in the community who don't completely understand the USF minority student success.

Trustee Horton had questions concerning a \$1 billion dollar endowment and what will the affects be after the consolidation is complete.

Chair Lamb suggested that the consolidation internal committee chairs report and be more transparent on our tracking to a preeminent institution.

Trustee Mullis made comments relating to the Huron consultants and the importance of transparency as part of the process in consolidation.

Trustee Shinn commented on the Consolidation Task Force bringing forth their conclusions and the timeline of the sub-committee members being brought up to speed.

Trustee Mullis reported that a draft from the Task Force is expected in mid-December. On February 1, 2019 there will be a formal presentation to the Board. In March 1, 2019 the Board is responsible to deliver the implementation plan to the Board of Governors.

Chair Lamb made a suggestion to have individual briefings with Chief of Staff Dr. Cynthia Visot or with Provost Wilcox sometime during October, before the Consolidation Task Force meeting scheduled in December.

President Genshaft commented on getting the committees coordinated so that everything ties together accordingly.

Trustee Byron Shinn suggested meeting on the operational strategic pieces.

Trustee Mike Carrere questioned the number of sub committees and asked if they were open meetings.

Trustee Ramil commented on the huge task of the CAP committee.

Trustee Muma commented on the Muma College of Business as it relates to coming together within the USF System.

Provost Wilcox would be the person to speak with as he is over the academic portion of the CAP committee.

Trustee Moneer Kheireddine provided an updates.

Student Government is elevating services as it relates to the USF System becoming preeminence.

- A partnership with LIFT- On weekends students receive \$5 off Partnering with Parking and Transportation Services and Yeungling Center.
- MPHC Groundbreaking Ceremony - [National Pan-Hellenic Council, Inc.](#) The official ribbon cutting will occur during Homecoming. They represent the Devine Nine.
- Partnered with the Alumni Association with the Traditions Keeper Program. Every student who completes tradition will be awarded with an official USF Medallion.
- Partnered with USF Wellness which brings Greens and Gold Market to campus on Thursdays.

Trustee Kheireddine congratulated everyone on their leadership and becoming preeminence.

Trustee Deanna Michael made comments that relate to tenure and promotion and the effects that consolidation will have.

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

Unofficial Minutes  
USF Board of Trustees Conference Call  
Monday, September 10, 2018

Chair Brian Lamb convened the conference call of the USF Board of Trustees at 5:15 PM and thanked everyone for taking time to join the call to discuss the announcement of President Genshaft that she will step down as of July 1, 2019.

Chair Lamb asked Dr. Cindy Visot to call roll with the following trustees present:

Trustee Mike Carrere  
Trustee Stephanie Goforth  
Trustee Oscar Horton  
Trustee Brian Lamb  
Trustee Deanna Michael  
Trustee Hal Mullis  
Trustee Leslie Muma  
Trustee John Ramil  
Trustee Charles Tokarz  
Trustee Nancy Watkins  
Trustee Jordan Zimmerman

**New Business – Information Item**

1. Recognition of President Genshaft:

Chair Lamb shared an overview of the day's events that USF's great president announced she is stepping down and held a press conference to address her decision. He noted that she will step down effective July 1, 2019. Chair Lamb offered the trustees the opportunity to address the president. Some of the comments included "build a platform; led us to preeminence; grateful for her personal philanthropy; welcoming and inclusive leader; valued students and their success; since 2001 every goal starts and ends around student success; will be here for next 10 months working hard to fulfill goals we just approved; inspiring, visionary and transformational, we are yet to understand the impact of the president's legacy; and always putting students first is still relevant today."

President Genshaft thanked the trustees for their continuous support. She stated "without a good board, a president cannot succeed, especially during challenging times". She hopes the new president has the passion and optimism that she has for our great university. Chair Lamb thanked the President, "privileged to serve with you".

2. Next Steps:

Chair Lamb shared that the Board of Governors has in place requirements for a presidential search that provides very clear direction. He called on General Counsel Solis to review the requirements. GC Solis shared that that the Board has these requirements:

- a. Appointment of search committee by the Chair in consultation with the BOG chair that includes up to 15 members (minimum of 3 trustees, including the chair; faculty, student, alumni, foundation and community representation). Board Chair will appoint the committee.
- b. Contract a search firm and get a compensation study that includes a competitive process. As with the selection of the consultant for consolidation, management will conduct the process for selection of the search firm consistent with selection processes and present top candidate to the Board for consideration.
- c. The Board will develop the charge for the search committee.
- d. The search committee will identify finalists for recommendation to the Board, which makes the final selection and negotiates a contract, pending BOG approval. The final candidate is then advanced to the BOG.

Chair Lamb asked if there were any questions. Questions included, since the chair appoints members, can he consult with trustees (yes, as long as they do not stray into other topics that could potentially go before Board); does BOG appoint someone (yes, the Chair does and BOT Chair Lamb has already discussed with BOG Chair Lautenbach and hopes to have their recommendation later this week); USF will hold a national search to pursue right talent/leader, transparent, collaborative and inclusive and aligned with the approved strategic priorities. Chair Lamb stated the goal is to announce the search committee by Friday that is diverse and geographic.

Chair reviewed a tentative timeline based on expectation that the new president will start July 1, 2019.

September: committee announced and search firm selected

October-December: search committee meets 3-4 times to work on criteria, review process, etc.

December-January: vet candidates

February: select candidates for on-campus interviews (robust interview process)

Late February-early March: search committee submits finalists to the Board for selection

Late March: BOG confirmation

April – June: On boarding plan for July 1 start

The Chair paused for questions and/or comments. Questions/comments included, is the first job establishing the qualities of a new president (yes, will work with firm to establish for committee); can we direct them to tie qualities to our strategic priorities (Chair stated it's the roadmap for establishing and that will be BOT role, not delegating); trustee confirmed they are not recommending change of strategy, just confirming all trustees are on the same page; trustee recommended Board come back together to review criteria (chair stated trustees may need to hold a few calls, including a review of criteria/qualities); biggest responsibility of the Board is hiring a president.

Chair will pull board back together at the end of the week to announce committee, timeline and search firm status. Chair was asked if BOG has this on their agenda this week. Not on the agenda but anticipate acknowledgement of our President at the meeting.

Having no further items, Chair Brian Lamb adjourned the BOT conference call at 5:57 PM.

Unofficial Minutes  
USF Board of Trustees Conference Call  
Monday, September 14, 2018

Chair Brian Lamb convened the conference call of the USF Board of Trustees at 3 PM and thanked everyone for taking time to join the call to discuss the presidential search.

Chair Lamb asked President Genshaft to call roll with the following trustees present:

Trustee Mike Carrere  
Trustee Stephanie Goforth  
Trustee Brian Lamb  
Trustee Moneer Kheireddine  
Trustee Deanna Michael  
Trustee Hal Mullis  
Trustee Leslie Muma  
Trustee John Ramil  
Trustee Byron Shinn  
Trustee Charles Tokarz  
Trustee Nancy Watkins  
Trustee Jordan Zimmerman

**New Business – Information Item**

Chair Lamb shared with the Trustees that as we go through the process and timeline, special consideration will be given to include those individuals who can add value and who really care about the future of USF, making sure they are engaged, especially if not on the search committee. He shared that the committee is limited to 15 individuals throughout the USF System, taking into consideration geographic region. The Chair shared the names of those appointed to the committee and a little bit about each one.

**Presidential Search Committee**

**Les Muma, Chair**

Les Muma is a graduate of the University of South Florida, where he received his B.A. in mathematics in 1966 and an honorary doctoral degree in 2003. He is a member of the USF Board of Trustees. He previously served on the board of the USF Foundation, where he chaired the first phase (\$600 million) of the Foundation's \$1 billion *USF: Unstoppable Campaign*. Together with his wife Pam, their transformational philanthropy has left a lasting impact on USF, as well as Junior Achievement of West Central Florida, Tampa General Hospital and other worthy area causes. Muma is also a Life Member of the USF Alumni Association, and is a leader on the College of Business Dean's Executive Advisory Board, Athletic Advisory Board and the 1956 Society. Muma is a resident of Pinellas County.



**Dr. Kathy Weedman Arthur**

Dr. Kathy Arthur is a tenured faculty member and researcher from the USF St. Petersburg College of Arts & Sciences. She is a recipient of National Science Foundation (NSF) and National Endowment for the Humanities (NEH) research grants. She was recruited from the University of Florida, an AAU institution. Arthur earned national acclaim for her work in discovering the first ancient human genome sequence in Africa. She was a 2017 recipient of USF's Women in Leadership and Philanthropy Faculty Research Award, the USF Faculty Outstanding Global Research Silver Bull Award in 2017, the Chancellor's Award for Excellence in Service in 2014 and the Chancellor's Award for Excellence in Research and Creative Scholarship in 2012.

Arthur has earned national recognition for her work examining gender roles among ancient inhabitants of Ethiopia, including being awarded the Gordon R. Willey prize from the American Anthropological Association. The prize is given to the best archaeology paper published in the journal during the past three years as determined by its officers. Arthur was also named a 2016 Explorer's Club Fellow.

**Braulio Colón**

Braulio Colón is a graduate and active community supporter of the University of South Florida, where he earned a Bachelor of Arts in mass communication and Africana studies in 2003 and a Master of Public Administration in 2010. He is chair-elect of the USF Alumni Association's Board of Directors. Colón is a resident of Hillsborough County.

**Anddrikk Frazier**

Anddrikk Frazier is a graduate of the University of South Florida, with a Bachelor of Science in Engineering, where he was also a three-year letter winner for the men's basketball team (1996-99). Frazier is also a member of the USF System Consolidation Task Force. Frazier is a founding member of the USF Black Leadership Network (BLN), which was created to enhance educational and leadership opportunities of African American students through scholarships and programs throughout the USF System and in our communities.

**Dr. Robert D. Frisina**

Dr. Robert Frisina is a USF professor in medical engineering, chemical & biological engineering and communication sciences & disorders. He is acting chair of USF's medical engineering department, director of USF's Center for Hearing & Speech Research and director of Biomedical Engineering at USF. He is a USF Distinguished University Professor and world-class scholar who was recruited from the University of Rochester Medical School, an AAU institution. Frisina received his Ph.D. in Bioengineering and Neuroscience from Syracuse University's College of Engineering. He pursued postdoctoral research as an NIH Fellow in Sensory Physiology and Biophysics at the University of Rochester (NY) Medical School. Previously, he was Professor of Otolaryngology, Neurobiology & Anatomy, and Biomedical Engineering, and Associate Chair of Otolaryngology at the University of Rochester Medical School. Frisina's main research support is currently a Program Project Grant from NIH, entitled "The Aging Auditory System: Presbycusis and Its Neural Bases"; as well as two other NIH R01 grants on areas related to drug delivery and acquired hearing loss.

**Stephanie Goforth**

Mrs. Goforth earned her Bachelor of Arts in business management from the University of South Florida in 1982. She now serves as a member of the USF Board of Trustees, serving as Chair of the Academics and Campus Environment Committee. She also chairs the USF St. Petersburg Campus Board and is a resident of Pinellas County.

**Darlene Jordan**

Darlene Luccio Jordan is a member of the Board of Governors of the State University System of Florida, serving on the Academic and Research Excellence Committee; the Facilities Committee; the Innovation and Online Committee; the Strategic Planning Committee, the Tuition Appeals Committee; the Select Committee on Florida Polytechnic University; and the Drugs, Alcohol and Mental Health Task Force.

**Shaquille Kent**

Shaquille is a USF international student from Trinidad and Tobago enrolled in the Muma College of Business. Since his arrival in 2015, he has been heavily involved on campus, including serving as a USF Ambassador, Resident Assistant, member of the Order of the Golden Brahman and the American Marketing Association. He currently serves as USF's Student Body Vice President.

**Rhea Law**

Rhea Law is a graduate of the University of South Florida, where she earned a degree in management before earning a law degree at Stetson University. She is one of the founding members of the USF Board of Trustees, where she spent five years as vice chair and four years as the first (and only) female chair. She served on the Presidential Search Advisory Committee for the hire of Judy Genshaft in 2000. She is also a founding member of the board of directors of the USF Law Alumni Society, serves as a member of the USF University Research Foundation and was recently named a 2018 Distinguished Alumna by the USF Alumni Association. In 2018 she was inducted as an honorary member of the USF Chapter of the National Academy of Inventors in recognition of her support to innovation at USF. She currently chairs the board of directors for the Health Professions Conferencing Corporation with the USF Center for Advanced Medical Learning and Simulation. In 2014, Law was awarded an honorary doctor of medicine from USF Health Morsani College of Medicine. Law is a resident of Hillsborough County.

**George Morgan**

George Morgan earned a bachelor's degree in accounting from the University of South Florida in 1976. He is chair of the USF Foundation Board of Directors, participates on the USF Research Foundation Board and is a member of the USF Muma College of Business Executive Advisory Council. He and his wife, Jane, have pledged significant gifts to the university to benefit USF Athletics, and the colleges of business and marine science. Morgan is a resident of Manatee County.

**Frederick “Rick” Piccolo**

Rick Piccolo is a member of the USF Sarasota-Manatee campus Board and a member of the USF Consolidation Task Force. Piccolo is an active member of the Sarasota community. He is a past chair of the Greater Sarasota Chamber of Commerce Board of Directors and is a past recipient of the Premier Volunteer Award, an honor given for his significant leadership commitment to the Chamber and community. Piccolo is a resident of Sarasota County.

**John Ramil**

John Ramil received both his bachelor's and master's degree in engineering from USF. He is a member of the USF Board of Trustees. He is past chair of the Board. Mr. Ramil has also served as a director on the USF Foundation Board, the USF Alumni Board, the USF Engineering College Advisory Board and the Gus Stavros Center for Free Enterprise Education Advocacy Board. In 1999, he was named Distinguished Alumnus of USF, is the recipient of the President's Fellow Medallion and in 2016 received an Honorary Doctor of Engineering from USF. Ramil has also completed Harvard University's Advanced Management Program. Ramil is a resident of Hillsborough County.

**Debbie Sembler**

Debbie Nye Sembler is a former member of the USF Board of Trustees and former chair of the USF St. Petersburg Campus Board. She is a current member of the USF Foundation Board. Sembler was awarded the USF Women in Leadership and Philanthropy Community Leadership Award and the USF St. Petersburg Chancellor's Award for Civic Leadership. USF St. Petersburg honored Sembler for her commitment to students and named its center for student success the Debbie Nye Sembler Student Success Center. Sembler is a resident of Pinellas County.

**Byron Shinn**

Byron Shinn received his Bachelor of Arts in accounting from University of South Florida and is a member of the USF Board of Trustees. He also serves as Chair of the USF Sarasota-Manatee Campus Board and as a member of the USF System Consolidation Task Force. He also serves on the University of South Florida School of Accountancy Advisory Board and the USF Sarasota-Manatee Community Leadership Council. Shinn is a resident of Manatee County.

**Dr. Charles Stanish**

Dr. Charles Stanish is an anthropology professor in the USF College of Arts and Sciences and executive director of the USF Institute for the Advanced Study of Culture and the Environment. He is a member of the National Academy of Sciences and the American Academy of Arts & Sciences. He is a world-class scholar that was recruited from the University of California, Los Angeles, an AAU institution.

Stanish earned his BA from Pennsylvania State and his Ph.D. from the University of Chicago. He has worked extensively in Peru, Bolivia, and Chile, conducting archaeological research on the prehistoric societies of the region. His theoretical work focuses on the roles that trade, war, ritual, and labor organization play in the evolution of human cooperation and complex societies. His primary books include *The Evolution of Human Co-operation* (2017-Cambridge), *Ancient*

Titicaca: The Evolution of Complex Society in Southern Peru and Northern Bolivia (2003-Berkeley), Ritual and Pilgrimage in the Ancient Andes (with B. Bauer, 2001-Texas) and Ancient Andean Political Economy (1992-Texas). He also works with a sustainable development group to preserve global cultural heritage through a combination of micro-lending, direct community grants, and tourist infrastructure development. He was a Senior Fellow at Dumbarton Oaks Research Library and an External Faculty member of the Santa Fe Institute.

The Chair paused for questions and/or comments. Comments from trustees included, reminded everyone that this is the most important responsibility of the Board and pleased it is such a distinguished and diverse search committee; reminder that the search needs to be inclusive throughout the greater Tampa Bay region; pleased with the diversity and outstanding faculty representation; and feeling they are off to a good start in such a short period of time.

Search Committee Chair, Trustee Muma committed to a transparent process and reminded trustees that the final decision is made by the board; he plans to inform the board throughout the process; feels strongly that the next president must be someone who can continue the treachery we are on today and reminded them that the firm selection will be by the full board.

Chair Lamb thanked the staff for the work they have been doing pulling everything today. She shared that Dr. Visot and GC Solis are gathering proposals from search firms and will provide the top two or three to him and Trustee Muma to review. He will pull board back together in the next two weeks to recommend the search firm.

Having no further comments or items, Chair Brian Lamb adjourned the BOT conference call at 3:33 PM.

University of South Florida  
Board of Trustees  
Conference Call  
Friday, October 5, 2018  
Unofficial Minutes

Chair Brian Lamb convened the USF Board of Trustees conference call at 4:00pm.

Chair Lamb thanked everyone for joining this conference call to approve Greenwood/Asher & Associates, Inc. as the consultant firm to assist in the recruitment of the next President of the University of South Florida.

Chair Lamb asked Dr. Visot to call the roll.

**Dr. Visot called roll with the following Trustees present:**

Trustee Michael Carrere (via telephone)  
Trustee Stephanie Goforth (via telephone)  
Trustee Oscar Horton (via telephone)  
Trustee Brian Lamb (via telephone)  
Trustee Deanna Michael (via telephone)  
Trustee Harold Mullis (via telephone)  
Trustee Leslie Muma (via telephone)  
Trustee John Ramil (via telephone)  
Trustee Byron Shinn (via telephone)  
Trustee Charles Tokarz (via telephone)  
Trustee Nancy Watkins (via telephone)  
Trustee Jordan Zimmerman (via telephone)

**New Business – Action Items**

**FL 101** – Consideration of Approval of Greenwood/Asher & Associates, Inc. as the Consultant Firm to assist in the recruitment for the 7<sup>th</sup> President of the University of South Florida.

Chair Lamb reviewed the process over the next few weeks including convening the search committee, developing a profile while engaging key stakeholders and periodic reports from Trustee Muma. He stressed that the Board will make the final decision. Chair Lamb called on Trustee Muma to present the agenda item.

Trustee Muma informed the Board of the process that he and Vice Chair of the Presidential Search Committee, Rhea Law, spent at least an hour and a half interviewing the three finalist firms (Greenwood/Asher & Assoc, Korn Ferry and Stobeck Pimentel). At the conclusion, they each independently chose Greenwood/Asher & Assoc. Trustee Muma described the criteria that he and Vice Chair Law utilized to choose a firm; he stated that they wanted a firm where the principal of the firm would be the lead consultant, extensive experience with AAU schools, familiarity with Sunshine Laws, a large team (6+ people), all meetings on site, experience with post-hire training, a proven process for background checks, and a great track record for diversity and inclusion. Trustee Muma emphasized the importance of post-hire coaching for continued success.

Trustee Muma invited Vice Chair Rhea Law to share any additional comments about the process for the Board. Law further detailed that the firm they chose had to understand the political standing of a Florida

university president, have no competitive searches during the timeframe, strong research, database and contacts as well as a strong understanding of the process that will take place to transition to a new president.

Trustee Goforth offered caution regarding indirect expenses of the firm outside of the contract.

Trustee Carrere asked if the firm decides how much the President will be paid.

Trustee Muma clarified that the firm will provide a compensation study using current market data with peer and aspirational peer institutions including the other Florida preeminent universities. The final appointment and contract will be submitted for ratification to the Board of Governors.

Gerard Solis stated that General Counsel will be negotiating a contract with the firm and that the price they are asking is reasonable. He explained that they proposed fee is to charge 1/3 of the president's first year cash compensation but that they were also open to a flat fee, which can be negotiated. He also stated that they will add a non-compete clause as well as a clause of not recruiting direct reports for two years.

Trustee Ramil commented that this is a heavy search year so this committee needs to continue to move at a good pace to be competitive.

With no further discussion, Trustee Muma moved to hire Greenwood/Asher % Associates as the consultant firm to assist in the recruitment for the 7<sup>th</sup> President of the University of South Florida and that the Board authorize management to negotiate and finalize an agreement with Greenwood/Asher & Associates, Inc., that fully meets the needs of the university and is consistent with Board of Governors Regulation 1.002, Presidential Search and Selection. It was seconded by Trustee Horton. FL 101 was unanimously approved by all members present.

Chair Lamb thanks everyone for their participation as well as Trustee Muma and Vice Chair Law for their recommendations to the Board. Having no further business to discuss, the Chair adjourned the conference call meeting of the Board of Trustees.

University of South Florida  
Board of Trustees  
Special Conference Call  
Monday, November 5, 2018  
Unofficial Minutes

Chair Brian Lamb convened the USF Board of Trustees special conference call at 1:30pm.

Chair Lamb asked President Judy Genshaft to call the roll.

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

Trustee Michael Carrere (via telephone)  
Trustee Stephanie Goforth (via telephone)  
Trustee Oscar Horton (via telephone)  
Trustee Moneer Kheireddine (via telephone)  
Trustee Brian Lamb (via telephone)  
Trustee Deanna Michael (via telephone)  
Trustee Harold Mullis (via telephone)  
Trustee Leslie Muma (via telephone)  
Trustee John Ramil (via telephone)  
Trustee Byron Shinn (via telephone)  
Trustee Charles Tokarz (via telephone)  
Trustee Nancy Watkins (via telephone)  
Trustee Jordan Zimmerman (via telephone)

Chair Lamb thanked the Board for being present for this special last minute call and informed the Board the purpose of the call. The Board of Governors commissioned a review of the 12 State University System institutions and their use of carryforward funds used for construction dating back to 2008, specifically looking for any inappropriate usage of said funds. USF found a project that used approximately \$6 million in carryforward funds. Chair Lamb then asked General Counsel Gerard Solis to provide further information to the Board.

Mr. Solis provided background information to the Board, beginning with the BOG's directive that all state universities review their use of carryforward funds going back to 2008 in construction projects after it was reported that UCF misappropriated a significant amount of such funds to construct a new building. USF fully complied with the directive and went even further back to 2003 and reviewed over 50 projects worth over \$550 million. Of these 50+ projects only one, from 2006, was found that did not meet the standards or requirements for the use of carryforward funds for new construction. This project was the Patel Center for Global Solutions. Based on a review of all available records USF identified that of the total \$21.7 million project cost, approximately \$6.4 million of carryforward funds were inappropriately allocated to the Patel Center.

Mr. Solis informed the Board that the Patel Center followed established approval processes in place at the time: it was presented to and approved by the Board on June 1, 2006 as part of USF's 2007-2008 Fixed Capital Outlay Projects at an estimated cost of \$21.7 million and that all external approvals were also given. Mr. Solis went on that the listed source of funds provided to the Board at the June 1, 2006 meeting was private donations and that construction commenced in 2008; an update was given to the Board in 2010 indicating that the funding sources for the Patel Center were private donation and state matching funds and that construction was completed in 2010.

Mr. Solis stated USF found no other instance of misappropriation of carryforward funds in any construction projects and that our current processes, such as USF's delegation policy (USF Policy 0-100), would not permit a repeat of this incident.

Mr. Solis stated that USF has fully repaid the funds in question from appropriate sources. Mr. Solis ended his comments and turned the meeting back over to Chair Lamb.

Chair Lamb thanked Mr. Solis for his thorough briefing and detailed information provided to the Board. He then reminded the Board that over the past decade changes have been made, especially in regards to spending policy to always ensure there are preventative measures in place to avoid matters such as this. He moved on to say that he has already asked Trustee Nancy Watkins, as chair of the Audit & Compliance Committee, to lead a review of this matter so that USF's constituents can be assured that this was an isolated incident, that it has been fully restored, and that the appropriate controls are in place to prevent any repeat. This review will be led by Trustee Watkins who will coordinate with the Inspector General's Office at the BOG, and that, a third party will be considered to assist in the review if needed. Chair Lamb informed the Board that he had already been in discussion with SUS Chancellor Marshall Criser and that they have his full support in this collaborative process. Chair Lamb then turned the call over to questions from the Board.

Trustee John Ramil asked a question for clarification and equated to the incident as a matter of taking funds out of the "wrong bucket," and that no one benefited from this incident, that there was no cover up and that documentation showed no fraud. Chair Lamb confirmed this was accurate. Mr. Solis confirmed Chair Lamb's comment that there is zero indication of fraud and Senior Vice President for Business and Financial Strategy David Lechner wanted the record to show that this incident occurred under a chief financial officer who is no longer at USF.

Trustee Byron Shinn remarked about the expectations of the processes to use and apply funds seems to differ from what exists in writing and cited the projects at USF Sarasota-Manatee as an example. Chair Lamb stated that issue is not related to this call, but that the Board should pause on current projects before moving forward. Trustee Les Muma stated that this is not the way USF runs itself and that if this incident was perpetuated by a donor who reneged on a financial obligation, then the Board should look beyond this matter and use it as a learning opportunity. Trustee Ramil joined in Trustee Muma's comments that despite great controls every organization has issues, but we can learn from them and move on; comments that were reiterated by Trustee Jordan Zimmerman who added that the investigation would be swift and fruitful. Chair Lamb voiced his faith in Trustee Watkins' leadership of the investigation.

Trustee Watkins then spoke about how she would conduct the review that she will oversee. Her and the Audit & Compliance Committee's objective will be to find out exactly what happened and why and that they will work independently of specific offices at USF, with a transparent and complete process, all being done in coordination with the BOG.

Trustee Michael Carrere asked if from a control standpoint the BOG would have any discussion before the Board is able to see and respond to the review. Chair Lamb reminded the Board that they will be working closely with the BOG and that any trustee could ask him to respond to any questions that may arise from this matter, indicating the Board's ongoing commitment to transparent processes. Trustee Carrere thanked the Chair for his effort and leadership in this matter.

Trustee Ramil stated that this is a serious matter, but he was confident that the Board and USF are doing the right thing in handling it and will continue to improve processes and controls moving forward. Chair



Lamb responded with his confidence that Trustee Watkins and the committee will get to the bottom of the matter and ensure best practices for the future.

Trustee Hal Mullis congratulated Chair Lamb on his dedication to transparency and commitment to being forthright and stated that he feels assured the Board and USF will follow a responsible process. Chair Lamb thanked Trustee Mullis for his comments and adjourned the call at 2:09pm.

**Agenda Item: FL 102**

**USF Board of Trustees**  
December 4, 2018

**Issue:** Tenure Nomination as a Condition of Employment

---

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

---

**Executive Summary:**

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

**Financial Impact:**

---

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

USF Strategic Plan 2013-2018, Goal II

**Workgroup Review Date:**

Academic and Campus Environment Work Group – October 29, 2018

**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 4, 2018  
**TO:** Brian D. 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 4, 2018**

<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>
Morsani College of Medicine	Christian Brechot, MD, PhD	Professor	Internal Medicine	.50	Necker School of Medicine, University Rene Descartes, Paris V	No
Morsani College of Medicine	Matthew L. Anderson, MD, PhD	Associate Professor	Obstetrics & Gynecology	1.0	Baylor College of Medicine, Houston, TX	Yes

\*If less than 1.0 FTE

**USF Health, Morsani College of Medicine****Matthew L. Anderson, MD, PhD**

Dr. Matthew Anderson will join the faculty at USF Health, the Morsani College of Medicine (MCOM), on October 23, 2018 as Associate Professor with the Department of Obstetrics and Gynecology. Dr. Anderson earned a Master of Philosophy/Master of Science degree in 1992, his Medical Degree in 1995, and Doctor of Philosophy degree, also in 1995, all at Yale University, New Haven, CT. He completed a Residency in Obstetrics and Gynecology at Yale-New Haven Hospital in 1999, and a Fellowship in Gynecologic Oncology at the University of Texas M.D. Anderson Cancer Center, Houston, TX in 2002. Dr. Anderson is an accomplished researcher who focuses on gynecological cancers, molecular mechanisms of hormone action in endometrial carcinoma with an emphasis on investigating the role of the progesterone receptor in myometrial biology. His studies on microRNAs has provided novel information in a relatively rare tumor subtype adding significant knowledge to the field. Currently, he has 10 active grants in which he serves as either the PI, or Co-PI totaling close to \$2 million, and has three pending grants with the Cancer Prevention and Research Institute of Texas totaling more than \$3 million. He has published 71 peer-reviewed publications, and has obtained 3 patents. He has been an invited speaker at numerous national and international conferences, most recently at the Peruvian Medical Association's Joint Annual Meeting in Iquitos, Peru, where he addressed the emerging techniques for cervical cancer screening. Dr. Anderson comes to USF from Baylor College of Medicine, Houston TX, where he served most recently as Associate Professor with tenure, where he established himself as an astute educator, an accomplished clinician, and active leader in both university and community organizations. At USF Dr. Anderson will teach medical students, residents and fellows, in both the classroom and laboratory setting where he will continue his research on diseases of the female reproductive system. The MCOM Appointment, Promotion and Tenure Committee, and the chair of the Department of Obstetrics and Gynecology recommend Dr. Anderson for tenure at the rank of Associate Professor. Dr. Charles J. Lockwood, Senior Vice President of USF Health, and Dean, MCOM along with Provost Ralph Wilcox and President Judy Genshaft, concur with this recommendation for tenure upon appointment.

**USF Health, Morsani College of Medicine****Christian Brechot, MD, PhD**

Dr. Christian Brechot joined the faculty at USF Health, the Morsani College of Medicine (MCOM), on October 1, 2018 as Professor with the Department of Internal Medicine. In addition to his academic appointment, Dr. Brechot will also serve as the Senior Associate Dean for Research in Global Affairs, Morsani College of Medicine, and the Associate Vice President for International Partnerships and Innovation, USF Health. Dr. Brechot is an internationally recognized scientist and researcher, administrator, and teacher who holds a high profile in medicine, basic and translational research, in both academic and industry settings. Dr. Brechot has served as both Director of Inserm, the French equivalent to our National Institute of Health (NIH), and as the President of the Pasteur Institute. Dr. Brechot completed medical training at Faculty of Medicine Broussais-Hotel, Dieu, Paris in 1975, and a residency at Assistance Publique-Hopitaux de Paris in 1981. His research training in Immunology was completed in 1985 at the Pasteur Institute. Dr. Brechot earned his Medical Degree in 1983, and a PhD in 1985, both from the University Paris Diderot, Paris. Dr. Brechot's research focuses on viral hepatitis particularly concerning its role in liver cancer, and to the molecular mechanisms that drive liver regeneration and cancer. Most recently, Dr. Brechot comes to USF from the Pasteur Institute where he has served as President since 2013. Prior administrative appointments include serving as President of the French National Consortium for Research Genomics (CNRG), General Director of the National Institute for Biomedical Research (Inserm), and General Secretary of the European Association for The Liver. Dr. Brechot has positively influenced the education of medical students while serving as Professor of Cell Biology and Hepatology at Necker School of Medicine at Descartes University, Paris from 1989-2001. The MCOM Appointment, Promotion and Tenure Committee, and the chair of the Department of Molecular Medicine recommend Dr. Brechot for tenure at the rank of Professor. Dr. Charles J. Lockwood, Senior Vice President of USF Health, and Dean, MCOM 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 4, 2018

**Issue:** Tenure Nomination as a Condition of Employment

---

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

---

**Executive Summary:**

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

**Financial Impact:**

Faculty granted tenure only will not receive a monetary award.

---

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

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

**BOT Committee Review Date:**

Academic and Campus Environment Committee – October 29, 2018

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

**USF System or Institution specific:** USF St. Petersburg

**Prepared by:** Olufunke Fontenot, Interim Regional Vice Chancellor, Academic Affairs 727-873-4290



**MEMORANDUM**

**DATE:** December 4, 2018  
**TO:** Brian D. Lamb, Chair  
**FROM:** Judy Genshaft, President  
**SUBJECT:** Tenure Nominations as a Condition of Employment,  
USF St. Petersburg

I am requesting that the enclosed Tenure Nomination as a Condition of Employment, USF St. Petersburg submitted to the USF Board of Trustees be approved. 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 significant professional contributions to USF St. Petersburg and the academic community.

Thank you for your consideration of this request. Please call me if you have any questions.

Enclosures



**Faculty Nominations for Tenure as a Condition of Employment, USF-St. Petersburg**  
**USF Board of Trustees Meeting – June 12, 2018**

<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>
CAS	Hemant Pendharkar	Professor	Computational and Applied Math/CAS	1.0	Worcester University	YES

\*If less than 1.0 FTE

## Bio – Hemant Pendharkar, PhD

Dr. Hemant Pendharkar will join the Mathematics faculty within the Biological Sciences in the College of Arts and Sciences. Per the description of his position, he is expected to coordinate the Mathematics program and, Chair the Mathematics department, once it is established in the college.

Dr. Pendharkar received his PhD in Mathematics, specifically in the area of Operator Algebras.

His research and instrumentation-support initiatives have resulted in externally funded projects through National Science Foundation, DOD-ARO, Office of Naval Research, Department of Education, and additionally, an unsolicited research grant from NASA Glenn Research Center; And research articles in Mathematics, Theoretical Physics, Computer Science, Cryptology and Cryptography, and Math Education.

In Mathematics, he has contributed in both, self-adjoint and non-self-adjoint Operator Algebras; In Theoretical Physics, he contributed in the area Cosmology and Theoretical Physics, in Computer science his contributions are in Data Mining and Algorithms research, and most recently, while on an Office of Naval Research Fellowship, in the area of Cryptology and Cryptography. He also co-authored a paper that introduces Ideal Lattices as a topic for an undergraduate course on Cryptography. As a graduate student, he worked with his colleagues and a Professor in Math Education, who served as the PI, in securing an Eisenhower grant funded by the department of Education, NH.

Dr. Pendharkar has taught graduate and undergraduate courses in Mathematics, undergraduate courses in Statistics, undergraduate courses in computer science, graduate core course on Information Technology in the MS in Management program, as well as general education courses whose focus was freshman orientation. Dr. Pendharkar has also taught in Israel for Clark University.

Dr. Pendharkar has directed award winning undergraduate research projects.

Dr. Pendharkar has held research positions – beginning as a Summer Research Assistant between 1995-99, to his PhD Dissertation advisor, and later as a faculty member, spent part of Spring and Summer of 2009 at the AT&T Research Labs (Formerly, The Bell Labs) with the Statistics and Visualizations group, Summers of 2016, 17 and 18 at the Space and Naval Warfare Laboratory (SPAWAR) – Atlantic, joint base Charleston, as Office of Naval Research summer and Senior Research Fellow, and during the Spring of 2013, on Analysis and Training at Hanover Insurance that included a semester long training for 12 Hanover Insurance programmers thus enabling their future migration to JAVA platform.

He joined Worcester State University as Assistant Professor in the Spring of 2002 – he was tenured and promoted to the rank of Associate Professor in the Fall of 2005. He is a full Professor since 2012 and defended his Post Tenure Review with the full 6% increase to his base in 2012-13.

Dr. Pendharkar has also served in Administration as the VPAA, as the Associate VP FELLOW for Student Affairs, and as the University-wide program area Chair of General Education. He is also the MA Statewide Grievance Committee Chair since 2014 – thus, brings substantial experience to collective bargaining environment.

As a student, Dr. Pendharkar earned academic merit as well as athletic scholarship. With this diverse background in inter-disciplinary academic research and teaching, Academic and Student Affairs administration as well as academic and athletic achievements he is able to offer himself as a sounding board for students to reflect on their apprehensions and aspirations,

*If you cannot make a mistake, you cannot make anything”*

**Agenda Item: FL 104**

**USF Board of Trustees**  
(December 4, 2018)

**Issue:** Degree Program Productivity Report and Proposed Terminations

---

**Proposed action:** Degree Program Terminations

---

**Executive Summary:**

The BOG conducts periodic 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 two actions are recommended as a result the proposed termination of:

1. Master's Degree – Real Estate – CIP 52.1501 – USF Tampa
2. Master's Degree – Nurse Anesthetist – CIP 51.3804 – USF Tampa

The Master's in Real Estate degree program is recommended for termination due to low degree productivity levels. In addition in discussions between leadership at the Muma College of Business and employers in the real estate industry it was indicated by the employers that they prefer to hire individuals with bachelors degrees whom they may train in the specific area in which the firm specializes. There are currently no students enrolled in the program.

The Master's in Nurse Anesthetist degree program is proposed for termination due to the Council of Accreditation (COA) of Nurse Anesthesia Education Programs' requirement that students accepted into entry-level programs on or after January 1, 2022 must graduate with doctoral degrees. In order to accommodate this requirement, a major was in Nurse Anesthesia was developed within the Doctor of Nursing Practice degree program. The last cohort of master's students are expected to graduate in December 2020.

**Financial Impact:** No financial impact because any associated resources have been reallocated.

---

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

**BOT Committee Review Date:** October 29, 2018 ACE

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

Yes

No

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

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

# Degree Productivity Annual Review *- for 2017-18*

Academic & Campus Environment Committee  
USF System Board of Trustees

---

Theresa Chisolm, Ph.D., Vice Provost, USF Tampa; Olufunke Fontenot, Ph.D., Interim Vice Chancellor, USFSP; Brett Kemker, Ph.D., Vice Chancellor, USFSM | October 29, 2019



# 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* = 44

Program	AY	Program	AY
<b>Undergraduate (n = 27)</b>		<b>Undergraduate (cont)</b>	
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	<b>Masters (n = 14)</b>	
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	<b>Doctorate (n = 3)</b>	
16.0402 (Russian - T)	2015-16	26.0101 (Biology – T)	2013-14
		14.0101 (Engineering, General - T)	2017-18

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

Data from Approved USF System Office of Decision Support (2011-12 through 2017-18)

# New Degree Programs

n = 38

Program	AY	Program	AY
<b>Undergraduate (n =12)</b>		<b>Masters (cont)</b>	
26.0101 (Biology, General - SP)	2011-12	13.0101 (Education, General - SM)	2012-13
51.0201 (Speech Language Services - SM)	2011-12	11.0701 (Computer Science - T)	2013-14
51.0000 (Health Sciences - T)	2011-12	43.0303 (Cybersecurity - T)	2013-14
52.1101 (Global Business - SP)	2011-12	44.0000 (Child & Adoles. Beh Healthcare - T)	2013-14
44.0000 (Behavioral Healthcare - T)	2012-13	51.0913 (Athleteic Training - T)	2014-15
16.0101 (World Langs & Culture - SP)	2012-13	11.0401 (Information Studies - T)	2014-15
23.1303 (Prof. & Tech. Comm - SM)	2012-13	52.0301 (Accountancy - SP)	2014-15
26.0101 (Biology - SM)	2013-14	51.3804 (Nurse Anesthetist - T)	2015-16
16.0101 (World Langs & Culture - T)	2015-16	51.2099 (Pharm. Nanotechnology - T)	2015-16
52.1701 (Risk Management/Insurance - SM)	2017-18	26.1307 (Conservation Biology - SP)	2016-17
27.0304 (Computational & Applied Math. - SP)	2017-18	13.0501 (Educational/Instructional Tech. -T)	2017-18
09.0900 (Int. Public Relations & Advertising -T)	2017-18	09.0903 (Marketing - T)	2017-18
<b>Masters (n = 19)</b>		<b>Doctorate (n =7)</b>	
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

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

Data from Approved USF System Office of Decision Support (2011-12 through 2017-18)

# Degree Productivity Review (Fall 2018)

- Deans, Regional Vice Chancellors
- Disciplinary Faculty
- System Level: *Academic Program Advisory Committee (APAC)*

## 1. Degree Productivity: All Programs (R-Y-G)

College	Degree CIP	Program Title	Degree Level	Degree Productivity Status	Total Degrees 5 Years
<b>Arts and Sciences</b>					
	030104	Environmental Science & Policy	Bachelor		51
			Masters		5
	040301	Urban & Regional Planning	Masters		4

## 2. Degree Productivity: Actions being taken (R-Y)

Degree CIP	Program Title	Degree Level	Degree Productivity Status	Total Degrees 5 Years	Fall 2018 Preliminary Enrollment	Strategic Emphasis	2018 Comments
451101	Sociology	Doctoral - R		13	26		Enrollments have remained stable at about 26 students over the past five years. The stable demand and the maturation of the Ph.D. program student development and monitoring is now resulting in a more regular degree production of between 3-5 graduates per year. This stably positions the program above BOG thresholds.
		Masters		26	12		Enrollments have remained stable at 11-12 for the past few years. Three students have graduated this past summer 2018 so the program is on track with enrollments and better student progression management to graduate 5-7 students or more per year. This will put them well above BOG and ultimately BOT thresholds.
511005	Medical Technology	Bachelor		38	94	Health	This special program requires an internship at a large accredited Florida Hospital which limits the number of students that can be accepted; all graduates find employment and are in high demand. Seven students graduated this past summer 2018 which will keep the number of graduates well above the BOG threshold.
540101	History	Doctoral - R		8	33		History with new leadership and faculty engagement has done a good job in the past few year in implementing a program to monitor and assist students in progression to degree. This has resulted over the past year with 5 degrees awarded. Three students have applied for graduation in fall. With stable enrollments of over 30 for the past two years the program seems to be on a good path to have 4-5 degrees awarded per year.



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

As of end of Spring 2018 term

	USF	USF-SP	USF-SM	System Total
<b>TOTAL (as of Fall 2018)</b>	<b>220</b>	<b>38</b>	<b>24</b>	<b>282</b>
<i># Above BOG (%)</i>	212 (96%)	37 (97%)	23 (96%)	272 (96%)
<i># Above BOG + Internal Thresholds (%)</i>	195 (89%)	35 (92%)	23 (96%)	253 (90%)
<b>Baccalaureate</b>	<b>72</b>	<b>24</b>	<b>17</b>	<b>113</b>
<i># Above BOG (%)</i>	70 (97%)	23 (96%)	17 (100%)	110 (97%)
<i># Above BOG + Internal Thresholds (%)</i>	69 (96%)	22 (92%)	17 (100%)	108 (96%)
<b>Master's &amp; Specialist</b>	<b>100</b>	<b>14</b>	<b>7</b>	<b>121</b>
<i># Above BOG (%)</i>	95 (95%)	14 (100%)	6 (86%)	115 (95%)
<i># Above BOG + Internal Thresholds (%)</i>	84 (84%)	13 (93%)	6 (86%)	103 (85%)
<b>Research/Professional Doctorate</b>	<b>48</b>	<b>N/A</b>	<b>N/A</b>	<b>48</b>
<i># Above BOG (%)</i>	47 (98%)			47 (98%)
<i># Above BOG + Internal Thresholds (%)</i>	42 (88%)			42 (88%)

Sources: SUS of Florida BOG Spring 2018 Active Program Counts; USF Office of Decision Support

# Degree Productivity Review (Fall 2018)



- 10 degree programs below BOG thresholds
- $n = 7$  demonstrated
  - Fall 2018 enrollments ↑
  - Positive trend in degree productivity ↗
- 13.1306 Foreign Language Teacher Education (M): *merging tracks*
- 13.1305 English Teacher Education (M): *consolidation will result in increased productivity*
- **Termination recommendations:**
  - 52.1501 Real Estate – M
  - 51.3804 Nurse Anesthesia – M (Accreditation Change)

College	Degree CIP	Program Title	Degree Level	Degree Productivity Status	Total Degrees 5 Years	Fall 2018 Preliminary Enrollment	Comment Summary
<b>USF Tampa College of Arts &amp; Sciences</b>							
	050201	African American (Black) Studies	Bachelor	●	29	13	↑ Enrollment; Degrees trending up
	380201	Religious Studies	Masters	●	18	11	↑ Enrollment; Degrees trending up
	540101	History	Doctoral - R	●	8	33	↑ Enrollment; Degrees trending up
<b>USF Tampa Muma College of Business</b>							
	521499	Advertising	Bachelor	●	29	101	↑ Enrollment; Degrees trending up
	521501	Real Estate	Masters	●	1		Proposed Termination
<b>USF Tampa College of Education</b>							
	131306	Foreign Lang Teacher Educ	Masters	●	9	5	Strategic Emphasis Degree; Administrative change to merge M.A.T and M.Ed. Tracks.
<b>USF Tampa College of The Arts</b>							
	131312	Music Teacher Education	Masters	●	11	9	↑ Enrollment; Degrees trending up
	500703	Art History & Appreciation	Masters	●	19	11	↑ Enrollment; Degrees trending up
<b>USFSP College of Arts &amp; Sciences</b>							
	450701	Geography	Bachelor	●	3	32	↑ Enrollment; Degrees trending up
<b>USFSM School of Education</b>							
	131305	English Teacher Education	Masters	●	7	5	Offered on all 3 campuses. Degree productivity with merger exceeds thresholds.

# University of South Florida System

## Academic Program Productivity Report Fall 2018

*Includes*  
Degrees Awarded for Academic Years  
Fall 2013 - Spring 2018

<b>Thresholds Based on Total Degrees Awarded Over Five-Year Period</b>	
<b>BOG Performance Threshold: Baccalaureate = 30; Masters = 20; Doctoral = 10</b> <b>USF Performance Threshold: Baccalaureate = 45; Masters = 30; Doctoral = 15</b>	
	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 16, 2018**

**University of South Florida**  
**Academic Program Productivity (Tampa Only)**  
**Fall 2018 Review: Fall 2013 - Spring 2018**

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 2018 Preliminary Enrollment	Strategic Emphasis	2018 Comments
<b>Arts and Sciences</b>								
	050107	Latin American Studies	Masters	●	23	6		After being an autonomous, small program associated with an Institute, LAS moved to the new School of Interdisciplinary Global Studies (SIGS) in January 2016, when this new unit was created. The program synergisms with others in the unit are developing and the enrollments are expected to increase with a new energy around the program and recruitment. With five graduates in Summer 2018, degree productivity in AY 18/19 should remain above the BOG's threshold and is expected to grow.
	050201	African American (Black) Studies	Bachelor	●	29	13		The program was integrated into the School of Interdisciplinary Global Studies (SIGS) and the curriculum is being modified toward a new focus that is consistent with the new School. Two faculty, who bolster this area and are facilitating the curriculum transition and increase student interest, have been hired into the new unit. Analysis of major changes last year shows five additional students entered the major while none left for other majors. Enrollment trends predict degree productivity above the threshold and indeed, two students graduated this Summer 2018.
	050207	Women's Studies	Masters	●	29	9		Both enrollment and degree productivity have held steady over the past several years. Producing six to seven degrees per year keeps this program consistently above the BOG's threshold of 4. The program size is largely limited by the small number of assistantships available. One student graduated Summer 2018 and another has applied for fall graduation, with spring typically being the larger number of masters graduates.
	090101	Communication	Masters	●	24	8	Gap Analysis	Enrollments have remained steady over the past three years, regularly producing 5-6 graduates per year. The Master's program has been a major feeder for the robust Ph.D. in Communication program.
	160901	French	Masters	●	20	8	Global	Enrollment and degree productivity have remained consistent over the past several years, which keeps the degree productivity above the BOG's threshold.
	380201	Religious Studies	Masters	●	18	11		Enrollments have been up over the past two years with the program making a concerted effort to recruit. A shift in focus of the curriculum and research to religion and conflict/religion and politics should make the unit more relevant and attractive to today's students. The program is also exploring a move into the School of Interdisciplinary Global Studies, where the opportunity for considerable synergism exists.
	400501	Chemistry	Masters	●	27	5	STEM	Very few students are admitted directly to into the Master's program because the Ph.D. is their focus. The Master's program has been a major feeder for the robust Ph.D. in Chemistry program.
	450601	Economics Under Social Sci	Doctoral - R	●	14	47		The program continues to draw significant interest and now has reached a steady enrollment of 23-25 students, largely limited by the number of stipends. Degree productivity is stable with 3-4 students graduating per year, which is above the BOG's threshold. One student graduated this Summer 2018 and two have applied for Fall 2018.
	450701	Geography	Masters	●	23	8		The program was down in faculty when the new School of Geosciences was founded in 2014. Two additional faculty have been added over the past two years and have begun to reinvigorate the program, whose graduates are highly employable. The increase in enrollment from five to eight reflects this and should translate into regular degree productivity well over the BOG's threshold.
	450901	International Relations	Doctoral - R	●	14	32	Global	With continued strong enrollment (now at 32) and a program to monitor graduate students' progress, the program is poised to graduate 4-6 students each year. This will maintain degree productivity above the BOG's threshold.

Board of Trustees Regular Meeting - New Business - Consent Agenda

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 2018 Preliminary Enrollment	Strategic Emphasis	2018 Comments
	451101	Sociology	Doctoral - R	●	13	26		Enrollments have remained stable at about 26 students over the past five years. Over the past five years, the program has demonstrated stable demand and, along with monitoring of students' progress, we have been able to maintain a more regular degree productivity of between 3-5 graduates per year. This stability positions the program above the BOG's threshold.
			Masters	●	26	12		Enrollments have remained stable at 11-12 for the past few years. Three students graduated Summer 2018 so the program is on track with enrollments and better student progression management to graduate 5-7 students or more per year. This will put them well above the BOG's threshold.
	511005	Medical Technology	Bachelor	●	38	94	Health	This special program requires an internship at a large, accredited Florida Hospital, which limits the number of students who can be accepted; all graduates find employment and are in high demand. Seven students graduated Summer 2018, which will keep the number of graduates well above the BOG's threshold.
	540101	History	Doctoral - R	●	8	33		The Department of History has new leadership and the faculty who have implemented a program to monitor and assist students in progression to degree. This has resulted in five degrees awarded over the past year. Three students have applied for Fall 2018 graduation. With stable enrollments of over 30 for the past two years, the program seems to be on a good path to have 4-5 degrees awarded per year.
<b>Behavioral and Community Sciences</b>								
	510204	Communication Sciences & Disorders	Doctoral - R	●	13	20	Health	Curriculum requirements were reduced from 90 to 72 credit hours (post-baccalaureate). Non-curriculum requirements were streamlined, allowing student's 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 percent employment in academia, clinical settings, and industry upon graduation.
<b>Business</b>								
	521499	Advertising	Bachelor	●	29	101		This program was redesigned into the Zimmerman Advertising Program (ZAP). There has been a significant increase in enrollments since the start in 2015. The projected cohort graduation for 2018-2019 is 16 and for 2019-2020 it is 21. This is a cohort-based program that will always have a somewhat limited enrollment (capped at approximately 34), given the unique structure of the program.
	521501	Real Estate (Being terminated)	Masters	●	1			The program was suspended in Fall 2017 due to low enrollment and is on track to be terminated Spring 2019.
<b>Education</b>								
	130401	Education Admin/Ldrshp, Gnrl	Specialist	●	13	14	Education	The Ed.S. program was redesigned after a collaboration with the Hillsborough County School District and the Wallace Foundation as an advanced professional degree for sitting principals and school district leaders to build capacity for school improvement in high-risk low performing schools. Since the program's redesign, enrollment in the program has steadily grown to 26 students. We expect increased numbers of graduates in the upcoming years that reflect current enrollment. We have also established new partnerships with Pasco, Pinellas, and Polk counties.
	131004	Education Gifted & Talented	Masters	●	28	6	Education	We have updated online course offerings in the Gifted and Talented program and plan to hire a marketing and recruitment coordinator in the College of Education to market this program both in the state of Florida as well as out of state.
	131306	Foreign Lang Teacher Educ	Masters	●	9	5	Education	We are combining the FLE MAT program with the MEd in Curriculum and Instruction/FLE concentration. The core courses have been identified and we are proceeding to reposition the FLE MAT with the MEd in Curriculum and Instruction/FLE under one CIP code.

Board of Trustees Regular Meeting - New Business - Consent Agenda

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 2018 Preliminary Enrollment	Strategic Emphasis	2018 Comments
<b>Engineering</b>								
	110103	Information Technology	Masters	●	26	34	STEM	This program had issues with the initial transition from the USF-Lakeland campus. Since then, important modifications have been made including changes to the curriculum, mode of delivery (from fully online to hybrid), and entrance requirements. The program will also be aligned with the new degree program, B.S. in Cybersecurity, that is in the proposal process. Currently there are positive trends in both enrollment and graduation numbers. With the changes that have been made, expectations are for these trends to continue.
	141401	Environmental Engineering	Doctoral - R	●	14	26	STEM	The Department continues the following initiatives to increase enrollment: Additional advertising material and information highlighting the Ph.D. program; increased awareness of the program among the Engineering, Physical Sciences and Biological Sciences graduate students; recruitment of students with prior degrees in science and mathematics; addition of a new junior faculty member to the Department in 2016, in the area of sustainability; exploring the development of a new major, B.S. Environmental Engineering, whose graduates can feed into the Ph.D. program.  It should be noted that the marginal cost of running this program is negligible since the faculty involved in teaching courses and mentoring graduate students are essentially the same as those in the environmental specialty of the parent civil and environmental engineering (CEE) program.
<b>The Arts</b>								
	040401	Urban & Community Design	Masters	●	26	7	STEM	The SACD developed a dual degree program allowing students to simultaneously pursue MARCH and MUCD degrees, increased Graduate Assistantships through the grant and contract work of the Florida Center for Community Design and Research (FCCDR) and added new faculty member with expertise in urban design and related issues. The SACD continues to work closely with the USF INTO program to seek qualified international candidates. The migration to a new website (late Fall 2018) per the new USF content management system will provide another opportunity to promote the MUCD program and assist in recruiting. We are currently reviewing other platforms for marketing the MUCD program (targeted ads via social media). The new SACD St. Petersburg Urban Design Lab (UDL) will open this spring (2019) and offers specialized study opportunities to MUCD students. The SACD research arm, the Florida Center for Community Design and Research (FCCDR) has a diverse portfolio of urban projects that engage graduate students (MUCD students) in real studies and projects.
	131312	Music Teacher Education	Masters	●	11	9	Education	In 2014, the School of Music suspended enrollment in this program to teach out the existing students before starting a newly designed program. This resulted in several years of a declining number of graduates. In 2017-18 seven students graduated from the first cohort of the new program. We anticipate eight graduates this academic year, and we are now recruiting students that will begin next summer (2019). We are targeting ten graduates per year as a short-term goal. A second concentration is being developed focusing on interdisciplinary research area in music, mind, and brain education. This, in addition to the current focus on learner-centered pedagogy, should attract yet more students. We continue to invest in marketing/recruitment efforts targeting the Florida Music Education Association and the annual Modern Band Summit held in Colorado.

Board of Trustees Regular Meeting - New Business - Consent Agenda

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 2018 Preliminary Enrollment	Strategic Emphasis	2018 Comments
	500703	Art History & Appreciation	Masters	●	19	11		Emphasis has been placed on recruitment and curricular changes to enhance student success. Curricular changes include a broadening of the program to offer more applied options and a new BA to MA Accelerated Program (Fall 2018). Enhancements to recruitment efforts include: a new website and redesigned promotional materials, emphasizing career opportunities for graduates; custom tailored mailers to target Southeastern colleges offering Art History or Humanities courses; and targeted advertising on gradschoolmatch.com as well as Google and Facebook. In addition, changes are being made to the program's admission criteria.
	500901	Music, General	Doctoral - R	●	13	11		The current enrollment is higher than the vast majority of such programs in the country. Currently, 15 students are enrolled in the program. Eight of these are taking classes, and seven are ABD and in various stages of dissertation work. Four students graduated during AY 2017-2018. There is a 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 2018 Review: Fall 2013 - Spring 2018**

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 2018 Preliminary Enrollment	Strategic Emphasis	2018 Comments
<b>Arts and Sciences</b>								
	030104	Environmental Science & Policy	Masters	●	27	9	STEM	Requested suspension while degree program curriculum is in revision.
	450701	Geography	Bachelor	●	3	32		Curriculum revisions and implementation resulted in significant increase in enrollment with expectations of increased degree productivity.
	521101	International Business	Bachelor	●	38	40	GLOBAL	Increased enrollments in Fall 2018 should result in increased degree production.






**University of South Florida Sarasota-Manatee  
Academic Program Productivity  
Fall 2018 Review: Fall 2013 - Spring 2018**

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 2018 Preliminary Enrollment	Strategic Emphasis	2018 Comments
School of Education	131305	English Teacher Education	Masters	●	7	5	EDUCATION	USFSM admitted students to the MA in English Education (CIP 13.1305) for the first time in Fall 2013, so it has just hit the five-year mark. It is a small degree, but it serves a community need and requires very little resources. It requires only one dedicated course; all other courses serve multiple degrees and are already offered regularly by our campus. This degree produces graduates to meet a work force need for English teachers; it also provides undergraduate English majors with a local graduate program option that enables advanced study in English and leads to employment.

# University of South Florida System

## Academic Program Productivity Report Fall 2018

*Includes*  
Degrees Awarded for Academic Years  
Fall 2013 - Spring 2018

<b>Thresholds Based on Total Degrees Awarded Over Five-Year Period</b>	
<b>BOG Performance Threshold: Baccalaureate = 30; Masters = 20; Doctoral = 10</b> <b>USF Performance Threshold: Baccalaureate = 45; Masters = 30; Doctoral = 15</b>	
	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**  
**October 9, 2018**

<b>University of South Florida</b> <b>Academic Program Productivity (Tampa Only)</b> <b>Fall 2018 Review: Fall 2013 - Spring 2018</b>					
<b>Number of Degrees Awarded Over 5 Years</b> <b>BOG Performance Threshold: Baccalaureate = 30; Masters = 20; Doctoral = 10</b> <b>USF Performance Threshold: Baccalaureate = 45; Masters = 30; Doctoral = 15</b>					
					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
<b>Arts and Sciences</b>					
	030104	Environmental Science & Policy	Bachelor	●	517
			Masters	●	57
	040301	Urban & Regional Planning	Masters	●	45
	050107	Latin American Studies	Masters	●	23
	050201	African American (Black) Studies	Bachelor	●	29
	050207	Women's Studies	Bachelor	●	80
			Masters	●	29
	090101 & 231304	Communications	Bachelor	●	1,080
		CIP change - 231304 to 090101 (2015)	Doctoral - R	●	37
			Masters	●	24
	090102	Mass Communications	Bachelor	●	1,291
			Masters	●	68
	110103	Information Technology	Bachelor	●	151
	110401	Intelligence Studies	Masters	New F14	26
	160101	World Languages and Cultures	Bachelor	New F16	18
	160102	Linguistics	Masters	●	66
			Doctoral - R	New F16	
	160901	French	Masters	●	20

					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	●	44
	230101	English, General	Bachelor	●	888
			Doctoral - R	●	39
			Masters	●	53
	231302	Creative Writing	Masters	●	41
	240101	Liberal Arts & Sciences	Masters	●	37
	240103	Humanities	Bachelor	●	119
	250101	Library Science/Librarianship	Masters	●	399
	260101	Biology, General	Bachelor	●	1,322
			Masters	●	90
	260102	Biomedical Sciences	Bachelor	●	2,780
	260406	Cell and Molecular Biology	Doctoral - R	●	22
	260503	Microbiology/Bacteriology	Bachelor	●	223
			Masters	●	36
	260911	Cancer Biology	Doctoral - R	●	24
	261399	Integrative Biology	Doctoral - R	New F13	12
	270101	Mathematics, General	Bachelor	●	238
			Doctoral - R	●	38
			Masters	●	49
	270501	Statistics	Bachelor	●	88
			Masters	●	42
	300101	Interdisciplinary Natural Sciences	Bachelor	●	410
	380101	Philosophy	Bachelor	●	137
			Doctoral - R	●	35
			Masters	●	30

				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
	380201	Religious Studies	Bachelor	●	84
			Masters	●	18
	400501	Chemistry	Bachelor	●	318
			Doctoral - R	●	81
			Masters	●	27
	400601	Geology	Bachelor	●	161
			Doctoral - R	●	24
			Masters	●	47
	400801	Physics	Bachelor	●	145
			Doctoral - R	●	53
			Masters	●	47
	420101	Psychology, General	Bachelor	●	2,707
			Doctoral - R	●	82
			Masters	●	67
	440401	Public Administration	Masters	●	140
	450101	Social Sciences, General	Bachelor	●	523
	450201	Anthropology	Bachelor	●	377
			Doctoral - R	●	48
			Masters	●	81
	450601	Economics Under Social Sciences	Bachelor	●	494
			Doctoral - R	●	14
			Masters	●	65
	450701	Geography	Bachelor	●	69
			Masters	●	23
	450799	Geography & Environmental Sci & Policy	Doctoral - R	●	26

				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
	450901	International Relations	Bachelor	●	695
			Doctoral - R	●	14
	451001	Political Science & Government	Bachelor	●	742
			Masters	●	63
	451101	Sociology	Bachelor	●	478
			Doctoral - R	●	13
			Masters	●	26
	510000	Health Sciences	Bachelor	●	2,747
	511005	Medical Technology	Bachelor	●	38
	540101	History	Bachelor	●	525
			Doctoral - R	●	8
			Masters	●	45
<b>Behavioral and Community Sciences</b>					
	301101	Gerontology	Bachelor	●	124
			Doctoral - R	●	18
			Masters	●	39
	422814	Applied Behavior Analysis	Doctoral - R	New F13	4
	429999	Psychology, Other	Masters	●	140
	430103	Criminal Justice Admin	Masters	●	104
	440000	Human Services, General	Bachelor	●	353
			Masters	New S14	26
	440701	Social Work, General	Bachelor	●	384
			Doctoral - R	●	15
			Masters	●	451
	450401	Criminology	Bachelor	●	1,743

				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
			Doctoral - R	●	24
			Masters	●	43
	510202	Audiology	Doctoral - R	●	64
	510204	Speech Pathology & Audiology	Bachelor	●	663
			Doctoral - R	●	13
			Masters	●	328
	510701	Health Services & Admin	Bachelor	●	46
	512212	Behavioral & Community Sciences	Doctoral - R	New F17	
	512310	Vocational Rehab & Counseling	Masters	●	199
<b>Business</b>					
	110501	Information Systems & Decision	Masters	●	592
	310504	Sport Business Management	Masters	●	115
	520101	Business, General	Bachelor	●	1,174
			Masters	●	87
	520201	Business Admin & Management	Bachelor	●	484
		Business Admin & Management	Doctoral - R	●	67
		Business Admin & Management	Masters	●	766
	520301	Accounting	Bachelor	●	1,165
			Masters	●	291
	520701	Entrepreneur in Applied Tech	Masters	●	224
	520801	Finance, General	Bachelor	●	1,536
			Masters	●	281
	521101	International Business	Bachelor	●	238
	521201	Information Systems & Decision	Bachelor	●	663
	521401	Business Mrktng & Management	Bachelor	●	1,294

				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	●	164
	521499	Advertising	Bachelor	●	29
	521501	Real Estate (Being Terminated)	Masters	●	1
<b>Education</b>					
	130301	Curriculum and Instruction	Doctoral - R	●	250
			Ed. Specialist	●	45
			Masters	●	471
	130401	Education Admin/Ldrshp, Gnrl	Doctoral - R	●	17
			Ed. Specialist	●	13
			Masters	●	182
	131001	Special Education, General	Bachelor	●	104
			Masters	●	51
	131004	Education Gifted & Talented	Masters	●	28
	131013	Autism Spectrum Disorders	Masters	●	35
	131101	Counselor Educ/Studt Cnslg/Gui	Masters	●	140
	131201	Adult & Contng Tchr Education	Masters	●	110
	131202	Elementary Teacher Education	Bachelor	●	812
			Masters	●	107
	131210	Early Childhood Education	Bachelor	●	113
	131305	English Teacher Education	Bachelor	●	182
			Masters	●	46
	131306	Foreign Lang Teacher Educ	Masters	●	9



				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
	131311	Mathematics Teacher Educ	Bachelor	●	122
			Masters	●	39
	131314	Phys Ed Teaching & Coaching	Bachelor	●	228
			Masters	●	101
	131315	Reading Teacher Education	Masters	●	102
	131316	Science Teacher Education	Bachelor	●	53
			Masters	●	35
	131317	Social Science Education	Bachelor	●	163
			Masters	●	30
	131320	Technology Education	Masters	●	55
	131401	Second Language/Instr Tech	Doctoral - R	●	26
	310505	Exercise Science	Masters	●	82
	422805	Dvlpmntl/Psychology (Life Spn)	Doctoral - R	●	23
			Masters	●	42
<b>Engineering</b>					
	110101	Computer & Information Science	Bachelor	●	534
	110103	Information Technology	Bachelor	●	279
			Masters	●	26
	110701	Computer Science	Masters	●	172
	140501	Biomedical Engineering	Doctoral - R	●	16
			Masters	●	104
	140701	Chemical Engineering	Bachelor	●	454
			Doctoral - R	●	22
			Masters	●	36

				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
	140801	Civil Engineering	Bachelor	●	481
			Doctoral - R	●	36
			Masters	●	234
	140901	Computer Engineering	Bachelor	●	223
			Doctoral - R	●	41
			Masters	●	73
	141001	Electrical, Electronics Engine	Bachelor	●	405
			Doctoral - R	●	77
			Masters	●	615
	141401	Environmental Engineering	Doctoral - R	●	14
			Masters	●	55
	141801	Materials Engineering	Masters	●	47
	141901	Mechanical Engineering	Bachelor	●	770
			Doctoral - R	●	32
			Masters	●	186
	143501	Industrial & Mgt Systems Engin	Bachelor	●	262
			Doctoral - R	●	27
			Masters	●	133
	151501	Engineering & Related Fields	Masters	●	239
<b>Global Sustainability</b>					
	303301	Global Sustainability	Masters	●	239
<b>Graduate Studies</b>					
	430303	Cybersecurity	Masters	New F14	260

				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
<b>Marine Science</b>					
	400607	Oceanography/Marine Science	Doctoral - R	●	42
			Masters	●	52
<b>Medicine</b>					
	261103	Bioinformatics & Comp Biology	Masters	●	31
	261201	Biotechnology	Masters	●	55
	269999	Biological Sci/Life Sci/Other	Doctoral - R	●	83
			Masters	●	1,457
	510912	Physicians Assistant Studies	Masters	New SU15	
	510913	Athletic Training	Bachelor	●	69
		(Bachelors transitioning to Masters)	Masters	New SU15	29
	511201	Medicine	Doctoral - P	●	737
	512308	Physical Therapy	Doctoral - P	●	455
	512314	Rehabilitation Sciences	Doctoral - R	New F14	
	512706	Health Informatics	Masters	●	261
<b>Nursing</b>					
	513801	Nursing	Bachelor	●	2,482
			Masters	●	1,343
	513804	Nurse Anesthesia	Masters	New F15	31
	513808	Nursing Science	Doctoral - R	●	35
	513818	Nursing	Doctoral - P	●	105
<b>Pharmacy</b>					
	512001	Pharmacy (PharmD)	Doctoral - P	●	304
	512099	Pharmaceutical Nanotechnology	Masters	New S16	6

				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
<b>Public Health</b>					
	510701	Health Services & Admin	Masters	●	73
	512201	Public Health	Bachelor	●	1,641
			Doctoral - R	●	109
			Masters	●	1,036
	512299	Public Health Science	Masters	●	96
<b>The Arts</b>					
	040201	Architecture	Masters	●	193
	040401	Urban & Community Design	Masters	●	26
	131312	Music Teacher Education	Bachelor	●	94
			Masters	●	11
	500301	Dance	Bachelor	●	78
	500501	Dramatic Arts	Bachelor	●	177
	500701	Art, General	Bachelor	●	171
	500702	Fine/Studio Arts	Bachelor	●	176
			Masters	●	46
	500703	Art History & Appreciation	Bachelor	●	80
			Masters	●	19
	500901	Music, General	Doctoral - R	●	13
	500903	Music Performance	Bachelor	●	77
			Masters	●	138
	509999	Music Studies	Bachelor	●	115
<b>Undergraduate Studies</b>					
	240102	Applied Science	Bachelor	●	780

University of South Florida Sarasota-Manatee					
Academic Program Productivity					
Fall 2018 Review: Fall 2013 - Spring 2018					
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
<b>Business USFSM</b>					
	110103	Information Technology	Bachelor	●	134
	520101	Business, General	Bachelor	●	126
	520201	Business Admin & Management	Bachelor	●	151
			Masters	●	115
	520301	Accounting	Bachelor	●	185
	520801	Finance, General	Bachelor	●	147
	521401	Business Mrktng & Management	Bachelor	●	102
	521701	Risk Management/Insurance	Bachelor	New F18	
<b>Hospitality &amp; Tourism Leadership USFSM</b>					
	240102	Applied Science	Bachelor	●	98
	520901	Hospitality Management	Bachelor	●	211
			Masters	●	47
<b>Liberal Arts &amp; Social Sciences</b>					
	230101	English, General	Bachelor	●	53
	231303	Professional & Technical Communication	Bachelor	New F13	44
	240102	Applied Science, Leadership Studies	Bachelor	●	98
	430103	Criminal Justice Admin	Masters	●	31
	450101	Interdisciplinary Social Sciences	Bachelor	●	153
	450401	Criminology	Bachelor	●	169
	540101	History	Bachelor	●	68

				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
<b>School of Education</b>					
	130101	Education, General	Masters	New F13	18
	131202	Elementary Teacher Education	Bachelor	●	169
		(Not Curently accepting students)	Masters	●	29
	130401	Educational Leadership	Masters	●	52
	131305	English Teacher Education	Masters	●	7
<b>Science and Mathematics</b>					
	260101	Biology, General	Bachelor	New F14	78
	420101	Psychology, General	Bachelor	●	285
	510201	Communication Sci & Disorders	Bachelor	●	219

University of South Florida St. Petersburg					
Academic Program Productivity					
Fall 2018 Review: Fall 2013 - Spring 2018					
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
<b>Arts and Sciences</b>					
	030104	Environmental Science & Policy	Bachelor	●	126
			Masters	●	26
	090102	Mass Communications	Bachelor	●	174
	090401	Journalism & Media Studies	Masters	●	32
	090499	Digital Journalism	Masters	●	64
	160101	World Languages & Cultures	Bachelor	New - F13	15
	230101	English	Bachelor	●	200
	240101	Humanities	Masters	●	54
	260101	Biology	Bachelor	●	428
	261307	Conservation Biology	Masters	New - F17	
	420101	Psychology	Bachelor	●	601
			Masters	●	41
	450101	Interdisciplinary Studies	Bachelor	●	178
	450201	Anthropology	Bachelor	●	88
	450401	Criminology	Bachelor	●	244
	450701	Geography	Bachelor	●	8
	451001	Government & Intl Affairs	Bachelor	●	146
	500409	Graphic Design	Bachelor	●	66
	510000	Health Sciences	Bachelor	●	134
	540101	History	Bachelor	●	124

					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
<b>Business</b>					
	450601	Economics	Bachelor	●	81
	520201	Management and Organization	Bachelor	Terminated - S17	53
		Management and Organization	Masters	●	414
	520101	Business Administration	Bachelor	●	255
	520301	Accounting	Bachelor	●	347
			Masters	New - S15	34
	520601	Economics	Bachelor	●	68
	520701	Entrepreneurship	Bachelor	●	83
	520801	Finance	Bachelor	●	275
	521101	International Business	Bachelor	●	38
	521201	Information Sys & Decision Sci	Bachelor	●	120
	521401	Marketing	Bachelor	●	239
<b>Education</b>					
	130401	Leadership Development	Masters	●	112
	131001	Exceptional Child Education	Masters	●	64
	131202	Childhood Ed & Literacy Studies	Masters	●	78
	131203	Secondary Education, General	Masters	●	39
	131206	Elementary/Exceptional Ed	Bachelor	●	358
	131305	Secondary Education, General	Masters	●	42
	131315	Childhood Ed & Literacy Studies	Masters	●	38



**Agenda Item: FL 105**

**USF Board of Trustees**  
(December 4, 2018)

**Issue:** Bachelor of Science in Cybersecurity – CIP 11.1003

---

**Proposed action:** Approval

---

**Executive Summary:**

The proposed new degree program is the Bachelor of Science in Cybersecurity (BSCyS). The overall purpose of the degree program is to provide students with fundamental and advanced computing systems knowledge and skills in the areas of information security, software security, system security, organizational security, and societal security, including law, policy, and ethics. Students will be able to apply these security principles and practices to the environmental, hardware, software, and human components of computer systems, and analyze, evaluate, and maintain operational systems in the presence of cyber risks and threats. Graduates from his program can expect to work as Cybersecurity Specialists and Information Security Analysts responsible for designing, developing, operating, and defending secure computer systems and networks. In addition to working for government agencies, graduates may work as cybersecurity specialists for technology/computer companies, financial firms, health providers, insurance companies, and in academia.

**Financial Impact:**

This new degree program will transition from an existing major in Cybersecurity under the IT CIP (11.0103), so a significant amount of the budget for faculty and staff costs will be reallocated from the existing program. The additional costs will be for teaching assistants (to support the hands-on and highly technical nature of the program) and for additional faculty hire. These costs will be supported by anticipated performance-based funding, current base funding, or by funds released from internal reallocation of existing resources at USF.

---

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

USF Tampa Strategic Plan Goal 1: Student Success

**BOT Committee Review Date:** October 29, 2018 ACE

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

Yes

No

**USF System or Institution specific:** USF Tampa

**Prepared by:** Sudeep Sarkar, Ph.D., Professor and Chair

## Board of Governors, State University System of Florida

### Request to Offer a New Degree Program

(Please do not revise this proposal format without prior approval from Board staff)

<b>University of South Florida Tampa</b>	<b>Fall 2019</b>
University Submitting Proposal	Proposed Implementation Term
<b>College of Engineering</b>	<b>Computer Science and Engineering</b>
Name of College(s) or School(s)	Name of Department(s)/ Division(s)
<b>Computer and Information Systems Security/Information Assurance</b>	<b>B.S. in Cybersecurity</b>
Academic Specialty or Field	Complete Name of Degree
<b>11.1003</b>	
Proposed CIP Code	

The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary financial resources and the criteria for establishing new programs have been met prior to the initiation of the program.

Date Approved by the University Board of Trustees	President	Date
Signature of Chair, Board of Trustees	Date	Vice President for Academic Affairs
		Date

Provide headcount (HC) and full-time equivalent (FTE) student estimates of majors for Years 1 through 5. HC and FTE estimates should be identical to those in Table 1 in Appendix A. Indicate the program costs for the first and the fifth years of implementation as shown in the appropriate columns in Table 2 in Appendix A. Calculate an Educational and General (E&G) cost per FTE for Years 1 and 5 (Total E&G divided by FTE).

Implementation Timeframe	Projected Enrollment (From Table 1)		Projected Program Costs (From Table 2)				
	HC	FTE	E&G Cost per FTE	E&G Funds	Contract & Grants Funds	Auxiliary Funds	Total Cost
Year 1	120	100	\$9,217	\$921,727	0	0	\$921,727
Year 2	183	152.5					
Year 3	257	214.17					
Year 4	334	278.33					
Year 5	342	285	\$3,558	\$1,013,900	0	0	\$1,013,900

*Note: This outline and the questions pertaining to each section must be reproduced within the body of the proposal to ensure that all sections have been satisfactorily addressed. Tables 1 through 4 are to be included as Appendix A and not reproduced within the body of the proposals because this often causes errors in the automatic calculations.*

## INTRODUCTION

### **I. Program Description and Relationship to System-Level Goals**

- A. Briefly describe within a few paragraphs the degree program under consideration, including (a) level; (b) emphases, including majors, concentrations, tracks, or specializations; (c) total number of credit hours; and (d) overall purpose, including examples of employment or education opportunities that may be available to program graduates.**

The National Security Agency (NSA) and the Department of Homeland Security (DHS) recently announced that the University of South Florida has been designated as a National Center of Academic Excellence in Cyber Defense Research (CAE-R) through academic year 2022. USF is also the National Center of Academic Excellence in Information Assurance/Cybersecurity (2014-2019).

USF would transition an existing undergraduate major in Cybersecurity, under the Information Technology CIP code (11.0103), into a stand-alone degree program. The current major is built upon the highly popular and growing B.S. in Information Technology (BSIT) in the Department of Computer Science and Engineering and leverages existing security-related offerings in the College of Arts and Science, the Muma College of Business, as well as USF Sarasota-Manatee for collaboration with their cybersecurity-related course offerings.

Level, emphases, and total credit hours: The degree program under consideration is the Bachelor of Science in Cybersecurity (BSCyS). There are no concentrations, tracks or specializations proposed. The total number of credit hours is 120.

Purpose: The overall purpose of the degree program is to provide students with fundamental and advanced computing systems knowledge and skills in the areas of information security, software security, system security, organizational security, and societal security, including law, policy, and ethics. Students will be able to apply these security principles and practices to the environmental, hardware, software, and human components of computer systems, and analyze, evaluate, and maintain operational systems in the presence of cyber risks and threats. These requirements are derived from ABET criteria for Cybersecurity accreditation, and recommended Association for Computing Machinery curriculum for the B.S. in Cybersecurity degree program. ABET is the accreditation body for college and university programs in the disciplines of applied and natural science, computing, engineering and engineering technology at the associate, bachelor's and master's degree levels.

Employment and education opportunities: BSCyS graduates can expect to work as Cybersecurity Specialists and Information Security Analysts responsible for designing, developing, operating, and defending secure computer systems and networks, and exploiting and attacking adversary computer systems. BSCyS graduates may also work as cybercrime investigators supporting law enforcement and counterterrorism operations. In addition to working for government agencies, BSCyS graduates may work as cybersecurity specialists for technology/computer companies, financial firms, health providers, insurance companies, and in academia (NICE Cybersecurity Workforce Framework, 2017; Bureau of Labor Statistics (BLS), 2017).

- B. Please provide the date when the pre-proposal was presented to CAVP (Council of Academic Vice Presidents) Academic Program Coordination review group. Identify any concerns that the CAVP review group raised with the pre-proposed program and provide a brief narrative explaining how each of these concerns has been or is being addressed.**

The pre-proposal was presented to the CAVP Academic Program Coordinators Workgroup on February 6, 2018. There were no concerns.

- C. If this is a doctoral level program please include the external consultant's report at the**

end of the proposal as Appendix D. Please provide a few highlights from the report and describe ways in which the report affected the approval process at the university.

Not applicable.

**D. Describe how the proposed program is consistent with the current State University System (SUS) Strategic Planning Goals. Identify which specific goals the program will directly support and which goals the program will indirectly support (see link to the SUS Strategic Plan on [the resource page for new program proposal](#)).**

The BSCyS program directly meets the following high-level SUS Strategic Planning goals (indicated by double checks) and indirectly meets some goals (indicated by single checks):

Statue University System Goals	Excellence	Productivity	Strategic Priorities for a Knowledge Economy
Teaching & Learning (Undergraduate)	✓ ✓ Strengthen Quality & Reputation of Academic Programs and Universities	✓ ✓ Increase Degree Productivity and Program Efficiency	✓ ✓ Increase the Number of Degrees Awarded in STEM
Scholarship, Research, and Innovation	Strengthen Quality & Reputation of Scholarship, Research, and Innovation	Increase Research Activity	Increase Collaboration and External Support for Research Activity
Community & Business Engagement	✓ Strengthen Quality & Recognition of Commitment to Business & Community	Increase Levels of Community & Business Engagement	✓ Increase Community and Business Workforce

This degree program falls under the Programs of Strategic Emphasis in the State University System of Florida, Board of Governors 2012 – 2025 Strategic Plan in the Economic Development – STEM category (Computer Science and Technology). Specifically, the BSCyS directly support the following SUS and USF strategic planning goals:

- Increases the number of STEM graduates,
- Expands innovation and on-line education (hybrid program),
- Aligns programmatic efforts based on unique strengths and missions. USF houses Cyber Florida (formerly known as Florida Center for Cybersecurity (FC<sup>2</sup>)); USF offers an M.S. in Cybersecurity (CIP code 43.0303); and USF is an NSA/DHS Center of Academic Excellence for Information Assurance, Cybersecurity, and Cyber Defense Research,
- Expands USF’s ability to develop knowledge and innovative ventures to boost production and growth in Florida’s businesses and industries through collaborative research efforts funded by CYBER FLORIDA and other organizations, providing cybersecurity-qualified job candidates to Tampa-area government organizations and businesses, and businesses along the I-4 Tech Corridor,
- Develops the knowledge, skills, abilities, and aptitudes of USF students to compete and succeed in our global society and marketplace.

**E. If the program is to be included in a category within the Programs of Strategic Emphasis as described in the SUS Strategic Plan, please indicate the category and the justification for inclusion. The Programs of Strategic Emphasis Categories:**

1. **Critical Workforce:**
  - Education
  - Health
  - Gap Analysis
2. **Economic Development:**
  - Global Competitiveness
3. **Science, Technology, Engineering, and Math (STEM)**

**Please see the Programs of Strategic Emphasis (PSE) methodology for additional explanations on program inclusion criteria at [the resource page for new program proposal](#)**

The B.S. in Cybersecurity program will be included in the Science, Technology, Engineering, and Math (STEM) Strategic Emphasis category. The BSCyS degree (CIP 11.1003) is a subset of the Computer and Information Sciences and Support Service two-digit CIP Code 11 included in the list of STEM CIP codes approved as an area of strategic emphasis by the Florida Board of Governors.

**F. Identify any established or planned educational sites at which the program is expected to be offered and indicate whether it will be offered only at sites other than the main campus.**

The program will be offered through USF Tampa.

## **INSTITUTIONAL AND STATE LEVEL ACCOUNTABILITY**

### **II. Need and Demand**

**A. Need: Describe national, state, and/or local data that support the need for more people to be prepared in this program at this level. Reference national, state, and/or local plans or reports that support the need for this program and requests for the proposed program which have emanated from a perceived need by agencies or industries in your service area. Cite any specific need for research and service that the program would fulfill.**

On May 11, 2017, the US President signed the Presidential Executive Order on Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure that directed the Secretaries of Commerce and Homeland Security, in consultation with the Secretary of Education, the Director of the Office of Personnel Management, and other agencies to assess the scope and sufficiency of efforts to educate and train the American Cybersecurity workforce of the future. The agencies were also tasked with providing recommendations to support the growth and sustainment of the Nation's cybersecurity workforce in the public and private sector (E.O. 13800). The new executive order builds upon previous orders and federal guidelines to develop a cybersecurity workforce capable of defending the United States' national security while supporting the needs of our local communities, business enterprises, and academic pursuits.

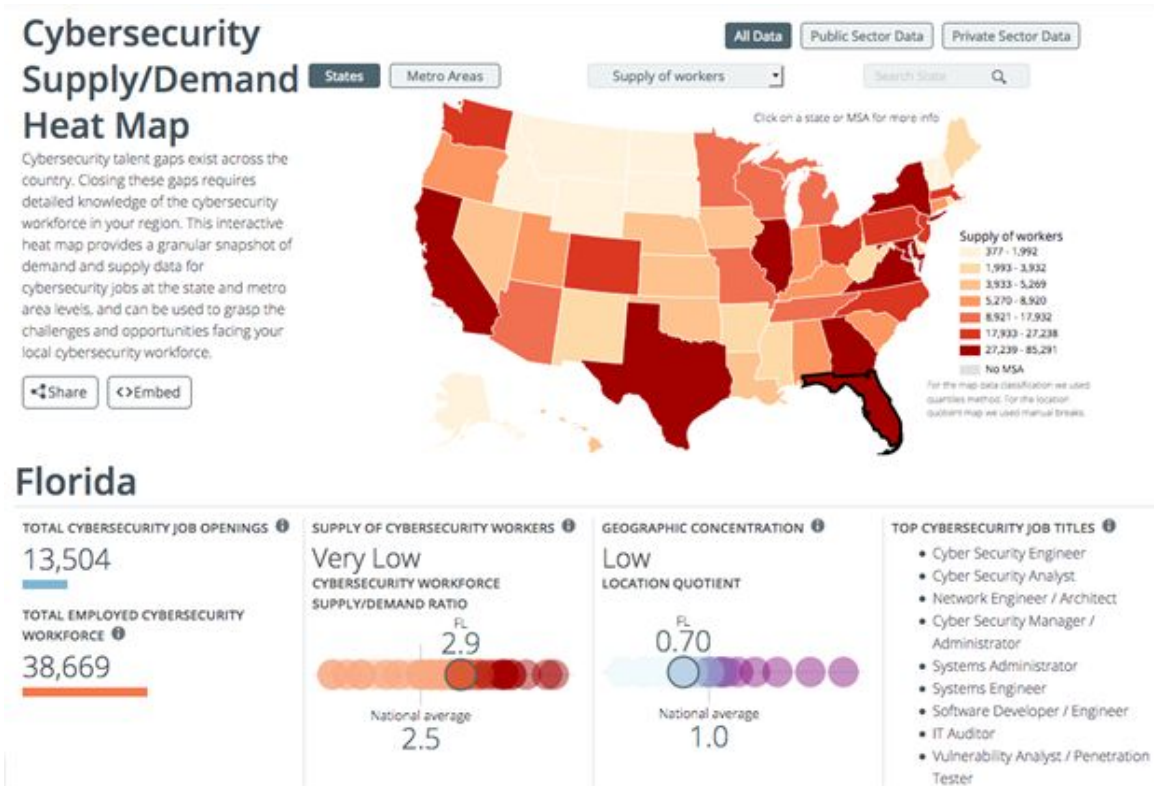


Figure 1: Screenshot of cybersecurity supply and demand map available at <http://cyberseek.org/heatmap.html/> Accessed August 26, 2018.

As we can see from the tracking data available at <http://cyberseek.org/heatmap.html>, shown above, the supply of cybersecurity professionals to jobs available is very low in Florida. As of August 2018, there are more than 13,000 job openings in cybersecurity.

Virtually every sector of the economy – manufacturing, health, education, and national security – has greater demand for cybersecurity specialists than the U.S. higher education system provides. From 2010 to 2014, cybersecurity job offerings increased 91%, with Tampa experiencing a 145% growth in the sector (Burning Glass Technologies, 2015). In 2016, the median pay for Cybersecurity Specialists/Information Security Analysts was \$95,510 and BLS projects 28% sector job growth (much faster than average) through 2026 (BLS, 2017).

In July 2014, the Cyber Education Project (CEP, <https://www.cybereducationproject.org/>) was started to address this national need. It is an initiative supported by a diverse group of computing professionals representing academic institutions and professional societies to develop undergraduate curriculum guidelines and a case for accreditation for educational programs in the "Cyber Sciences." The outcome of this project was draft ABET undergraduate Program Criteria for disciplines within the Cyber Sciences umbrella, produced by a joint taskforce from the Association for Computing Machinery (ACM), IEEE Computer Society (IEEE-CS), Association for Information Systems Special Interest Group on Security (AIS SIGSEC), and International Federation for Information Processing Technical Committee on Information Security Education (IFIP WG 11.8); <https://www.csec2017.org/csec2017-v-0-5>.

Building on prior work by the NSA/DHS Centers of Academic Excellence, the NICE Cybersecurity Workforce Framework and this Cyber Education Project initiative report, ABET has released proposed accreditation criteria for engineering programs at <http://www.abet.org/accreditation/accreditation-criteria/criteria-for-accrediting-computing-programs-2018-2019/>. We have designed the program to satisfy these criteria.

The following references were used to guide the development of USF's BSCyS program:

- ABET Cybersecurity Accreditation Guidelines
- National Cybersecurity Workforce Framework
- DHS/NSA Center for Academic Excellence Criteria
- JTF on Cybersecurity Education Curriculum Recommendations
- Computing Technology Industry Association (CompTIA) Cybersecurity Career Certifications
- Certified Information Systems Security Professional (CISSP) Certification

**B. Demand: Describe data that support the assumption that students will enroll in the proposed program. Include descriptions of surveys or other communications with prospective students.**

In Spring 2018, we started the major in Cybersecurity under the Information Technology degree program (CIP 11.0103). Although only advertised to College of Engineering students, more than 100 students attended USF Tampa's first information session to introduce the program in November 2017. As of August 2018, we have 109 students in the major, with 30 of them in the junior and senior years who transferred from other majors.

Further evidence of student demand are comparable programs. USF has an M.S. in Cybersecurity (CIP 43.0303/Critical Infrastructure Protection) which increased enrollment from 37 in 2014 to 245 in 2017. USF awarded 24 degrees in the program through 2016. FIU has an M.S. in Cybersecurity (CIP 11.1003). There were nine students enrolled in 2015, and 61 students enrolled in 2017. FIU awarded no degrees in the program through 2016. (Enrollment and degrees award data pulled from the State University System of Florida Board of Governors' [Interactive University Data](#).)

In addition to student demand expressed through currently available degree programs and notable job opportunities, the annual mean wage for cybersecurity jobs in the Tampa area in 2016 was \$83,740, twice the national living wage (BLS, 2017). Tampa-St. Petersburg offers the greatest number of cybersecurity jobs in Florida with Orlando a close second (BLS, 2017). The challenging work, diversity of work, high pay, increasing job demand, and worldwide employment opportunities provide strong incentives for students to pursue the BSCyS degree.

We estimate approximately 100 students will initially enroll in the proposed new BSCyS degree program and expect to have more than 300 students in five years.

**C. If substantially similar programs (generally at the four-digit CIP Code or 60 percent similar in core courses), either private or public exist in the state, identify the institution(s) and geographic location(s). Summarize the outcome(s) of communication with such programs with regard to the potential impact on their enrollment and opportunities for possible collaboration (instruction and research). In Appendix C, provide data that support the need for an additional program.**

The BSCyS CIP code is 11.1003 (Computer and Information Systems Security/Information Assurance). In Summer 2018, the University of West Florida was approved to start a B.S. in Cybersecurity (CIP 11.1003) degree program. The Chair of USF's Department of Computer Science and Engineering has been in communication with the Chair of the Department of Computer Science at UWF. We will be collaborating as we develop our programs. The program at UWF is built with a Computer Science "lens", while the program at USF is built with an Informational Technology "lens". These two flavors complement each other and were suggested as possible approaches to the curriculum by the U.S. Cyber Education Project. The graduates from these two programs target slightly different jobs markets. USF's curriculum is more systems oriented towards security of IT/Cloud systems, while UWF's program is oriented more towards the computer science aspects. UWF and USF collaborate on Cybersecurity research through the Cyber and will continue to do so.

FIU has an M.S. in Cybersecurity (CIP 11.1003) but not a bachelor's degree program. The Chair of USF's

Department of Computer Science and Engineering reached out to FIU to let them know of USF's request for a new degree program at the bachelor's level in CIP 11.1003.

In Spring 2018, Miami Dade College submitted a notification in APPRiSe for a B.S. in Cybersecurity (CIP 11.1003). We have reached out to MDC to discuss our programs. However, both the UWF and Miami Dade College programs serve different geographical regions and the demand for cybersecurity experts far outweighs the current supply. Consequently, there is room for multiple programs in the state. As we can see from the tracking data available at <http://cyberseek.org/heatmap.html>, shown previously, the supply of cybersecurity professionals to jobs available is very low in Florida. As of August 2018, there are more than 13,000 job openings in cybersecurity.

A number of SUS schools, including USF, have similar programs in the 11.01 CIP code, i.e. B.S. in Computer Science and the B.S. in Information Technology. In keeping with SUS guidance and ABET accreditation requirements, these programs "must include mathematics appropriate to the discipline and at least 30 semester credit hours (or equivalent) of up-to-date coverage of fundamental and advanced computing topics that provide both breadth and depth." (ABET CAC Criteria for Accrediting Computing Programs, Version 2.0)

- D. Use Table 1 in Appendix A (1-A for undergraduate and 1-B for graduate) to categorize projected student headcount (HC) and Full Time Equivalents (FTE) according to primary sources. Generally undergraduate FTE will be calculated as 30 credit hours per year and graduate FTE will be calculated as 24 credit hours per year. Describe the rationale underlying enrollment projections. If students within the institution are expected to change majors to enroll in the proposed program at its inception, describe the shifts from disciplines that will likely occur.**

The proposed Cybersecurity degree program will replace the existing undergraduate major in Cybersecurity, which currently has an enrollment of 109; we expect 45 of these students to switch to the new degree program in Year 1. Following the current student demographics of the CSE department at USF, in the first year we also expect 40 heads to be FTIC students who enter as freshman, another 25 heads to be transfer students from the Florida College System, and some (5 heads each) from other Florida colleges and universities and from outside the state. While the industry demand is high, we expect new enrollment to increase at a modest rate of 5 percent per year because student demand has not yet caught up with the industry's demand.

As shown in Appendix A Table 1, the Department of Computer Science and Engineering anticipates Year 1 enrollment in the stand-alone Cybersecurity degree program to be 120 students with an FTE of 100. Continual growth places Year 5 enrollment at 342 students with an FTE of 285.

- E. Indicate what steps will be taken to achieve a diverse student body in this program. If the proposed program substantially duplicates a program at FAMU or FIU, provide, (in consultation with the affected university), an analysis of how the program might have an impact upon that university's ability to attract students of races different from that which is predominant on their campus in the subject program. The university's Equal Opportunity Officer shall review this section of the proposal and then sign and date Appendix B to indicate that the analysis required by this subsection has been completed.**

Neither FAMU nor FIU offer a B.S. in Cybersecurity.

We expect the BSCyS degree program to build upon the diversity of the student population of the Department of Computer Science and Engineering (CSE), whose percentage of degrees awarded to under-represented minority (URM) students was 8.33% Black, 19.23 Hispanic, and 13.46% women in 2017-18. Compared to US statistics of other national computer science departments (Computing Research Associations' Taulbee Survey, 2017), we are *significantly above national average* in percentage of degrees awarded for Black and Hispanic students for CS, CpE, plus IT, which are 3.7%Black, 8.1% Hispanic, and



19.2% women.

These numbers are indicative of the efforts that the Department has, and continues to, put in to improving recruitment and retention of URM students. Broadening participation in computing is one of the strategic goals of the Department. Specifically, we will aggressively recruit women and underrepresented minorities, provide active mentoring using College resources, and continue minority outreach efforts, including hosting a Women in Computer Science and Engineering (WiCSE) student group, and "BullsEye Mentoring," ESTEAM events, and the Selmon STEM Scholarship (S3) program. The College also engages routinely with teachers, students, and parents in Title I schools to attract students from diverse racial, ethnic, and socio-economic backgrounds.

The specific steps USF will take to ensure a diverse student body include the following:

- Work closely with the coordinator of minority student recruitment in the College;
- Actively recruit from top high schools nationally with underrepresented minority students;
- Attendance at state and national conferences;
- Conduct visitations;
- Offer summer courses at USF; and
- Other successful recruiting techniques.

### III. Budget

- A. Use Table 2 in Appendix A to display projected costs and associated funding sources for Year 1 and Year 5 of program operation. Use Table 3 in Appendix A to show how existing Education & General funds will be shifted to support the new program in Year 1. In narrative form, summarize the contents of both tables, identifying the source of both current and new resources to be devoted to the proposed program. (Data for Year 1 and Year 5 reflect snapshots in time rather than cumulative costs.)**

As listed in Table 4-A, eleven of our current faculty members will be teaching in the new degree program. The salary funds of the existing members, in proportion to their teaching commitment to this program, will be reallocated to the BSCyS degree program, as listed in Table 3. This is a reallocation of \$424,174 from the existing major to the new program and includes a new faculty hire who will be hired on a vacant line.

We will reallocate one advisor and one support staff from the current Cybersecurity major, with salary and benefits for one advisor of \$55,930 and one staff salary of \$41,650. The total reallocation for the advisor and support staff is \$97,580 from the existing major.

Given the practical and hands-on oriented nature of the curriculum, the need for a significant number of teaching assistants to help is anticipated. We have budgeted \$350,000, in Year 1, towards twenty teaching assistantships to support the courses.

We have allowed for a 2 percent increase in salary rates per year to compute Year 5 estimates. The faculty salaries and benefits are expected to be \$466,562; A&P (advisor) salary and benefits to be \$61,523; USPS (staff) salary and benefit to be \$45,815, and teaching assistantship costs to be \$385,000.

The expenses columns, \$50,000 (Year 1) and \$55,000 (Year 5) includes cybersecurity software, cloud computing credits, lab equipment and supplies, and other student-related expenses, i.e., copying/reproduction costs needed to support the coursework and professors teaching courses for this new program. The increase in expenses between Year 1 and 5 is due to anticipate increase in software, lab equipment and lab supplies costs.

As for sources of funding, in Year 1, \$921,727 will be reallocated from base E&G and by Year 5, the total cost, \$1,013,900, will be part of the continuing base E&G.

- B. Please explain whether the university intends to operate the program through continuing**

education, seek approval for market tuition rate, or establish a differentiated graduate-level tuition. Provide a rationale for doing so and a timeline for seeking Board of Governors' approval, if appropriate. Please include the expected rate of tuition that the university plans to charge for this program and use this amount when calculating cost entries in Table 2.

There is no plan to operate this undergraduate program through continuing education or seek approval for market tuition rate.

- C. **If other programs will be impacted by a reallocation of resources for the proposed program, identify the impacted programs and provide a justification for reallocating resources. Specifically address the potential negative impacts that implementation of the proposed program will have on related undergraduate programs (i.e., shift in faculty effort, reallocation of instructional resources, reduced enrollment rates, greater use of adjunct faculty and teaching assistants). Explain what steps will be taken to mitigate any such impacts. Also, discuss the potential positive impacts that the proposed program might have on related undergraduate programs (i.e., increased undergraduate research opportunities, improved quality of instruction associated with cutting-edge research, improved labs and library resources).**

As the proposed Cybersecurity degree program is replacing an existing major, we do not expect any impact to other programs by converting to a stand-alone degree program.

- D. **Describe other potential impacts on related programs or departments (e.g., increased need for general education or common prerequisite courses, or increased need for required or elective courses outside of the proposed major).**

There is no increased need for general education or other prerequisite courses for this new degree program. There will be no concentrations for this degree program.

- E. **Describe what steps have been taken to obtain information regarding resources (financial and in-kind) available outside the institution (businesses, industrial organizations, governmental entities, etc.). Describe the external resources that appear to be available to support the proposed program.**

The financing of this new undergraduate program, as described above in Section III.A., and in the attached Tables, is from incremental, discretionary monies. In addition, we have ongoing advancement and fundraising activities within the Colleges of Engineering that include efforts to raise monies for the Department of Computer Science and Engineering through its Computing Partners Program. External fundraising from philanthropists and/or the industrial sector is not required to make this new undergraduate successful.

#### **IV. Projected Benefit of the Program to the University, Local Community, and State**

**Use information from Tables 1 and 2 in Appendix A, and the supporting narrative for "Need and Demand" to prepare a concise statement that describes the projected benefit to the university, local community, and the state if the program is implemented. The projected benefits can be both quantitative and qualitative in nature, but there needs to be a clear distinction made between the two in the narrative.**

Cybersecurity is an emerging and expanding specialty with urgent national security implications. By 2020, it is estimated that there will be six million cybersecurity jobs worldwide and a 1.5 million shortage in qualified specialists to fill those jobs (ISC<sup>2</sup>, 2017). In the U.S., this translates to a 28% cybersecurity job growth through 2026, far exceeding the projected national job growth rate of 7% (BLS, 2017). With a locality quotient of 1.22, the Tampa Bay area's demand for cybersecurity professionals is 22% higher than the national average (BLS, 2017). Cybersecurity presents an economic opportunity; however, these jobs require

at least a bachelor's degree (BLS, 2017).

As a large research university co-located with Cyber Florida, USF is uniquely positioned to prepare students to meet the requirements necessary to embark on challenging and rewarding cybersecurity careers.

**V. Access and Articulation – Bachelor's Degrees Only**

- A. If the total number of credit hours to earn a degree exceeds 120, provide a justification for an exception to the policy of a 120 maximum and submit a separate request to the Board of Governors for an exception along with notification of the program's approval. (See criteria in Board of Governors Regulation 6C-8.014)**

The total number of credit hours to earn a BSCyS degree is 120.

- B. List program prerequisites and provide assurance that they are the same as the approved common prerequisites for other such degree programs within the SUS (see link to the Common Prerequisite Manual on [the resource page for new program proposal](#)). The courses in the Common Prerequisite Counseling Manual are intended to be those that are required of both native and transfer students prior to entrance to the major program, not simply lower-level courses that are required prior to graduation. The common prerequisites and substitute courses are mandatory for all institution programs listed, and must be approved by the Articulation Coordinating Committee (ACC). This requirement includes those programs designated as "limited access."**

**If the proposed prerequisites are not listed in the Manual, provide a rationale for a request for exception to the policy of common prerequisites. NOTE: Typically, all lower-division courses required for admission into the major will be considered prerequisites. The curriculum can require lower-division courses that are not prerequisites for admission into the major, as long as those courses are built into the curriculum for the upper-level 60 credit hours. If there are already common prerequisites for other degree programs with the same proposed CIP, every effort must be made to utilize the previously approved prerequisites instead of recommending an additional "track" of prerequisites for that CIP. Additional tracks may not be approved by the ACC, thereby holding up the full approval of the degree program. Programs will not be entered into the State University System Inventory until any exceptions to the approved common prerequisites are approved by the ACC.**

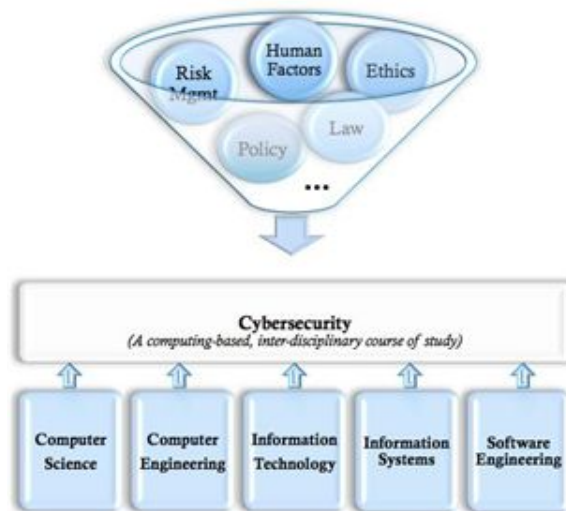
USF's proposed stand-alone degree program in Cybersecurity will be the second baccalaureate-level program in the Florida SUS in CIP Code 11.1003. The first such program is at UWF. The prerequisites for UWF's program were selected to meet the requirements of a BS Cybersecurity program with a Computer Science (CS) focus. USF's program is a BS Cybersecurity program with an Information Technology (IT) focus and is specifically designed to satisfy ABET requirements for accreditation. National level expert groups, such as the U.S. Cyber Education Project, have suggested both of these options – a CS focus and an IT focus – as possible curricula, each meeting different industry needs.

**Rationale:**

In July 2014, the Cyber Education Project (CEP, <https://www.cybereducationproject.org/>) was started to address the national need of a Cybersecurity curriculum. It is an initiative supported by a diverse group of computing professionals representing academic institutions and professional societies to develop undergraduate curriculum guidelines and a case for accreditation for educational programs in the "Cyber Sciences." The outcome of this project was a draft ABET Undergraduate Program Criteria for disciplines within the Cyber Sciences umbrella, produced by a joint taskforce from the Association for Computing Machinery (ACM), IEEE Computer Society (IEEE-CS), the Association for Information Systems Special Interest Group on Security (AIS SIGSEC), and the International Federation for Information Processing Technical Committee on Information Security Education (IFIP WG 11.8); <https://www.csec2017.org/>. They concluded:

*“Cybersecurity as an identifiable degree field is still in its infancy. Driven by significant workforce needs, global academic institutions are developing a range of educational programs in the field. The curricular recommendations provided in this volume are framed by the computing disciplines: computer science, computer engineering, information technology, information systems, and software engineering.”*

as exemplified by Figure 2, which is taken from the report.



**Figure 2: Lens through which the interdisciplinary Cybersecurity course of study can be viewed. Taken from the 2017 report of the Joint Task Force on Cybersecurity Education (CSEC2017 v. 1.0 Report).**

USF’s degree program is built with an Information Technology lens, which lends to more applied situations and, hence, more jobs.

Building on prior work by the NSA/DHS Centers of Academic Excellence, the NICE Cybersecurity Workforce Framework and this Cyber Education Project initiative report, ABET has released proposed accreditation criteria for engineering programs at <http://www.abet.org/accreditation/accreditation-criteria/criteria-for-accrediting-computing-programs-2018-2019/>. We have designed the BS Cybersecurity program, framed with an IT lens, to satisfy these ABET criteria.

#### **Current and Proposed Prerequisite Tracks for 11.1003:**

Currently there are two prerequisite tracks in the Common Prerequisite Manual. Track 1/2, which was created in Feb 2017, is for a Cybersecurity program offered at Pensacola State College (PESC) and is applied technology oriented. Track 2/2, which was created in May 2018, is for UWF’s B.S. Cybersecurity program. They adopted the state-mandated pre-requisites that overlap significantly with Computer Science programs (CIP 11.0101 (Track 1/6) and CIP 11.0701) to match the CS-lens focus of their curricula

Neither of these two existing tracks suit the focus of the Cybersecurity program at USF. We propose track 3/3 chosen to match the recommendation of the Cybersecurity Curricula 2017 created by the Joint Taskforce on Cybersecurity Education and ABET. Given the IT-lens focus of our curriculum, they will overlap with pre-requisites for IT programs (CIP 11.0103 Track 1/4). This will also simplify advising and enable greater accessibility to the program (e.g., from students who are at state and community colleges). We also plan to work with local state and community colleges to develop FUSE plans. This will greatly benefit students planning to transfer into the BS Cybersecurity at USF. We already have a FUSE plan with one state/community college for our BS Information Technology degree program – this will serve as a starting point for future FUSE plans.

The USF BS Cybersecurity degree program will require students to complete the following nine common prerequisites, each with a minimum grade of C.

1. PSY XXXX  
The Cybersecurity Curricula 2017 created by the Joint Taskforce on Cybersecurity Education mentions that students need to, "Demonstrate overall understanding of the types of social engineering attacks, psychology of social engineering attacks, and misleading users." A foundational course in psychology is necessary for the student to understand and analyze this aspect of cybersecurity.
2. ECO X013  
The Cybersecurity Curricula 2017 created by the Joint Task Force on Cybersecurity Education mentions that students need to understand the "National economic implications of cybersecurity and the economics of cybersecurity." A foundational course in economics is necessary for the student to understand and analyze this aspect of cybersecurity.
3. STA X023 or STA X122 Statistics
4. MAC XXXX Precalculus Course
5. PHY XXXX Any Physics Course
6. XXX XXXX Discrete Mathematics Course  
The above four courses establish the quantitative foundations skills that are necessary for analyzing problems in cybersecurity.
7. CGS XXXX Any Database Course
8. COP XXXX Any Computer Programming Course
9. COP XXXX Any Object-Oriented Computer Programming Course  
The above three courses establish the basic programming skills that are necessary for solving problems in cybersecurity.

At USF these nine pre-requisite courses will be covered by the following courses.

1. PSY 2012 Introduction to Psychological Science
2. ECO 2013 Economic Principles (Macroeconomics)
3. STA 2023 Introduction to Statistics
4. MAC 1147 Precalculus Algebra and Trigonometry
5. PHY 2020 Conceptual Physics
6. MAD 2104 Discrete Math
7. CGS 1540 Introduction to Databases
8. COP 2512 Programming Fundamentals of IT
9. COP 2513 Object-Oriented Programming for IT

During AY 2018-2019, USF will submit a Common Prerequisite Application on behalf of the proposed Cybersecurity degree program in CIP 11.1003.

- C. If the university intends to seek formal Limited Access status for the proposed program, provide a rationale that includes an analysis of diversity issues with respect to such a designation. Explain how the university will ensure that Florida College System transfer students are not disadvantaged by the Limited Access status. NOTE: The policy and criteria for Limited Access are identified in Board of Governors Regulation 6C-8.013. Submit the Limited Access Program Request form along with this document.**

USF is not seeking limited access status for the BSCyS program.

- D. If the proposed program is an AS-to-BS capstone, ensure that it adheres to the guidelines approved by the Articulation Coordinating Committee for such programs, as set forth in Rule 6A-10.024 (see link to the Statewide Articulation Manual on [the resource page for new program proposal](#)). List the prerequisites, if any, including the specific AS degrees which may transfer into the program.**

This program is not an approved AS to BS program.

## **INSTITUTIONAL READINESS**

### **VI. Related Institutional Mission and Strength**

- A. Describe how the goals of the proposed program relate to the institutional mission statement as contained in the SUS Strategic Plan and the University Strategic Plan (see link to the SUS Strategic Plan on [the resource page for new program proposal](#)).**

The mission of the State University System of Florida is to provide undergraduate, graduate, and professional education, research, and public service of the highest quality through a coordinated system of institutions of higher learning, each with its own mission and collectively dedicated to serving the needs of a diverse state and global society.

The University of South Florida's mission is to deliver competitive undergraduate, graduate, and professional programs to generate knowledge, foster intellectual development, and ensure student success in a global environment.

The College of Engineering and Department of Computer Science and Engineering (CoEN) strives for excellence in teaching, research, and public service. The purpose for establishing the BSCyS is wholly consistent with the SUS, USF, and CoEN missions.

The BSCyS supports the following SUS and USF strategic plan objectives:

- Increase the number of STEM graduates;
- Expand innovation and on-line education (hybrid program);
- Align programmatic efforts based on unique strengths and missions. USF houses Cyber Florida; USF offers an M.S. in Cybersecurity (CIP code 43.0303); and USF is an NSA/DHS Center of Academic Excellence for Information Assurance, Cybersecurity, and Cyber Defense Research;
- Expand USF's ability to develop knowledge and innovation to boost production and growth in Florida's businesses and industries through collaborative research efforts funded by Cyber Florida and other organizations, providing cybersecurity-qualified candidates to Tampa-area government organizations and businesses, and businesses along the I-4 corridor;
- Develop the knowledge, skills, abilities, and aptitudes of USF students to compete and succeed in the global society and marketplace.

- B. Describe how the proposed program specifically relates to existing institutional strengths, such as programs of emphasis, other academic programs, and/or institutes and centers.**

The BSCyS leverages the strengths of the ABET-accredited College of Engineering's Department of Computer Science and Engineering' faculty, particularly the Computer Science and Information Technology programs. Additionally, the new degree program creates a corresponding, but more technically-focused undergraduate program for USF's M.S. in Cybersecurity program. As mentioned in Section VI.A., USF's BSCyS is well-positioned to leverage the co-located Cyber Florida to collaborate with industry, military, and government organizations to provide USF's BSCyS students cybersecurity-related mentoring, internships, and research opportunities.

Finally, the collaborative design of the degree program takes advantage of course offerings and expertise from USF Sarasota-Manatee and USF's Colleges of Arts and Sciences, Behavioral and Community Sciences, Education, Engineering, and USF's Muma College of Business.

- C. Provide a narrative of the planning process leading up to submission of this proposal. Include a chronology in table format of the activities, listing both university personnel**

**directly involved and external individuals who participated in planning. Provide a timetable of events necessary for the implementation of the proposed program.**

The basic structure of the program follows the major that it is replacing. Due to the interdisciplinary nature of the program, the curriculum planning process included consultation with faculty from the Department of Computer Science and Engineering, the School of Information from the College of the Arts and Sciences, the Department of Information Systems and Decision Sciences from the Muma College of Business, and from USF Sarasota Manatee IT faculty.

Phase 1: Summer 2017

- USF’s Provost and staff explore potential for B.S. in Cybersecurity degree program
- Market research conducted by USF’s Innovative Education, with external consultants, to ascertain needs and possible courses of action.

Phase 2: Fall 2017 - Winter 2018

- Major in Cybersecurity implemented under the IT CIP
- CoEN submits BSCyS pre-proposal
- BSCyS degree pre-proposal approved

Phase 3: Spring 2018-Summer 2018

- CoEN begins BSCyS new degree proposal
- External consultant, who is a cybersecurity expert and co-chair of the Cyber Education Project Accreditation Committee was engaged to provide USF with guidance and feedback.
- An expert committee of subject matter experts consisting of faculty from CSE department and others was formed to design an ABET compliant curriculum.
- Feedback was sought from the external consultant and from the departmental industrial advisory board.
- Based on this feedback, the curriculum was refined.
- BSCyS new degree proposal submitted for Department approval.

Phase 4: Fall 2018

- BSCyS new degree proposal submitted for review by USF Councils.

Phase 5: Fall 2019

- Implementation of the new degree program, if approved.

**Planning Process and Events Leading to Implementation**

Date	Participants	Planning Activity
June 2017	USF System Representatives	Initial discussion on creating a B.S. in Cybersecurity
November 2017	CoEN Administration and Faculty	BSCyS Pre-proposal approved
November 2017	CoEN Faculty and Students	BSCyS (new major) Information Session
January 2018	Undergraduate Council (UGC)	Pre-proposal approved
February 2018	USF System Academic Program Advisory Council (APAC)	Pre-proposal approved
February 2018	Council of Academic Vice Presidents Coordinators Workgroup	No concerns expressed with the pre-proposal
May/June 2018	ACE Committee, BOT,	Program added to the Accountability

	BOG	Plan
August 2018	CoEN Administration and Faculty	BSCyS new degree proposal approved
September 2018	UGC	New degree proposal approved
October 2018	APAC	Submitted the new degree proposal for approval
October 2018	Academics & Campus Environment (ACE) Committee	Submitted the new degree proposal for approval
December 2018	Board of Trustees	Submitted the new degree proposal for approval
December 2018	BOG Staff	New degree proposal forwarded to the BOG staff for their review and addition to the SUS Academic Program Inventory
After addition to BOG Academic Program Inventory	CoEN-CSE Administration and USF Innovative Education	Advertise program to students
After addition to BOG Academic Program Inventory	USF Undergraduate Studies	Insertion into catalog
Fall 2019	CoEN-CSE Administration and Faculty	Start degree program

**VII. Program Quality Indicators - Reviews and Accreditation**

**Identify program reviews, accreditation visits, or internal reviews for any university degree programs related to the proposed program, especially any within the same academic unit. List all recommendations and summarize the institution's progress in implementing the recommendations.**

The Department of Computer Science and Engineering offers coursework and study in all areas fundamental to Computer Science (degree), Computer Engineering (degree), Information Technology (degree), and Cybersecurity (major). The Department also offers a minor in Computer Science, minor in Information Technology, and certificate in Foundations of Cybersecurity.

The Computer Engineering program is accredited by the Engineering Accreditation Commission of ABET. The Computer Science program is accredited by the Computing Accreditation Commission of ABET. The Information Technology degree was initially offered through the Department starting AY 2014/15. In AY 2018/19 it will be undergoing an Academic Program Review, as required by the state.

We plan to seek accreditation from the Computing Accreditation Commission of ABET for both the IT and the new BS Cybersecurity program in 2021-2022. We have engaged with an ABET consultant to help us with formative-level feedback and quality reviews at different stages of the preparation.

USF was designated a DHS/NSA National Center of Academic Excellence in Information Assurance and Cybersecurity through 2019, and Cyber Defense Research through 2022. USF's BSCyS will be included in the next designation review cycle for Cybersecurity.

**VIII. Curriculum**

**A. Describe the specific expected student learning outcomes associated with the proposed program. If a bachelor's degree program, include a web link to the Academic Learning Compact or include the document itself as an appendix.**

The BSCyS Academic Learning Compact is provided as Appendix C. On successful completion of the BSCyS degree and consistent with ABET accreditation requirements, the student will be able to



demonstrate the following:

- An ability to apply security principles and practices to the environment, hardware, software, and human aspects of a system for a Cybersecurity problem. (Discipline Specific Knowledge and Skills)
- Analyze a complex computing problem and apply principles of computing and other relevant disciplines to identify solutions with respect to Cybersecurity. (Discipline Specific Knowledge and Skills)
- Design, implement, and evaluate a computing-based solution to meet a given set of computing requirements in the context of Cybersecurity. (Discipline Specific Knowledge and Skills)
- Recognize professional responsibilities and make informed judgements in computing practice based on legal and ethical principles with respect to Cybersecurity. (Discipline Specific Knowledge and Skills)
- Function effectively as a member or leader of a team engaged in activities appropriate to Cybersecurity. (Discipline Specific Knowledge and Skills)
- An ability to analyze and evaluate systems with respect to maintaining operations in the presence of risks and threats for a Cybersecurity problem. (Critical Thinking Skills)
- An ability to communicate effectively in a variety of professional contexts with respect to Cybersecurity. (Communications Skills)

**B. Describe the admission standards and graduation requirements for the program.**

Students applying to the University of South Florida are expected to meet the University's admissions standards, as listed on USF's Office of Admissions' website (<https://www.usf.edu/admissions/>).

For graduation, students must satisfy the curriculum (course) requirements from their catalog year while maintaining GPA and grading requirements.

- GPA Requirements: Students must have and maintain a minimum 2.0 GPA in Math, Science, and Engineering coursework, a USF GPA of 2.0, and an Overall GPA of 2.0.
- Grading Requirement: Unless otherwise stated, the minimum acceptable grade in all BSCyS required math, science, and engineering courses is a C or higher (C- is insufficient).
- Each College of Engineering student is required to complete an application for graduation and graduation checklist.

**C. Describe the curricular framework for the proposed program, including number of credit hours and composition of required core courses, restricted electives, unrestricted electives, thesis requirements, and dissertation requirements. Identify the total numbers of semester credit hours for the degree.**

Curricular Framework: The curricular framework will include the following characteristics: (1) built upon a computing-based foundation; (2) integrate cross-cutting concepts applicable across cybersecurity work roles; (3) include core cybersecurity knowledge and skills; (4) provide a direct relationship to specialization for in-demand domains as described in the National Cybersecurity Workforce Framework; and (5) emphasize the ethical components and responsibilities of cybersecurity professionals (ACM, 2017).

The BS in Cybersecurity degree program requires a total of 120 semester credit hours of coursework. The lower level portion of the degree program includes course prerequisites and general education courses. The upper level portion of the degree program includes 56 credit hours of Cybersecurity core coursework, as well as 15 credit hours of 3000/4000 level (advisor approved) major-related electives to total 71 credit hours.

Core Courses (56 credits): In addition to the prerequisites, the following core courses are required. Note that BSCyS students are required to complete a major project experience in IT Senior Project (CIS 4935).

This course is a key component in the assessment for ABET accreditation.

- CIS 3213 Foundations of Cybersecurity
- CIS 3363 Information Technology Systems Security
- CIS 3615 Secure Software Development
- CIS 4200 Penetration Testing for IT
- CIS 4219 Human Aspects of Cybersecurity (newly proposed course)
- CIS 4935 Senior Project for Information Technology
- CIS 4366 Hands-on Cyber Security (newly proposed course)
- COP 3515 Advanced Program Design for Information Technology
- COP 4538 Data Structures and Algorithms for Information Technology
- COP 4703 Database Systems for Information Technology
- CGS 3303 IT Concepts
- CGS 3853 Web Systems for IT
- CEN 3722 Human Computer Interfaces for Information Technology
- CNT 4104 Computer Information Networks for Information Technology
- CNT 4104L Computer Information Networks Laboratory for Information Technology
- CNT 4403 Network Security and Firewalls
- EGN 3000 Foundations of Engineering
- EGN 3000L Foundations of Engineering Laboratory
- ISM 4323 Information Security and IT Risk Management
- LIS 4414 Information Policy and Ethics

Restricted Electives (15 credits):

Restricted electives (up to 15 credit hours) are available from multiple colleges as part of a collaborative effort. These restricted electives include course from the following, which must be approved by an advisor in advance of registration.

College of Engineering – Department of Computer Science and Engineering

- CNT 4427 Secure IoT (to be proposed)
- CNT 4428 Trustworthy Cyber Security Systems (to be proposed)
- CNT 4408 Data and Information Security (to be proposed)
- CNT 4419 Mobile and Wireless Security (to be proposed)

College of Arts and Sciences – School of Information

- CIS 3360 Principles of Information Security
- CIS 3362 Cryptography and Information Security
- LIS 4779 Health Information Security

Muma College of Business – Department of Information Systems Decision Sciences

- ISM 4571 Cybersecurity Cases

College of Education – Department of Teaching and Learning

- EDG 3801 Cybersecurity and the Everyday Citizen

USFSM College of Business

- CIS 4203 Cyber Forensics and Investigations

Industry Internship: The Department of Computer Science and Engineering and the College of Engineering recommend that BSCyS students complete an industry internship. Students may earn up to nine credit hours, as elective, for CIS 4947 Industry Internship for IT, no more than three credit hours in any one given company. Internships for CIS 4947 must be in the area of Cybersecurity.

**D. Provide a sequenced course of study for all majors, concentrations, or areas of emphasis within the proposed program.**

The semester plan that follows indicates the required courses for this degree program and recommended sequence of registration for full-time students:

**Semester 1**

CGS 1540 Introduction to Databases for Information Technology	3
MAC 1147 Precalculus Algebra and Trigonometry	4
ENC 1101 Composition I	3
EGN 3000 Foundations of Engineering	0
EGN 3000L Foundations of Engineering Laboratory	<u>3</u>
Semester 1 Total Credit Hours	13

**Semester 2**

COP 2512 Programming Fundamentals for Information Technology	3
MAD 2104 Discrete Math	3
PHY 2020 Conceptual Physics	3
ENC 1102 Composition II	3
State Core General Education Humanities	<u>3</u>
Semester 2 Total Credit Hours	15

**Semester 3**

COP 2513 Object Oriented Programming for Information Technology	3
CGS 3303 Information Technology Concepts	3
STA 2023 Introductory Statistics I	3
ECO 2013 Economic Principles (Macroeconomics)	<u>3</u>
Semester 3 Total Credit Hours	12

**Semester 4**

CIS 3213 Foundations of Cyber Security	3
PSY 2012 Introduction to Psychological Science	3
Natural Science Elective (Life or Physical)	3
General Education Human and Cultural Diversity	<u>3</u>
Semester 4 Total Credit Hours	12

**Summer**

COP 3515 Advanced Program Design for Information Technology	3
ENC 3246 Communications for Engineers	3
General Education Information and Data Literacy	<u>3</u>
Total Credit Hours	9

**Semester 5**

CIS 3363 Information Technology Systems Security	3
CEN 3722 Human Computer Interfaces for Information Technology	3
COP 4538 Data Structures and Algorithms for Information Technology	3
ISM 4323 Information Security and IT Risk Management	3
CIS 4366 Hands-on Cyber Security	<u>3</u>
Semester 5 Total Credit Hours	15

**Semester 6**

CGS 3853 Web Systems for IT	3
CNT 4104 Computer Information Networks for Information Technology	3
CNT 4104L Computer Information Networks Laboratory for Information Technology	1
CIS 3615 Secure Software Development	3
CIS 4219 Human Aspects of Cybersecurity	3

Approved Cybersecurity Restricted Elective	<u>3</u>
Semester 6 Total Credit Hours	16
<b>Summer</b>	
Recommended Internship/Co-op Participation (if CIS 4947 was not used as an elective)	0
<b>Semester 7</b>	
COP 4703 Advanced Database Systems for Information Technology	3
CNT 4403 Network Security and Firewalls	3
LIS 4414 Information Policy and Ethics	3
Approved Cybersecurity Restricted Elective	3
Approved Cybersecurity Restricted Elective	<u>3</u>
Semester 7 Total Credit Hours	15
<b>Semester 8</b>	
CIS 4200 Penetration Testing for IT	3
CIS 4935 Senior Project in Information Technology	4
Approved Cybersecurity Restricted Elective	3
Approved Cybersecurity Restricted Elective	<u>3</u>
Semester 8 Total Credit Hours	13

**E. Provide a one- or two-sentence description of each required or elective course.**

Note: Course descriptions are provided for the common prerequisite, core and elective courses.

Common Course Prerequisites:

**CGS 1540 Introduction to Databases for Information Technology**

An introduction to databases, their uses, design, and implementation with IT applications. Query languages, data organization, and modeling are covered. The course emphasizes standard practices for managing information.

**COP 2512 Programming Fundamentals for Information Technology**

An introduction to computer programming using a modern high-level language with IT applications. Topics include variables, types, expressions, and assignment, control structures, I/O, functions, and structured decomposition.

**COP 2513 Object Oriented Programming for Information Technology**

An introduction to object oriented programming emphasizing an objects first approach with applications to IT. Objects, methods, and classes are studied in detail. Students design and implement object-oriented programs to solve IT problems.

**ECO 2013 Economic Principles (Macroeconomics)**

ECO 2013 introduces students to basic economic terminology, definitions and measurements of macroeconomic data, simple macroeconomic models, fiscal and monetary policy, and international macroeconomic linkages.

**MAC 1147 Precalculus Algebra and Trigonometry**

This is an accelerated combination of MAC 1140 Precalculus Algebra and MAC 1114 Precalculus Trigonometry; this course is best for students who have already seen some trigonometry.

**MAD 2104 Discrete Mathematics**

This course covers set theory, logic, proofs, counting techniques, and graph theory.

**PHY 2020 Conceptual Physics**

A qualitative investigation of physics concepts. Emphasis is placed on using physics to describe how common things work. No previous physics knowledge required.

**PSY 2012 Introduction to Psychological Science**

This course is an introduction to psychology for majors and non-majors. It presents psychological theory and methods in a survey of various areas of psychology including clinical, cognitive, developmental, health, industrial, social and biopsychology.

**STA 2023 Introductory Statistics I**

Descriptive and Inferential Statistics; Principles of Probability Theory, Discrete and Continuous Probability Distributions: Binomial Probability Distribution, Poisson Probability Distribution, Uniform Probability Distribution, Normal Distribution and more.

Core courses:

**EGN 3000 Foundations of Engineering**

Introduction to the USF College of Engineering disciplines and the engineering profession. Course will provide you with knowledge of resources to help you succeed. Course topics include academic policies and procedures, study skills, and career planning.

**EGN 3000L Foundations of Engineering Laboratory**

Introduction to engineering and its disciplines incorporating examples of tools and techniques used in design and presentation. Laboratory exercises will include computer tools, engineering design, team projects, and oral and written communication skills.

**CGS 3303 IT Concepts**

Elements of computers are discussed. Core areas of IT are introduced: human computer interaction, information management, networking, system administration and maintenance, system integration and architecture, and web systems and technologies.

**CIS 3213 Foundations of Cybersecurity**

The fundamentals of cyber security are introduced. Students learn to identify attack phases, understand the adversary's motivations, the resources and techniques they use, and the intended end-game. Techniques for mitigating threats are described.

**COP 3515 Advanced Program Design for Information Technology**

Covers problem solving with an emphasis on the creation of programs to be developed and maintained in a variety of environments from small to large IT organizations. Concepts relating to program efficiency are studied.

**CIS 3363 Information Technology Systems Security**

This course covers foundations of systems security, including availability, authentication, access control, network penetration/defense, reverse engineering, cyber physical systems, forensics, supply chain management security, and secure systems design.

**CEN 3722 Human Computer Interfaces for Information Technology**

The basics of HCI in terms of psychology, computers, and their integration into design and practice are discussed. A life-cycle development framework is presented where user needs, functionality, interaction, and usability are taken into account.

**COP 4538 Data Structures and Algorithms for Information Technology**

Formalizes the concepts of algorithm and time complexity. Data structures such as heaps, lists, queues, stacks, and various forms of trees are covered. Students design and analyze algorithms. Numerous classic algorithms are covered.

**ISM 4323 Information Security and IT Risk Management**

Senior standing, all majors. Introduction to information security and IT risk management in organizations. Covers essential IT general controls and frameworks to assess IT risk in a business environment.

**CIS 4366 Hands-on Cybersecurity** (newly proposed course)

This course covers how to protect the security of real-world systems – configuring host/network security settings, penetration testing, software exploit basics, and the basics of incident response and forensics.

**CGS 3853 Web Systems for IT**

Examines how web sites are developed. Focus on client-side and server-side scripting including HTML, JavaScript, and CSS. A substantial project requiring the design and implementation of an online web site is required.

**CNT 4104 Computer Information Networks for Information Technology**

Presents the design and analysis of computer networks. The emphasis is on application- and Internet-layer protocols. Network interfaces, Internet protocols, wireless networks, routing, and security issues are introduced.

**CNT 4104L Computer Information Networks Laboratory for Information Technology**

This lab provides a hands-on introduction to computer networking and the protocols used to coordinate and control communications on them.

**CIS 3615 Secure Software Development**

Information is power. It also has value. Thus, there is an incentive for unscrupulous individuals to steal information. This course covers a number of different techniques to help developers to build enterprise-level systems that are secure and safe.

**CIS 4219 Human Aspects of Cybersecurity** (newly proposed course)

This course will study the human aspects of cybersecurity and cover such topics as: identity management, social engineering, societal behaviors, privacy and security, and individual awareness and understanding of cybersecurity.

**CNT 4403 Network Security and Firewalls**

This course surveys network security standards and emphasizes applications that are widely used on the Internet and for corporate networks. This course also examines Firewalls and related tools used to provide both network and perimeter security.

**COP 4703 Database Systems for Information Technology**

Database management systems are presented, covering relational, CODASYL, network, hierarchical, and object-oriented models. Backups and database server admin are covered. Best practices for information management are covered.

**LIS 4414 Information Policy and Ethics**

Examines issues related to information use in today's society. Topics include governmental regulations and policies, information literacy, digital divide, information ethics, and intellectual property issues.

**CIS 4200 Penetration Testing for IT**

Penetration testing and related software tools are presented. Legalities and various cyber-attacks, including denial of service, man-in-the-middle, and password attacks are covered. Methods to correct security flaws are examined.

**CIS 4935 Senior Project in Information Technology**

This course is the capstone project for IT majors. Students are required to design, implement, and deliver a complete IT solution to a problem leveraging discipline-specific, critical thinking, and communication skills acquired in this major.

Approved Cybersecurity Restricted Electives:

**CIS 4947 Industry Internship for IT**

Practical information technology work under industrial supervision with a faculty-approved outline and end-of-semester report.

**CNT 4427 Secure IoT** (to be proposed)

This course covers fundamental concepts and topics in Internet of Things (IoT) including architecture, communications, security, and applications. A hands-on project to solve user needs using an IoT microcontroller is a key part of this course.

**CNT 4428 Trustworthy Cyber Security Systems** (to be proposed)

This course covers foundational concepts, algorithms, protocols and tools to enhance information privacy for trustworthy computing systems, with a clear emphasis on both theoretical concepts and practical applications, and impact.

**CNT 4408 Data and Information Security** (to be proposed)

The course covers basic security topics, including symmetric and public key cryptography, digital signatures, hash functions, and network security protocols.

**CNT 4419 Mobile and Wireless Security** (to be proposed)

This course provides important foundational principles for understanding the security issues facing mobile and wireless systems and how to implement effective security controls to lower their risk.

**CIS 3360 Principles of Information Security**

Board review of Information Security and related elements. Includes terminology, history of the discipline, overview of information security program management. Suitable for IS, criminal justice, political science, accounting information systems students.

**CIS 3362 Cryptography and Information Security**

This course examines classical cryptography, entropy, stream and block ciphers, public key versus symmetric cryptography, one-way and trap-door functions, plus other specific tools and techniques in popular use.

**LIS 4779 Health Information Security**

Examines soft and technological threats to protected health information and methods for reducing these threats with a focus on HIPAA compliance.

**ISM 4571 Cybersecurity Cases**

A discussion course that uses case studies to enhance the students' judgment in complex situations involving cybersecurity and a substantial individual project to enhance their ability to apply these skills.

**EDG 3801 Cybersecurity and the Everyday Citizen**

This course explores the human side of cybersecurity in a globally connected world. We will focus on personal, social and policy issues as well as address strategies to secure our digital footprints and promote safe interactions.

**CIS 4203 Cyber Forensics and Investigations**

Teaches the methods of acquiring, preserving, retrieving, and presenting data that have been processed electronically and stored on computer media for use in legal proceedings. Focus on MS Windows systems.

- F. For degree programs in the science and technology disciplines, discuss how industry-driven competencies were identified and incorporated into the curriculum and indicate whether any industry advisory council exists to provide input for curriculum development and student assessment.

The following references were used to identify industry-driven competencies incorporated into the BSCyS program:

- National Cybersecurity Framework
- DHS/NSA Center for Academic Excellence Criteria
- ABET Cybersecurity Accreditation Guidelines
- JTF on Cybersecurity Curriculum Guidelines for Undergraduate Degree Programs in Cybersecurity
- Computing Technology Industry Association (CompTIA) Cybersecurity Career Pathway Certifications
- Certified Information Systems Security Professional (CISSP) Certification

Additionally, USF's Department of Computer Science and Engineering consulted with the Department's Advisory Board and Cyber Florida to ensure the degree program reflects current and projected industry needs. The Department also consulted with Dr. Ray Greenlaw, an influential member of the ABET accreditation community and member of the Cyber Education Project that played a key role in the development of the ABET accreditation standards for Cybersecurity and ACM recommendations for developing Cybersecurity curriculum.

- G. For all programs, list the specialized accreditation agencies and learned societies that would be concerned with the proposed program. Will the university seek accreditation for the program if it is available? If not, why? Provide a brief timeline for seeking accreditation, if appropriate.**

The College of Engineering will seek the Accreditation Board for Engineering and Technology (ABET) accreditation for the new Cybersecurity degree program. ABET criteria for B.S. in Cybersecurity is being developed and will be finalized. ABET accreditation is granted after the first group of students graduate from the program. Specifically, once we have a completed transcript of a graduate to submit (assuming January 2021), we will ask ABET for a new program review. This will determine the timeline going forward, which will likely involve submission of the Self-Study in July 2021, and then the evaluation visit would occur in Fall 2021, with accreditation results provided the next spring. Prior to the evaluation visit, we will have a mock visit consultant review the program. The new Cybersecurity program would then join the programs from our existing College of Engineering's departments that currently have ABET accreditation.

- H. For doctoral programs, list the accreditation agencies and learned societies that would be concerned with corresponding bachelor's or master's programs associated with the proposed program. Are the programs accredited? If not, why?**

Not applicable.

- I. Briefly describe the anticipated delivery system for the proposed program (e.g., traditional delivery on main campus; traditional delivery at branch campuses or centers; or nontraditional delivery such as distance or distributed learning, self-paced instruction, or external degree programs). If the proposed delivery system will require specialized services or greater than normal financial support, include projected costs in Table 2 in Appendix A. Provide a narrative describing the feasibility of delivering the proposed program through collaboration with other universities, both public and private. Cite specific queries made of other institutions with respect to shared courses, distance/distributed learning technologies, and joint-use facilities for research or internships.**

The BSCyS will be offered as a hybrid program with at least 40 percent of the coursework offered on-line. USF Tampa and USF Sarasota Manatee will offer classes to support the degree program. Additionally, the degree has support from USF's Colleges of Engineering, Muma College of Business, Arts and Sciences, and



Education. Leveraging the strengths of both universities and the colleges enable USF to deliver a degree program that meets industry demands for professionals well-versed in the technical, operational, administrative, and societal aspects of cybersecurity, while meeting ABET accreditation requirements. The nature of cybersecurity and the need to maintain accreditation are best achieved through this collaborative approach.

**IX. Faculty Participation**

- A. Use Table 4 in Appendix A to identify existing and anticipated full-time (not visiting or adjunct) faculty who will participate in the proposed program through Year 5. Include (a) faculty code associated with the source of funding for the position; (b) name; (c) highest degree held; (d) academic discipline or specialization; (e) contract status (tenure, tenure-earning, or multi-year annual [MYA]); (f) contract length in months; and (g) percent of annual effort that will be directed toward the proposed program (instruction, advising, supervising internships and practicals, and supervising thesis or dissertation hours).**

Full-time faculty who will teach in the Cybersecurity degree program as found in Appendix A Table 4:

Sriram Chellappan, PhD, Associate Professor, Computer Science and Engineering  
 Xinming Ou, PhD, Professor, Computer Science and Engineering  
 Srinivas Katkooi, PhD, Associate Professor, Computer Science and Engineering  
 Yao Liu, PhD, Associate Professor, Computer Science and Engineering  
 Mehran Kermani, PhD, Assistant Professor, Computer Science and Engineering  
 Tempestt Neal, PhD, Assistant Professor, Computer Science and Engineering  
 Atilla Yavuz, PhD, Assistant Professor, Computer Science and Engineering  
 Suey-Chyun Fang, PhD, Instructor, Computer Science and Engineering  
 Isabela Moura Hidalgo, PhD, Instructor, Computer Science and Engineering  
 Phil Ventura, PhD, Instructor, Computer Science and Engineering  
 Jason Lewis, PhD, Instructor, Computer Science and Engineering

We will also hire a new faculty member for this program.

- B. Use Table 2 in Appendix A to display the costs and associated funding resources for existing and anticipated full-time faculty (as identified in Table 4 in Appendix A). Costs for visiting and adjunct faculty should be included in the category of Other Personnel Services (OPS). Provide a narrative summarizing projected costs and funding sources.**

As stated earlier, the proposed Cybersecurity degree program is replacing in an existing major and resources from that stream will be reallocated to the proposed degree program. Salary of existing faculty members, proportional to their respective effort, will be reallocated to the degree program totaling \$424,174, which includes the hiring of a faculty member on a vacant line.

We will reallocate one advisor and one support staff from the current Cybersecurity major, with salary and benefits for one advisor of \$55,930 and one staff salary of \$41,650. The total reallocation for the advisor and support staff is \$97,580 from the existing major.

We have allowed for a 2 percent increase in salary rates per year to compute Year 5 estimates. The faculty salaries and benefits are expected to be \$466,562 in Year 5.

- C. Provide in the appendices the abbreviated curriculum vitae (CV) for each existing faculty member (do not include information for visiting or adjunct faculty).**

CVs are enclosed as Appendix E

**D. Provide evidence that the academic unit(s) associated with this new degree have been productive in teaching, research, and service. Such evidence may include trends over time for average course load, FTE productivity, student HC in major or service courses, degrees granted, external funding attracted, as well as qualitative indicators of excellence.**

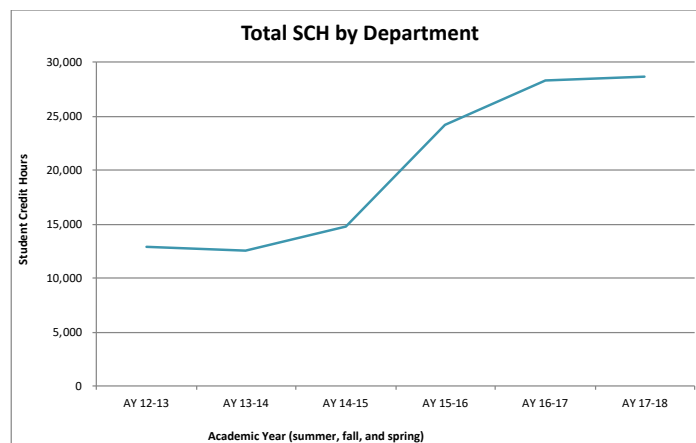
The Department of Computer Science and Engineering (CSE) in the College of Engineering at the University of South Florida offers Bachelor's of Science degrees in Computer Science (CIP 11.0101), Computer Engineering (CIP 14.0901), Information Technology (CIP 11.0103), and a major in Cybersecurity under IT CIP 11.0103.

At the graduate level, we offer Master's programs in Computer Science (CIP 11.0701), Computer Engineering (CIP 14.0901), and Information Technology (CIP 11.0103), and a Ph.D. in Computer Science and Engineering (14.0901).

The CSE Department is a nationally top-ranked department with outstanding faculty and successful graduates, who are in high demand in the Tampa Bay area and throughout the state and nation. Among the nationally recognized rankings are the following:

- According to *US News*, Graduate Computer Engineering among top 50 of 145 graduate programs at U.S. public universities for past three years.
- USF CSE is in the top 16.5% (rank 30) of Computer Science departments at US public universities. (According to Academic Analytics 2016 based on Scholarly Research Index using default weights for grants, articles, conferences, awards, and citations)
- The graduate Master of Science in Information Technology program was ranked #23 of online programs (*US News*, 2018).

Approximately one-third of all undergraduate students enrolled in the College are enrolled in undergraduate programs and majors within the Department of Computer Science and Engineering. The total number of undergraduate students in the Department is estimated to be approximately 2,000. The tremendous growth that the Department has experienced over the last three to four years is evident from the SCH plot show in Figure 3 and the total number of graduates plotted in Figures 4 and 5.



**Figure 3: Total undergraduate student credit hours (SCH) for the Department of Computer Science and Engineering.**

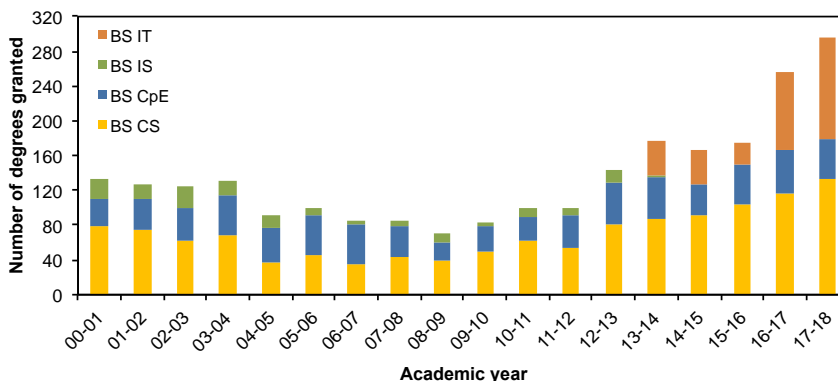


Figure 4: The growth in the total UG graduates from the Department of Computer Science and Engineering. The number of graduates from each of the programs are color coded as specified in the legend. Note that the BS in Information Degree (BS IS) was discontinued in 2013-14.

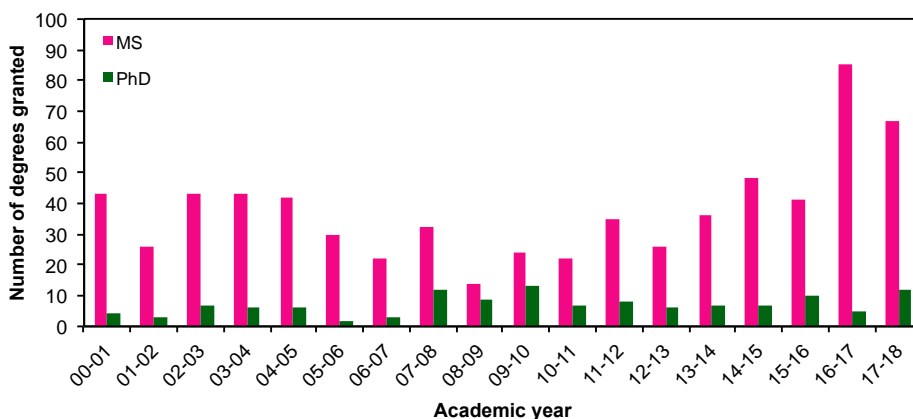


Figure 5: The growth in the total MS and PhD graduates from the Department of Computer Science and Engineering. The number of graduates from each of the programs are color coded as specified in the legend.

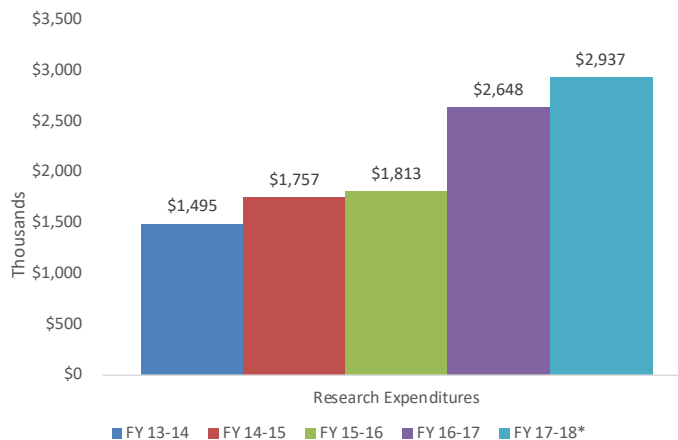


Figure 6: Total research expenditures in the Department of Computer Science and Engineering. The expenditure for FY 2017-18 is an estimate.

The Department also has very active and nationally renowned research programs in artificial intelligence, cybersecurity, big data algorithms, and efficient computing hardware. Faculty members are currently executing on \$9.6 million in active external research grants, each spanning 3 to 5 years, of which \$5.6 million

are from the National Science Foundation, \$2.3 million are from the Department of Defense, and the rest from NIH, NIST, industry, and state sources. The growth in externally funded research from grants over time is evident from the annual research expenditure (per year) plot in Figure 6.

A great department is built on great faculty. The Department has 28 tenure-stream faculty and 11 full-time instructors. Our faculty include: four IEEE, five AAAS, four IAPR, one NAI, and three AIMBE Fellows, ten NSF CAREER award recipients, and two USF Distinguished University Professors. Our faculty values research, teaching, and service. Multiple faculty members have been awarded Outstanding Undergraduate Teaching awards from the University. Our faculty members are very involved with service to professional societies (such as IEEE-CS and ACM) and to the community.

## X. Non-Faculty Resources

### A. Describe library resources currently available to implement and/or sustain the proposed program through Year 5. Provide the total number of volumes and serials available in this discipline and related fields. List major journals that are available to the university's students. Include a signed statement from the Library Director that this subsection and subsection B have been reviewed and approved.

Library facilities available to USF students include the University of South Florida's main research library, USF Tampa's Library; the University of South Florida St. Petersburg's library, the Nelson Poynter Memorial Library; and the University of South Florida Sarasota-Manatee's library, the Jane Bancroft Cook Library, which is a joint-use facility shared with New College.

The USF Libraries serve as the center for teaching, learning, and research for the faculty and students at the University of South Florida. Together, the USF Libraries provide access to more than 2 million print books, nearly 11,000 DVDs, and over 5,000 CDs. The USF Libraries also provide access to an extensive collection of electronic resources, including over 1.6 million e-books, over 50,000 journal titles, over 28,000 streaming videos, and over 900 aggregator databases containing e-books, journal articles, magazine articles, newspaper articles, streaming video, audio files, and still images. Access to print resources at the USF Tampa Library is available 24/5, and access to electronic resources is available remotely 24/7.

As a result of the **UBorrow agreement** between USF and the other SUS institutions and colleges, USF students and faculty have rapid access to nearly 20 million additional books. USF students and faculty can also take advantage of a well-regarded interlibrary loan (ILL) service, which will quickly obtain items not held by the USF Libraries.

Databases accessible to USF students and faculty that are most likely to contain content related to cybersecurity include:

- Elsevier Engineering Village (Compendex)
- IEEE XploreXplore
- Web of Science
- Elsevier ScienceDirect
- SpringerLink

**Additional content related to cybersecurity issues can be found in the following accessible databases geared toward criminology, business, and psychology:**

- ProQuest Criminal Justice Database
- EBSCO Criminal Justice Abstracts
- ProQuest National Criminal Justice Reference Service (NCJRS) Abstracts Database
- ProQuest ABI/INFORM Global
- EBSCO Business Source Premier
- EBSCO PsycINFO

Out of the list of **41 journals identified** as being specifically related to cybersecurity, the following **28 are available to USF students and faculty:**

- *ACM SIGSAC Review*
- *ACM Transactions on Embedded Computing Systems*
- *ACM Transactions on the Web*
- *COMPSEC-Computers & Security*
- *Computer and Internet Crime Report*
- *Computer Fraud & Security*
- *Computer Fraud & Security Bulletin*
- *Cryptologia*
- *DCC-Designs, Codes and Cryptography*
- *Elsevier Computers & Security*
- *IEEE Security & Privacy*
- *IEEE Transactions on Dependable and Secure Computing*
- *IEEE Transactions on Information Forensics and Security*
- *IJDE-International Journal of Digital Evidence*
- *IMCS-Information Management & Computer Security*
- *International Journal of Cyber Criminology*
- *International Journal of Cybersecurity and Digital Forensics*
- *International Journal of Information Security*
- *JCS-Journal of Computer Security*
- *JISSec-Information Systems Security*
- *JOC-Journal of Cryptology*
- *Journal of Computer and System Sciences*
- *Journal of Cybersecurity*
- *Journal of Information Security and Applications (JISA)*
- *Le Journal de la Cybercriminalite & des Investigations Numeriques*
- *National Cybersecurity Institute Journal*
- *TISSEC-ACM Transactions on Information and System Security*
- *Wiley Security and Communication Network*

An examination of the USF Libraries Catalog for books on relevant topics indicates:

**Print book titles:** 1,324

**Ebook titles:**

<b>Ebook Collections</b>	<b>Number of Titles</b>
ProQuest Ebook Central	16,386
Springer	1,991
Taylor and Francis	1,444
Wiley	443
e-Book Collection (EBSCOhost)	350
IEEE Xplore	305
Elsevier Science	213
Project Muse	150

**B. Describe additional library resources that are needed to implement and/or sustain the program through Year 5. Include projected costs of additional library resources in Table 2 in Appendix A. Please include the signature of the Library Director in Appendix B.**

No additional library resources are required. A large portion of the USF Libraries’ budget supports the continuation of electronic resources. Cybersecurity, computing/computer science, and information

technology are well represented throughout the USF Libraries' electronic journal subscriptions.

**C. Describe classroom, teaching laboratory, research laboratory, office, and other types of space that are necessary and currently available to implement the proposed program through Year 5.**

Classrooms and associated equipment

The University has a centralized space planning office through which the College reserves classroom space for its classes. All classrooms in the University are now "multimedia enabled" with (at a minimum) PC, projector, Internet-connectivity, and audio support. We believe that we have adequate and sufficient classroom space and associated equipment to support the attainment of course outcomes and to provide an atmosphere conducive to learning.

In the College of Engineering there are three computer classrooms (ENB 116, ENB 228, and ENB 228A) that are used exclusively to teach Engineering classes that require the in-class use of software applications. These computer classrooms are equipped with 42, 30, and 24 seat capacities, respectively, and can project the instructor's PC screen onto monitors visible to all students in the class. The PCs in these classrooms are Windows PCs with over 30 specialized engineering applications including Matlab, ADS, Visual Studio, Solidworks, and AutoCAD.

Laboratory facilities and associated equipment

The Department of Computer Science and Engineering provides students access to a wide variety of software and hardware development environments in the Department's Center Four (C4) Teaching Laboratory and by remote access to the Department's Data Center. Students get access to the servers in the Department's Data Center through their classes and student organizations. Students also have access to University and College facilities.

Students can register for access to the Department's C4 Lab. The C4 Lab contains multiple smaller units, or labs, including the Cybersecurity/Unix Lab, Mobile Devices Lab, Embedded Systems Lab, Logic Design Lab, and Mobile Robotics Lab. The total space is 3,222 square feet. The equipment is available 24 hours per day in accordance with the operating hours of University buildings. The services are available remotely via the Internet at all times.

**Cybersecurity/Unix Lab:** The C4 Unix lab consists of 50 enterprise-grade Dell workstations with Red Hat Linux installed. Of these 50 PCs, 10 are OptiPlex 7020s with Quadcore i7 and 8GB of memory, 20 are Optiplex 790 with Quadcore i7 and 4GB of memory, and the other 20 are Precision Tower 7810s with 6 core Xeon processors, 16GB of DDR4, and CUDA enabled GEFORCE GTX 960 GPU cards installed. These systems are configured with RHEL 6.8 OS, and the user home directories reside on a centralized storage unit. This computing environment allows students to perform very low-level experiments with the operating system and move around between systems as they please, while allowing the system to quickly recover from any fatal errors. This lab supports the Department's students in Operating Systems (COP 4600) and other courses.

This Unix infrastructure is in the process of being upgraded to also be used for Cybersecurity education to support both in-person instruction and remote access through a virtualization infrastructure. The budget for this upgrade is already in place and not included in the budget of this proposal. The lab will be protected by a firewall with VPN capability. One Local Area Network (LAN) behind the firewall will host the physical machines for teaching. We intend to support 40 students in the physical lab, each of whom will be operating a thin client machine to access the teaching infrastructure hosted on the virtual machine server farm. The physical machines provide advantages for hands-on cybersecurity education for two reasons: 1) a physical machine allows students to have direct access to the console, obviating the need for using screen sharing protocols such as RDG. The network traffic for the screen sharing protocols can be subject to disruption for many offensive exercises that are carried out in the server infrastructure, resulting in students losing access to the console. The network traffic resulting from the screen sharing protocols tend to create too much noise for the students to understand captured network traffic; 2) Having dedicated

physical machines used in cybersecurity exercises reduces the risk of students' own laptop inadvertently exposed to the malicious traffic on the teaching infrastructure

**Mobile Devices Lab:** The C4 Mobile Device Lab consists of 30 Android smartphones used to teach mobile device programming. In addition to the smartphones, there are Android tablets, 3 Bluetooth blood pressure monitors, a Bluetooth sleep Monitor, 4 Bluetooth fitness trackers, a Bluetooth smart watch, 2 Bluetooth ubiquitous sensors, 6 Bluetooth bioHarnesses, 2 Bluetooth beacon kits, a Bluetooth oximeter, a Bluetooth stethoscope, a Bluetooth digital scale, 5 Bluetooth inertial measurement units, 6 phone belt clips, a USB Wi-Fi adapter, a USB serial adapter, a USB Bluetooth adapter, 4 rechargeable batteries and a battery charger. This lab supports the Department's students in Mobile Device Programming (COP 4656).

**Embedded Systems Lab:** The C4 Embedded Systems Lab consists of 10 dedicated work areas containing 10 Dell OptiPlex workstations running Windows 7, 50 Anvyl Spartan-6 FPGA Development Board, 30 ZedBoard ZynqT-7000 Development Boards, and multiple oscilloscopes. This lab supports the Department's students in Computer System Design (CDA 4203), CMOS-VLSI (CDA 4213), and in several hardware electives.

**Logic Design Lab:** The C4 Logic Design Lab consists of 17 dedicated work areas containing 17 Dell OptiPlex workstations running Windows 7, 21 Philmore Multi-Voltage Regulated DC MW 122A Power Supplies, 2 BK Precision 3011B 2MHz Function Generators, 3 Wavetek 187 4MHz Function Generators, 4 BK Precision 4011 5MHz Function Generators, 2, 1 Volteq SFG-1005 Function Generators, 1 Mercer 9800 Multifunction Counter, 8 Tektronix MSO 2014 100 MHz Mixed Signal oscilloscopes, and 10 100 MHz Tektronix 2235 oscilloscopes. This lab supports students in Computer Logic Design (CDA 3201).

**Mobile Robotics Lab:** The C4 Mobile Robotics Lab consists of 30 mobile robotics kits. This lab supports Department students in Control of Mobile Robotics course (CDA 4621).

**OSCluster:** This Microblade cluster has 18 nodes. Each node contains a quad core CPU, 64GB of DDR4 Memory, and runs RHEL 7 Linux OS. This system supports Department students in Operating Systems (COP 4600) and other courses.

**Cloudera Hadoop cluster:** This microblade cluster is composed of 1 master and 24 nodes. Each node contains a quad core CPU, 64GB of DDR4 Memory, and runs RHEL 7 Linux OS. This cluster will be used for cloud computing and it will be configured with a Cloudera/Hadoop combination. As of July 2018, this cluster is under development.

**Miscellaneous servers:** The Department hosts several servers for specialized use. Two key servers are FSPRIME and JUJUSTACK. FSPRIME is a Dell PowerEdge R520 server with Red Hat Linux, Dual 8 core Xeon processors, 132 GB of RAM, and 15TB of disk space. This server is use to support teaching where computationally-intensive tasks are required. JUJUSTACK is identical in hardware to FSPRIME but is running Ubuntu LTS 14.04. This server is use to host virtual appliances used for teaching. Two other servers are Netcluster and Element. Netcluster is a multipurpose server use for small projects in core programming courses. Element is configured to support database oriented courses in need of apps like PostgreSQL and Maria DB.

**Student organization servers:** The Whitehatters Computer Security Club (WCSC) is a Department student organization with a focus on cybersecurity. WCSC supports a student team that competes in the yearly DEFCON Capture the Flag competition. The server setup is composed of systems running Openstack. The servers are, Erlich - This is the Masternode and it is in charge for controlling all nodes and keeping most of the configurations for the competitive events, Richard - This is a compute node and is designed to work together with other compute nodes at the request of the Masternode, Gilfoyle - This is a compute node and is designed to work together with other compute nodes at the request of the Masternode, and Dinesh - This is a storage node and is designed to store all the data for the entire Openstack.

**University-wide computing facilities** available to students and faculty at USF include a number of

dedicated public computing labs and a large cluster of Unix-based computers. The USF Tampa Campus has two open use labs for students with over 200 computers available between the two labs. The open use lab in the Library is open 24 hours a day, 5 days a week, and it is open until 6pm on Fridays and Saturdays. Students also have access to many of the applications used in the open use labs via a virtualized environment that is available from any computer with a web browser. The USF IT Helpdesk is open 24x7 via phone, email, and chat. The public computing labs feature Windows PCs with access to a broad range of applications including a range of Adobe and Microsoft products, Mathematica, Matlab, and many others. Students also have access to the USF Application Gateway, which allows them to use over 40 different software applications for their personal and academic use on their own laptops via a Citrix server connection, by logging in with their USF NetID. The cluster of Unix-based computers, called CIRCE, is maintained by USF Research Computing. USF Research Computing actively maintains over 100 scientific software packages. This cluster can be used by any faculty member or student. USF Research Computing maintains a wiki page describing available, services, software, and hardware.

The **USF Research Computing Student Cluster (SC)** is designated for classwork-related use. As of July 2018, SC consists of approximately 22 nodes with 444 processor cores running Red Hat Enterprise Linux 6. Seven of these nodes are also equipped with single Nvidia Tesla M2070 GPUs. SC has 1.296TB of memory shared across the nodes and a 2.4PB replicated file system for home directories. Back-up is nightly. Access to the SC is requested/granted on a class-by-class basis (requested by class instructor). Department classes make use of SC for instruction. Program Design (COP 3514) uses SC to compile, test, and debug C programs on a networked Unix/Linux system.

The **campus network** provides high speed interconnection of the above resources along with individual faculty and staff workstations. The network is built using a mesh approach with 1 Gb/s Ethernet to the desktop and 10 Gb/s Ethernet connections between some switches on campus. The campus is also connected to the Internet2 research network. The campus also provides Wi-Fi Internet connection to students, faculty, staff, and guests.

#### Offices and associated equipment

We believe that we have adequate and sufficient office space to provide an atmosphere conducive to learning and to support the attainment of the curriculum outcomes.

- D. Describe additional classroom, teaching laboratory, research laboratory, office, and other space needed to implement and/or maintain the proposed program through Year 5. Include any projected Instruction and Research (I&R) costs of additional space in Table 2 in Appendix A. Do not include costs for new construction because that information should be provided in response to X (E) below.**

No additional space or labs are needed to carry out the requested new degree program.

- E. If a new capital expenditure for instructional or research space is required, indicate where this item appears on the university's fixed capital outlay priority list. Table 2 in Appendix A includes only Instruction and Research (I&R) costs. If non-I&R costs, such as indirect costs affecting libraries and student services, are expected to increase as a result of the program, describe and estimate those expenses in narrative form below. It is expected that high enrollment programs in particular would necessitate increased costs in non-I&R activities.**

As the Cybersecurity degree program will be replacing an existing major, no additional capital expenditures will be needed beyond what is being covered currently and we do not anticipate any increased costs in non-I&R activities.

- F. Describe specialized equipment that is currently available to implement the proposed program through Year 5. Focus primarily on instructional and research requirements.**



The following equipment have been purchased and are available for use in delivering hands-on laboratory experience to students.

- Firewall [ASA 5515-X]: ASA firewall separates the virtual and physical network. It will be configured to avoid any contamination from the vulnerable/exploited/infected hosts on the Lab networks, as well as preventing any offensive activities from impacting the campus network/Internet.
- Switch [CISCO Catalyst 3750]: One of the switches will be used in the class to create an Intranet network for training cyber security, and another will be used in the network to create the rest of the network (Malware Laboratory, Forensic Laboratory and server farm)
- Servers [Dell PowerEdge R730]: Two dell servers will be used for cybersecurity online class and the other two servers will be used to implement vulnerable environments for creating the simulated environments, and will be used by the Malware Lab and the Forensic Lab.
- Physical hosts [Dell Precision Tower 5000 Series 5810]: One will be used for implementing HoneyPot, and another will be used in the class Infrastructure.
- Thin Client [HP t520 G9F04AT] - Forty Monitor [ASUS MX279H] - Keyboard and Mouse [DellKM117]: These will be used by students in the class to practice cyber security.
- Wireless router [Linksys EA6300]: This router will be used to teach students how to exploit wireless network vulnerabilities.
- TV [Sony 60"]-Projector/Display [Power Lite 97H XGA 3LCD] - Control system [Crestron Solution]: These materials will be used for teaching in the class.
- Samsung Gear, Galaxy, etc. will be used to train students hands-on skills for mobile device/IoT security.

The Department maintains the following equipment for educational use:

- 30+ standalone servers and 4 clusters (For server brands we have IBM, Microblade, Supermicro, Amax, Dell, and HP. For OSs, we have CentOS, Red Hat Enterprise and Ubuntu Linux, Windows 2008 and/or Windows 2012). Figure C-1 describes the Department servers.
- 50 open-use desktop computers located in room 216, which includes:
  - 20 Dell Precision 7810, 20 Dell OptiPlex 790, and 10 Dell OptiPlex 7020 workstations running Red Hat Linux
- 11 Embedded System Design workbenches that include:
  - 10 Dell OptiPlex 7010MT workstations running Windows 7
  - 8 Tektronix MSO 2014 Oscilloscopes
- 17 Logic Lab workbenches located in room 214 that include:
  - 21 MW 122A Power Supplies
  - 17 Dell OptiPlex 3010MT workstations running Windows 7
  - 10 Tektronix 2235 Oscilloscopes
  - 1 Tektronix 7904 Oscilloscope
  - 4 BK-Precision 4011 5 MHz, 2 BK-Precision 3011B 2 MHz, 3 Wavetek 187 4 MHz Pulse, 1 Volteq SFG-1005 5Mhz Pulse, Function Generators.

The Department provides the following software for educational use:

- Xilinx ISE, Cadence Tool Suite and Synopsys Tool Suite
- Maya, MatLAB 2016/2017

The Department network consists of:

- Brocade FCX switches: 1 Gb/s to Desktop, 10 Gb/s uplink
- Cisco 3500-series wireless access points: 802.11 a/b/g

**G. Describe additional specialized equipment that will be needed to implement and/or sustain the proposed program through Year 5. Include projected costs of additional equipment in Table 2 in Appendix A.**

The proposed degree program will not require any additional specialized equipment.

**H. Describe any additional special categories of resources needed to implement the program through Year 5 (access to proprietary research facilities, specialized services, extended travel, etc.). Include projected costs of special resources in Table 2 in Appendix A.**

No additional special categories of resources are needed to implement.

**I. Describe fellowships, scholarships, and graduate assistantships to be allocated to the proposed program through Year 5. Include the projected costs in Table 2 in Appendix A.**

There are no fellowships or scholarships for undergraduate students in this new program.

Research Experience for Undergraduates (REU) is currently available to all undergraduate students in the Department, through individual faculty research and through departmental level effort. This will be available to students in the Cybersecurity degree program. As this is an undergraduate program, graduate assistantships are not applicable.

Graduate assistantships associated with this new Cybersecurity program are awarded in the form of Teaching Assistantships, in support of the undergraduate cybersecurity courses. Given the practical and hand-on oriented nature of the curriculum, the need for a significant number of teaching assistant help is anticipated. In the first year, we have budgeted \$350,000 towards twenty teaching assistantships to support the courses taught in the program. Allowing for 2 percent increase in assistantship rates per year, we expect this cost to be \$385,000 in Year 5.

**J. Describe currently available sites for internship and practicum experiences, if appropriate to the program. Describe plans to seek additional sites in Years 1 through 5.**

Internships and practica are recommended, and up to 9 credits can be taken as restricted electives, with no more than 3 credits in one company. We have been in conversations with local industry, such as Raymond James, JP Morgan, and USF IT, to secure internship opportunities for interested students. The Department has an active advisory board that will help expand the list of possible sites. We also actively advertise, through a regular undergraduate newsletter to students, internship opportunity received from companies. Students are also actively encouraged to participate in career fairs organized by USF's Career Services and to utilize the popular online platform, Handshake, to connect with industry.

The excellent network of industry connection available through Cyber Florida will be leveraged to expand this network.

**APPENDIX A - Budget Tables**

**APPENDIX B - EEO Officer and Library Director Signatures**

**APPENDIX A**

**TABLE 1-A  
PROJECTED HEADCOUNT FROM POTENTIAL SOURCES  
(Baccalaureate Degree Program)**

Source of Students (Non-duplicated headcount in any given year)*	Year 1		Year 2		Year 3		Year 4		Year 5	
	HC	FTE	HC	FTE	HC	FTE	HC	FTE	HC	FTE
Upper-level students who are transferring from other majors within the university**	45	37.5	30	25	20	16.6667	10	8.33333	5	4.1667
Students who initially entered the university as FTIC students and who are progressing from the lower to the upper level***	40	33.333	82	68.3333	126	105	172	143.333	202	168.33
Florida College System transfers to the upper level***	25	20.833	51	42.5	79	65.8333	108	90	119	99.167
Transfers to the upper level from other Florida colleges and universities***	5	4.1667	10	8.33333	16	13.3333	22	18.3333	8	6.6667
Transfers from out of state colleges and universities***	5	4.1667	10	8.33333	16	13.3333	22	18.3333	8	6.6667
Other (Explain)***	0	0	0	0	0	0	0	0	0	0
<b>Totals</b>	<b>120</b>	<b>100</b>	<b>183</b>	<b>152.5</b>	<b>257</b>	<b>214.167</b>	<b>334</b>	<b>278.333</b>	<b>342</b>	<b>285</b>

\* List projected annual headcount of students enrolled in the degree program. List projected yearly cumulative ENROLLMENTS instead of admissions.

\*\* If numbers appear in this category, they should go DOWN in later years.

\*\*\* Do not include individuals counted in any PRIOR CATEGORY in a given COLUMN.

Yearly Growth Rate of New Enrollment 5%

**APPENDIX A**

**TABLE 2  
PROJECTED COSTS AND FUNDING SOURCES**

Instruction & Research Costs (non-cumulative)	Year 1							Year 5					
	Funding Source						Subtotal E&G, Auxiliary, and C&G	Funding Source					Subtotal E&G, Auxiliary, and C&G
	Reallocated Base* (E&G)	Enrollment Growth (E&G)	Other New Recurring (E&G)	New Non-Recurring (E&G)	Contracts & Grants (C&G)	Auxiliary Funds		Continuing Base** (E&G)	New Enrollment Growth (E&G)	Other*** (E&G)	Contracts & Grants (C&G)	Auxiliary Funds	
Faculty Salaries and Benefits	424,147	0	0	0	0	0	\$424,147	466,562	0	0	0	0	\$466,562
A & P Salaries and Benefits	55,930	0	0	0	0	0	\$55,930	61,523	0	0	0	0	\$61,523
USPS Salaries and Benefits	41,650	0	0	0	0	0	\$41,650	45,815	0	0	0	0	\$45,815
Other Personal Services	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
Assistantships & Fellowships	350,000	0	0	0	0	0	\$350,000	385,000	0	0	0	0	\$385,000
Library	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
Expenses	50,000	0	0	0	0	0	\$50,000	55,000	0	0	0	0	\$55,000
Operating Capital Outlay	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
Special Categories	0	0	0	0	0	0	\$0	0	0	0	0	0	\$0
<b>Total Costs</b>	<b>\$921,727</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$921,727</b>	<b>\$1,013,900</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,013,900</b>

\*Identify reallocation sources in Table 3.

\*\*Includes recurring E&G funded costs ("reallocated base," "enrollment growth," and "other new recurring") from Years 1-4 that continue into Year 5.

\*\*\*Identify if non-recurring.

**Faculty and Staff Summary**

	Year 1	Year 5	
Total Positions			
Faculty (person-years)	3.25	3.25	From Table 4
A & P (FTE)	1	1	
USPS (FTE)	1	1	

**Calculated Cost per Student FTE**

	Year 1	Year 5
Total E&G Funding	\$921,727	\$1,013,900
Annual Student FTE	100	285
E&G Cost per FTE	\$9,217	\$3,558

**APPENDIX A**

**TABLE 3  
ANTICIPATED REALLOCATION OF EDUCATION & GENERAL FUNDS\***

<b>Program and/or E&amp;G account from which current funds will be reallocated during Year 1</b>	<b>Base before reallocation</b>	<b>Amount to be reallocated</b>	<b>Base after reallocation</b>
Reallocated Faculty salary and benefits from current major in Cybersecurity in the BSIT program, as per Table 4-A	424,174	424,174	\$0
Reallocated A&P salary and benefits from current major in Cybersecurity in the BSIT program	55,930	55,930	\$0
Reallocated Staff salary and benefits from current major in Cybersecurity in the BSIT program	41,650	41,650	\$0
Reallocated Assistantships and Fellowships salary and benefits from current major in Cybersecurity in the BSIT program	350,000	350,000	\$0
Reallocated of miscellaneous expenses from current major in Cybersecurity in the BSIT program	50,000	50,000	\$0
<b>Totals</b>	\$921,754	\$921,754	\$0


\* If not reallocating funds, please submit a zeroed Table 3

Board of Trustees Regular Meeting - New Business - Consent Agenda

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	<b>APPENDIX A</b>												
2	<b>TABLE 4 ANTICIPATED FACULTY PARTICIPATION</b>												
3	Faculty Code	Faculty Name or "New Hire" Highest Degree Held Academic Discipline or Speciality	Rank	Contract Status	Initial Date for Participation in Program	Mos. Contract Year 1	FTE Year 1	% Effort for Prg. Year 1	PY Year 1	Mos. Contract Year 5	FTE Year 5	% Effort for Prg. Year 5	PY Year 5
4	A	Sriram Chellappan, PhD Computer Science & Engineering	Associate Professor	Tenured	Fall 2019	9	0.75	0.25	0.19	9	0.75	0.25	0.19
5	A	Xinming Ou, PhD Computer Science & Engineering	Professor	Tenured	Fall 2019	9	0.75	0.13	0.10	9	0.75	0.13	0.10
6	A	Srinivas Katkoori, PhD Computer Science & Engineering	Associate Professor	Tenured	Fall 2019	9	0.75	0.13	0.10	9	0.75	0.13	0.10
7	A	Yao Liu, PhD Computer Science & Engineering	Associate Professor	Tenured	Fall 2019	9	0.75	0.13	0.10	9	0.75	0.13	0.10
8	A	Mehran Kermani, PhD Computer Science & Engineering	Assistant Professor	earning	Fall 2019	9	0.75	0.13	0.10	9	0.75	0.13	0.10
9	A	Tempestt Neal, PhD Computer Science & Engineering	Assistant Professor	earning	Fall 2019	9	0.75	0.13	0.10	9	0.75	0.13	0.10
10	A	Atila Yavuz, PhD Computer Science & Engineering	Assistant Professor	earning	Fall 2019	9	0.75	0.13	0.10	9	0.75	0.13	0.10
11	A	Sueychyun Fang, PhD Computer Science & Engineering	Instructor	Non-tenure	Fall 2019	9	0.75	0.25	0.19	9	0.75	0.25	0.19
12	A	Isabela Moura Hidalgo, PhD Computer Science & Engineering	Instructor	Non-tenure	Fall 2019	9	0.75	0.13	0.10	9	0.75	0.13	0.10
13	A	Phil Ventura, PhD Computer Science & Engineering	Instructor	Non-tenure	Fall 2019	9	0.75	0.25	0.19	9	0.75	0.25	0.19
14	A	Jason Lewis, PhD Computer Science & Engineering	Instructor	Non-tenure	Fall 2019	12	1.00	1.00	1.00	12	1.00	1.00	1.00
15	B	New Hire Computer Science & Engineering	Instructor	Non-tenure	Fall 2019	12	1.00	1.00	1.00	12	1.00	1.00	1.00
16	<b>Total Person-Years (PY)</b>								3.25				3.25
17													
18	Faculty Code				Source of Funding	PY Workload by Budget Classification							
19						Year 1					Year 5		
20	A	Existing faculty on a regular line			Current Education & General Revenue	2.25					2.25		
21	B	New faculty to be hired on a vacant line			Current Education & General Revenue	1.00					1.00		
22	C	New faculty to be hired on a new line			New Education & General Revenue	0.00					0.00		
23	D	Existing faculty hired on contracts/grants			Contracts/Grants	0.00					0.00		
24	E	New faculty to be hired on contracts/grants			Contracts/Grants	0.00					0.00		
25	<b>Overall Totals</b>					<b>Year 1</b>	<b>3.25</b>			<b>Year 5</b>		<b>3.25</b>	

**APPENDIX B**

Please include the signature of the Equal Opportunity Officer and the Library Director.

  
\_\_\_\_\_  
Signature of Equal Opportunity Officer

\_\_\_\_\_  
Date 9/21/18

  
\_\_\_\_\_  
Signature of Library Director

\_\_\_\_\_  
Date 10/5/18

This appendix was created to facilitate the collection of signatures in support of the proposal. Signatures in this section illustrate that the Equal Opportunity Officer has reviewed section II.E of the proposal and the Library Director has reviewed sections X.A and X.B.



**APPENDIX C**

- Academic Learning Compact
- BSCyS Semester Plan
- Data Related to the Need for Another Degree Program in the State
- Letter of Support from University of West Florida

### Appendix C Academic Learning Compact

<b>Academic Learning Compact (ALC) for B.S. in Cybersecurity</b>	
<b>Degree:</b> B.S. in Cybersecurity	<b>CIP code:</b> 11.1003 (proposed)
<p><b>Program Mission Statement:</b> In keeping with the mission of the College of Engineering, the Department of Computer Science and Engineering strives for excellence in teaching, research, and service. Specifically we aspire to:</p> <ol style="list-style-type: none"> <li>1. Lead the advancement of computer science, computer engineering, information technology, and cybersecurity through internationally recognized research and education, as well as technology transfer;</li> <li>2. Prepare students for full and ethical participation in a diverse society and encourage lifelong learning;</li> <li>3. Educate students in the best practices of the field as well as integrate the latest research into the curriculum;</li> <li>4. Foster the development of problem solving and communication skills as an integral component of the profession;</li> <li>5. Provide quality learning experiences through effective classroom practices, active learning styles of teaching, and opportunities for meaningful interactions between students and faculty.</li> </ol>	
<b>Graduates of the B.S. in Cybersecurity program will be able to demonstrate the following:</b>	
<b>A. Discipline Specific Knowledge and Skills</b>	
<b>Learning Outcome</b> Ref: ABET CAC (6)[CY]	An ability to apply security principles and practices to the environment, hardware, software, and human aspects of a system for a Cybersecurity problem.
<b>Method of Assessment</b>	Cybersecurity students will complete an assignment or project in Hands-on Cybersecurity (course number applied for) to apply principles and practices of cybersecurity to a test system in the Department C4 Teaching Laboratory (where a dedicated “cyber-range” test bed is being installed). The evaluation of the application of principles and practices will be done by an expert in the area of cybersecurity and will consider the environment, hardware, software, and human aspects of the solution to the system. The problem presented to the students will have solution parameters known to the instructor and, as such, <i>the evaluation can be objectively made by the instructor</i> . A minimum level of application of principles and practices is considered passing (rating of 70). Anything less is failing. Anything more (subject to a cost trade-off) is better than passing up to a rating of 100.
<b>Performance Targets</b>	A rating of 70 (out of 100) is considered to be the minimum level for successful attainment of this outcome. The threshold is 70% of the class achieving the minimum rating of 70.
<b>B. Critical Thinking Skills</b>	
<b>Learning Outcome</b> Ref: ABET CAC (7)[CY]	An ability to analyze and evaluate systems with respect to maintaining operations in the presence of risks and threats for a Cybersecurity problem.
<b>Method of Assessment</b>	Cybersecurity students will complete an assignment or project in IT Systems Security (CIS 3363) to analyze cybersecurity vulnerabilities (risk) in large-scale IT systems and propose appropriate technical solutions for given threats. The evaluation of the proposed solution will be done by an expert in the area of cybersecurity and will consider aspects of cost of solution versus completeness of solution to closing system vulnerabilities to allow the system to maintain operations, while still maintaining sound principles of secure system design. The evaluation will also consider how well students have analyzed and evaluated possible risks and threats. The problem presented to the students will have vulnerabilities and threat levels known to the instructor and, as such, <i>the evaluation can be objectively made by the instructor</i> . A minimum level of system operation is considered passing (rating of 70). Anything less is failing. Anything more (subject to a trade-off) is better than passing up to a rating of 100.
<b>Performance Targets</b>	A rating of 70 (out of 100) is considered to be the minimum level for successful attainment of this outcome. The threshold is 70% of the class achieving the minimum rating of 70.
<b>C. Communications Skills</b>	
<b>Learning Outcome</b> Ref: ABET CAC (3)	An ability to communicate effectively in a variety of professional contexts with respect to Cybersecurity.
<b>Method of Assessment</b>	Cybersecurity students will deliver both a written and oral presentation on an ethical

	<p>problem related to cybersecurity in the core course Information Policy and Ethics (LIS 4414). The mastery of this outcome is assessed by two rubrics, one for written communications and one for oral communications. The oral communication rubric evaluates organization, mechanics, delivery, and relating to audience. The written communication rubric evaluates writing quality, presentation quality, use of figures, and background research. Professional context is considered as part of this evaluation. The rubrics evaluate each of the above items from 1(unsatisfactory) to 4 (exemplary). The rubrics are modified versions of rubrics from Ohio State University. At least two raters will use the rubric to evaluate the presentation (oral and written). The independent ratings of each rater will be compared for rubric reliability. Any significant difference will result in the rubrics being re-evaluated and changed.</p>
<b>Performance Targets</b>	<p>A minimum rating of 70 (out of 100) on each rubric (scaled from rating of 1 to 4) is considered to be the minimum level for successful attainment of this outcome. The threshold is 70% of the class achieving at least the minimum rating of 70 on each rubric.</p>

**Additional Outcomes not assessed in Academic Year 2018-2019:**

<b>A. Discipline Specific Knowledge and Skills</b>	
<b>Learning Outcome Ref: ABET CAC (1)</b>	Analyze a complex computing problem and apply principles of computing and other relevant disciplines to identify solutions with respect to Cybersecurity.
<b>Learning Outcome Ref: ABET CAC (2)</b>	Design, implement, and evaluate a computing-based solution to meet a given set of computing requirements in the context of Cybersecurity.
<b>Learning Outcome Ref: ABET CAC (4)</b>	Recognize professional responsibilities and make informed judgements in computing practice based on legal and ethical principles with respect to Cybersecurity
<b>Learning Outcome Ref: ABET CAC (5)</b>	Function effectively as a member or leader of a team engaged in activities appropriate to Cybersecurity.

## Appendix C: Semester Plan

**BACHELOR OF SCIENCE IN CYBERSECURITY** (CIP = 11.1003)

120 hours

**Semester Plan**

The plan that follows indicates the required courses for this degree program and the recommended sequence of registration for full-time students.

<b>Semester 1</b>		<b>Semester 5</b>	
CGS 1540 Intro to Databases for IT	3	CIS 3363 IT Systems Security	3
MAC 1147 Precalculus Algebra and Trigonometry	4	CEN 3722 Human Computer Interfaces for IT	3
ENC 1101 Composition I	3	COP 4538 Data Structures and Algorithms for IT	3
EGN 3000 Foundations of Engineering	0	ISM 4323 Information Sec and IT Risk Management	3
EGN 3000L Foundations of Engineering Lab	3	CIS 4366 Hands-on Cybersecurity	3
Total	13	Total	15
<b>Semester 2</b>		<b>Semester 6</b>	
COP 2512 Programming Fundamentals for IT	3	CGS 3853 Web Systems for IT	3
MAD 2104 Discrete Math	3	CNT 4104 Comp Info Networks for IT	3
PHY 2020 Conceptual Physics	3	CNT 4104L Comp Info Networks for IT Lab	1
ENC 1102 Composition II	3	CIS 3615 Secure Software Development	3
State Core Gen Ed Humanities	3	CIS 4219 Human Aspects of Cybersecurity 3	3
Total	15	Approved Cybersecurity Elective	3
<b>Semester 3</b>		Total	16
COP 2513 Object Oriented Programming for IT	3	<b>Summer</b>	
CGS 3303 IT Concepts	3	CIS 4947 Recommended Internship/Co-op.	
STA 2023 Introductory Statistics I	3	0	
ECO 2013 Economic Principles (Macroeconomics)	3	<b>Semester 7</b>	
Total	12	COP 4703 Advanced Database Systems for IT	
<b>Semester 4</b>		CNT 4403 Network Security and Firewalls for IT	
CIS 3213 Foundations of Cyber Security	3	LIS 4414 Information Policy and Ethics	
PSY 2012 Intro to Psychological Science	3	Approved Cybersecurity Elective	
Natural Science Elective (Life or Physical)	3	Approved Cybersecurity Elective	
Gen Ed Human and Cultural Diversity	3	Total	
Total	12	15	
<b>Summer</b>		<b>Semester 8</b>	
COP 3515 Advanced Program Design for IT	3	CIS 4200 Penetration Testing for IT	
ENC 3246 Communications for Engineers	3	CIS 4935 Senior Project in IT	
Gen Ed Information and Data Literacy	3	Approved Cybersecurity Elective	
Total	9	Approved Cybersecurity Elective	
		Total	
		13	

**Notes:**

- Two courses are newly proposed: CIS 4366 Hands-on Cybersecurity and CIS 4219 Human Aspects of Cybersecurity.
- Three core courses are outside of the Computer Science and Engineering Department: ISM 4323 Information Security and IT Risk Management (MCOB), LIS 4414 Information Policy and Ethics (CAS), and CIS 3615 Secure Software Development (USF-SM COB)

## Appendix C: Data to Support the Need for Additional Programs in Cybersecurity in Florida

To help close the cybersecurity skills gap, CyberSeek provides detailed, actionable data about supply and demand in the cybersecurity job market. This project is supported by the National Initiative for Cybersecurity Education (NICE), a program of the National Institute of Standards and Technology in the U.S. Department of Commerce, under Grant #60NANB15D267. The project partners are BurningGlass, CompTIA, and NICE. Their website says:

“From April 2017 through March 2018, there were 109,000 openings for Information Security Analysts but only 105,000 workers are currently employed in those positions – an annual talent shortfall of 5,000 workers for cybersecurity’s largest job. There are 200,000 additional openings requesting cybersecurity-related skills, and employers are struggling to find workers who possess them. Jobs requesting cloud security skills, for example, remain open 96 days on average – longer than any other IT skill.”

The breakdown of these jobs in the state of Florida is shown in the graphic figure below. There are more than 13,000 open openings in Cybersecurity. As we can see, the supply of cybersecurity workers in the state is very low, lower than national average. We need more than one university to offer a bachelor’s degree program in the state to be able to address this severe shortage of cybersecurity workers.

### Florida

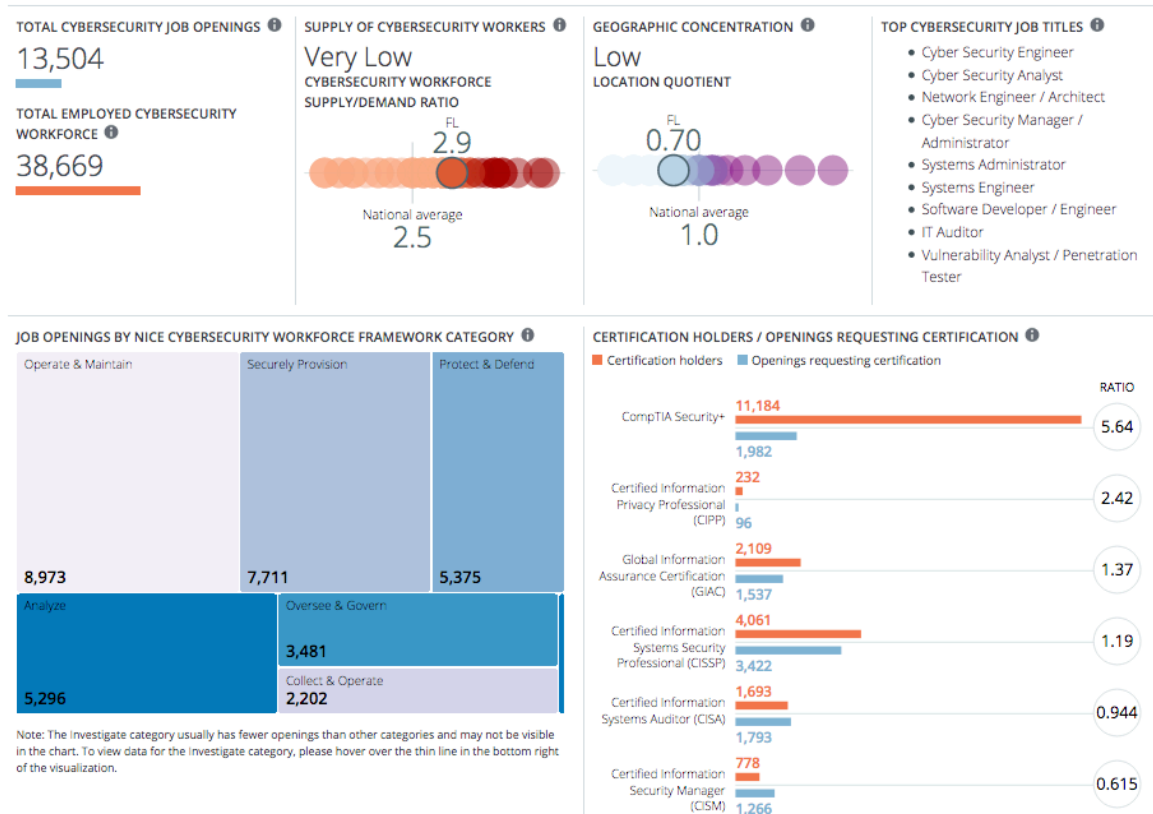


Figure A1: Cybersecurity supply and demand in the state of Florida available at <http://cyberseek.org/heatmap.html/> Accessed August 26, 2018.

There are many kinds of cybersecurity job titles as we see on the top right-most panel of Figure A1. These jobs are at entry-, mid-, and advanced-levels. The website <https://www.cyberseek.org/pathway.html> has an interactive career pathway that shows key jobs within cybersecurity, common transition opportunities between them, and detailed information about the salaries, credentials, and skillsets associated with each role. A screen shot is shown in the figure below (Figure A2). One of the most relevant entry level job category for our graduates would be Cybersecurity Specialist/Technician, with job titles such as Information Security Specialists, Cybersecurity Specialists, and IT Specialist Information Security. About 59% of these openings has a bachelor's degree requirement with skills in information security, information systems, information assurance, network security, LINUX, project management, security operations, and system administration. All these are based around Information Technology, which is the lens we have used to design USF's BS Cybersecurity degree.

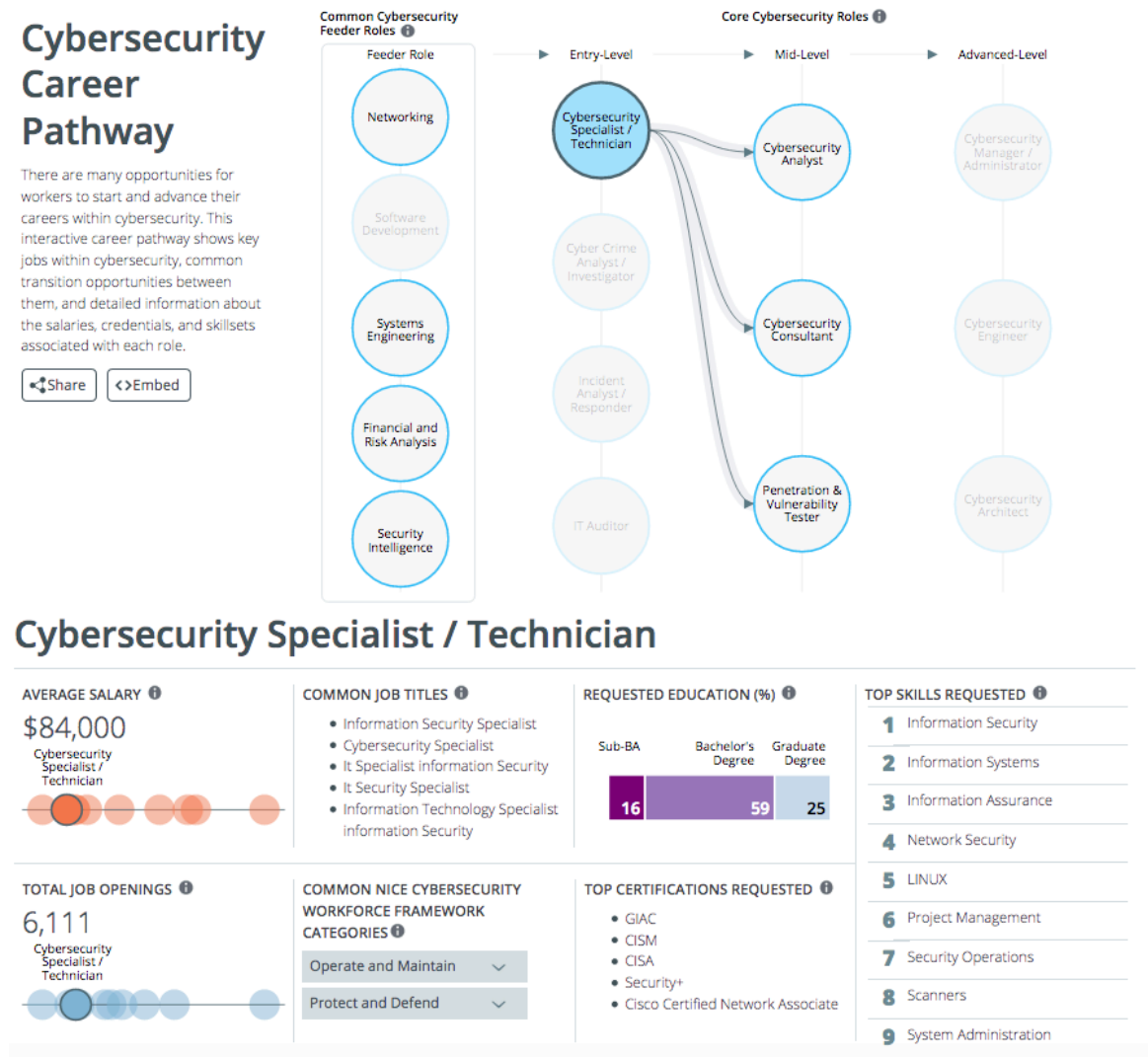


Figure A2: Taken from <https://www.cyberseek.org/pathway.html>. This career pathway shows key jobs within cybersecurity, common transition opportunities between them, and detailed information about the salaries, credentials, and skillsets associated with each role.

Appendix C



Friday, August 31, 2018

Prof. Sudeep Sarkar  
Chair, Computer Science and Engineering  
University of West Florida  
4202 E Fowler Ave., ENB 118  
Tampa, Florida

Dear Professor Sarkar:

Thank you for sharing the University of South Florida's BS in Cybersecurity degree proposal. The Computer Science Department at the University of West Florida is supportive of your creating a separate degree program in Cybersecurity. USF's IT-centered Cybersecurity program nicely complements the CS-centered program at UWF, offering a diversity of options to Florida students in the field of Cybersecurity, which is in high demand among employers.

We look forward to following your success in this degree implementation and continuing our collaborative efforts to establish the state of Florida as the leader in Cybersecurity education and research.

Sincerely,

A handwritten signature in black ink, appearing to read "Thomas Reichherzer".

Thomas Reichherzer, PhD  
Chair, Computer Science Department

**APPENDIX D**

- National Security Agency and the Department of Homeland Security designations of University of South Florida as a National Center of Academic Excellence in Cyber Defense Research (CAE-R)
- National Security Agency and the Department of Homeland Security designation of University of South Florida as a National Center of Academic Excellence in Information Assurance/Cybersecurity (CAE IA/Cybersecurity).



Appendix D



**National Centers of Academic Excellence in  
Cyber Defense Research**

9800 Savage Road  
Ft. Meade, MD 20755-6804



University of South Florida  
Dr. Nasir Ghani  
Florida Center for Cybersecurity  
Electrical Engineering  
4202 E. Fowler Ave. ENB 118  
Tampa, FL 33620-9998

Dr. Ghani:

I am pleased to inform you that the National Security Agency and the Department of Homeland Security have designated University of South Florida as a National Center of Academic Excellence in Cyber Defense Research (CAE-R) through academic year 2022.

Your ability to meet the increasing demands of the program criteria will serve the nation well in contributing to the protection of the National Information Infrastructure. The Presidents' National Strategy to Secure Cyberspace, 14 February 2003 and the International Strategy for Cyberspace, May 2011, addresses the critical shortage of professionals with these skills and highlights the importance of higher education as a solution to defending America's cyberspace. "Like all nations, the United States has a compelling interest in defending its vital national assets, as well as our core principles and values, and we are committed to defending against those who would attempt to impede our ability to do so." Education is the key to promoting these ideals.

Certificates will be presented during an evening reception at the National Cyber Summit in Huntsville, Alabama on June 7, 2017. Details on the Summit, to include a CAE Community Meeting on June 6<sup>th</sup>, are attached. For those unable to attend the Summit, certificates will also be presented at the November 7-8, 2017 NICE Conference & Expo in Dayton, Ohio. Information on the Expo can be found at: <https://www.fbcinc.com/e/nice/default.aspx>. We appreciate your participation in this program and look forward to seeing you in June.

Sincerely,

\s\

Lynn Hathaway  
National CAE-R Program Manager, NSA

Appendix D



**National Centers of Academic Excellence in  
Information Assurance/Cyber Defense Education**

9800 Savage Road  
Ft. Meade, MD 20755-6744



University of South Florida  
Dr. Manish Agrawal  
Associate Professor, Information Systems Decision Sciences Department  
4202 E. Fowler Avenue CIS 1040  
Tampa, Florida 33620-7800

Dr. Agrawal:

I am pleased to inform you that the National Security Agency and the Department of Homeland Security have designated University of South Florida as a National Center of Academic Excellence in Information Assurance/Cybersecurity (CAE IA/Cybersecurity). This designation covers academic years 2014 through 2021.

Your ability to meet the increasing demands of the program criteria will serve the nation well in contributing to the protection of the National Information Infrastructure. The Presidents' National Strategy to Secure Cyberspace, February 2003, and the International Strategy for Cyberspace, May 2011, addresses the critical shortage of professionals with these skills and highlights the importance of higher education as a solution to defending America's cyberspace. "Like all nations, the United States has a compelling interest in defending its vital national assets, as well as our core principles and values, and we are committed to defending against those who would attempt to impede our ability to do so." Education is the key to promoting these ideals.

We appreciate your participation in this program and look forward to presenting your certificate at either the Fall 2014 or Spring 2015 formal recognition events.

Sincerely,

\s\

Karen Leuschner  
National CAE Program Director, NSA

**APPENDIX E**

CVs of participating faculty members

## **Sriram Chellappan**

### **Education**

PhD Computer Science and Engineering	The Ohio-State University, 2007
MS, Electrical Engineering	The Ohio-State University, 2002
BE, Instrumentation and Controls Systems Engineering	University of Madras, 1999

### **Academic experience**

Associate Professor, University of South Florida	August 2015 to Present
Associate Professor, Missouri University of Sci. and Tech	August 2014 to August 2015
Assistant Professor, Missouri University of Sci. and Tech	January 2008 to August 2014

### **Current memberships in professional organizations**

IEEE Senior Member

### **Honors and awards**

- National Science Foundation CAREER Award, 2013
- Missouri S&T Faculty Excellence Award, 2014
- Missouri S&T Outstanding Teaching Commendation Award, 2014
- Missouri S&T Faculty Research Award, 2015

### **Service activities within and outside of institution**

- Department committees: Faculty Search Committee and Infrastructure Committee (2016 to Present), Coordinator for BS in Cyber Security
- Editorial: Pervasive and Mobile Computing Journal (2016), IEEE Transactions on Network Science and Engineering (2017)
- Conference reviewing: Technical Program Committee Member for IEEE Infocom (2014 to Present) and many others
- Journal reviewing: Journal of Behavioral and Health Informatics, IEEE Transactions on Mobile Computing and many others
- Proposal reviewing: NSF review panel for many years, and NIDILRR (2017, 2018)

### **Important publications from past five years**

- [1] Anthony Windmon, Mona Minakshi, Sriram Chellappan, Ponrathi R. Athilingam, Marcia Johansson and Bradlee A. Jenkins “On Detecting Chronic Obstructive Pulmonary Disease (COPD) Cough Using Audio Signals Recorded from Smart-Phones”, in Proc. of 11th International Conference on Health Informatics, Funchal, Portugal, 2018.
- [2] Srinivas Thandu, Pratoool Bharti, Sriram Chellappan and Zhaozheng Yin, “Leveraging Multimodal Smartphone Sensors for Ranging and Estimating the Intensity of Explosion

- Events”, to appear in Special Issue on Emerging Technologies in Pervasive Sensing, Journal of Pervasive and Mobile Computing (PMC), 2017.
- [3] Pratoool Bharti, Anurag Panwar, Ganesh Gopalakrishna, and Sriram Chellappan, “WatchDog: Detecting Self-Harming Activities from Wrist Worn Accelerometers”, in IEEE Journal of Biomedical and Health Informatics (J-BHI), May 2017.
- [4] Sajeda Akter, Tushar Chakraborty, Taslim Khan, Sriram Chellappan and A. Islam, “Can You Get into the Middle of NFC?”, in Proc. of IEEE Conference on Local Computer Networks (LCN), Singapore, Oct 2017.
- [5] D. De, P. Bharti, S. Chellappan and S. Das, “Multimodal Wearable Sensing for Fine-Grained Activity Recognition in Healthcare, IEEE Internet Computing, 19/5, 2015.

### **Recent professional development activities**

- Technical presentations at conferences including IEEE AINA (2018), IEEE Percom (2018), BIOSTEC HealthInf (2018), IEEE LatinCom (2017), IEEE NSySS (2017)

### **PhD Students (Graduated)**

- Pratoool Bharti, Srinivas Thandu, Mark Snyder, Neelanjana Dutta

### **Current Funded Grants**

- PI - “EAGER: PPER: Collaborative: Cellphone-Enabled Water Citizen Science for Data and Knowledge Generation, and Sharing: WatCitSci” - National Science Foundation - \$28,000 (Nov 2017 - Oct 2019).
- PI - “SaTC: CORE: Small: A Privacy-Preserving Meta-Data Analysis Framework for Cyber Abuse Research - Foundations, Tools and Algorithms” - National Science Foundation - \$498,333 (Sep 2017 - Aug 2020).
- PI - “Doolittle/ Sofwerx Research Program” - Doolittle Institute - \$163,539 (Aug 2018 - Aug 2019).
- PI - “CAREER: Human Behavior Assessment from Internet Usage: Foundations, Applications and Algorithms” - National Science Foundation - \$476,409 (Feb 2013 - Jan 2019).

### **Invited talks**

- “Human Centered Designs for Cyber Security” - IEEE Intl. Conf. on Networking, Systems and Security (NSysS), Dhaka, Bangladesh, (Jan 2017).
- “Wearable Sensing for Activity Recognition Towards Smarter Healthcare” - Indian Institute of Technology (IIT), Madras, India, (Jan 2017).
- “Smart and Connected Healthcare - Challenges, Wearables and Algorithms” - Tutorial at Intl. Conf. on Collaboration Technologies and Systems (CTS), Orlando, (Oct 2016)

## **Xinming (Simon) Ou**

### **Education**

PhD, Computer Science	Princeton University, 2005
M.E., Computer Science	Tsinghua University, 2000
B.E., Computer Science	Tsinghua University, 1998

### **Academic experience**

Professor, University of South Florida	August 2018 to present
Associate Professor, University of South Florida	August 2015 to July 2018
Associate Professor, Kansas State University	July 2012 to August 2015
Assistant Professor, Kansas State University	August 2006 to July 2012
Post-doc, Purdue University	September 2005 to May 2006

### **Non-academic experience**

Research Associate, Idaho National Laboratory	May 2006 to Aug 2006
Summer Intern, HP Labs, Princeton, NJ	June 2005 to Sept 2005
Summer Intern, Microsoft Research, Redmond, WA	June 2004 to Aug 2004
Summer Intern, Compaq/HP Systems Research Center (SRC)	June 2002 to Aug 2002

### **Current memberships in professional organizations**

ACM (SIGSAC)

### **Honors and awards**

- Distinguished Paper Award, SOUPS 2015
- NSF CAREER (2010-2017)
- HP Labs Innovation Research Program (IRP) Award (2010-2013)
- K-State College of Engineering Frankenhoff Outstanding Research Award. 2013.

### **Service activities within and outside of institution**

- Department committees: Faculty Search Committee (2016-17), Infrastructure Committee (2017 to present), Graduate Committee (2015-16), and others
- Conference organization: *TPC Co-Chair: 5th Symposium on Configuration Analytics and Automation (SafeConfig) 2012, ACM Workshop on Moving Target Defense (MTD) 2017, IEEE CNS Network Forensics Workshop 2016-2017. Poster and Demo Co-Chair: ACM Conference on Computer and Communications Security (CCS) 2009, 2010, 2014, 2015, Steering Committee member: ACM Workshop on Moving Target Defense (MTD) 2015-2017, Central Area Networking and Security Workshop (CANSec), 2012-2016.*
- Conference/Journal reviewing: CCS, ACSAC, ASIACCS, TOPS, TDSC, TIFS, JCS, IEEE S&P, JSAC, and many others

- Proposal reviewing: NSF, ARO, AFOSR
- Faculty Advisor: USF Whitehatter Computer Security Club (2015-present)
- Other: Help facilitate research activities with Florida Center for Cybersecurity

### **Important publications from past five years**

- [1] Fengguo Wei, Sankardas Roy, Xinming Ou, and Robby. Aandroid: A Precise and General Inter-component Data Flow Analysis Framework for Security Vetting of Android Apps. ACM Transactions on Privacy and Security (TOPS), 2018
- [2] Alexandru G. Bardas, Sathya C. Sundaramurthy, Xinming Ou and Scott A. Deloach, "MTD CBITS: Moving Target Defense for Cloud-based IT Systems," In 22nd European Symposium on Research in Computer Security (ESORICS), Oslo, Norway, September 11-13, 2017.
- [3] Sathya Chandran Sundaramurthy, John McHugh, Xinming Ou, Michael Wesch, Alexandru G. Bardas, and S. Raj Rajagopalan, "Turning Contradictions into Innovations or: How We Learned to Stop Whining and Improve Security Operations," In Symposium On Usable Privacy and Security (SOUPS), Denver, CO, USA, June 22-24, 2016.
- [4] Sankardas Roy, Jordan DeLoach, Yuping Li, Nic Herndon, Doina Caragea, Xinming Ou, Venkatesh Prasad Ranganath, Hongmin Li, and Nicolais Guevara, "Experimental Study with Real-world Data for Android App Security Analysis Using Machine Learning," In 31st Annual Computer Security Applications Conference (ACSAC), Los Angeles, California, USA, Dec 7-11, 2015.
- [5] Sathya Chandran Sundaramurthy, Alexandru G. Bardas, Jacob Case, Xinming Ou, Michael Wesch, John McHugh, and S. Raj Rajagopalan, "A Human Capital Model for Mitigating Security Analyst Burnout," In Symposium On Usable Privacy and Security (SOUPS), Ottawa, Canada, July 22-24, 2015. (Distinguished Paper Award)

### **Recent professional development activities**

- Active engagement in funded research projects in the area of cybersecurity with supervision PhD and MS students. Research activities include human-centered approaches to understanding/improving security operations, intrusion/forensics analysis, cloud security and moving-target defense, mobile system security, and cyber physical system security, publication of findings, and creation of new intellectual property (including technology transfer with commercial companies).
- Attendance at multiple conferences per year including ACM CCS, IEEE S&P, USENIX Security, ACSAC, and others.

### **PhD Students (Graduated)**

Yuping Li, Fengguo Wei, Satya Sundaramoorthy, John Homer, Heqing Huang, Kui Luo, Loai Zomlot, Su Zhang, Alex Bardas

### **Current Funded Grants**

- SaTC: CORE: Medium: Collaborative: Understanding Security in the Software Development Lifecycle: A Holistic, Mixed-Methods Approach (PI). National Science Foundation. \$500,000, 09/01/2018-08/31/2021.
- SaTC CORE: Small: Collaborative: Data-driven Approaches for Large-scale Security Analysis of Mobile Applications (PI). National Science Foundation. \$200,000, 8/15/2017-8/14/2020.
- CRISP Type 2: Integrative Decision Making Framework to Enhance the Resiliency of Interdependent Critical Infrastructures (co-PI). National Science Foundation. \$1,963,542, 9/1/2016 - 8/31/2020.
- Modeling Security/Safety Interactions in Buildings for Compositional Security/Safety Control (PI). Department of Homeland Security CPSSEC program. \$914,353, 10/1/2015-9/30/2018. *(Contract awarded to Kansas State after I moved to USF, but I am still responsible for the overall project.)*

### **Invited Talks**

- Keynote speaker. The Third International Workshop on Graphical Models for Security (GraMSec), 2016
- Invited speaker. 1st Experimental Security Panoramas Workshop (ESP), August, 2011
- Invited speaker. USENIX LISA Configuration Workshop, Nov 12, 2007



## **Srinivas Katkoori**

### **Education**

Ph.D., Computer Engineering University of Cincinnati, 1998  
B.E., Electronics and Comm. Engineering Osmania University, 1992

### **Academic experience**

University of South Florida, Associate Professor 2004 to Present  
University of South Florida, Graduate Program Director 2006 to 2009, 2014 to 2016  
University of South Florida, Assistant Professor 1997 to 2004

### **Non-academic experience**

NASA JPL (CalTech) Senior Researcher (on Sabbatical Leave) Fall 2005

### **Current memberships in professional organizations**

- IEEE Senior member (Circuits and Systems Society)
- ACM Senior Member (SIGDA)
- American Society of Engineering Education (ASEE)
- IEEE-HKN Honor Society
- Sigma Xi Honor Society
- American Association for Advancement of Science (AAAS)

### **Honors and awards**

- 2015 – *present* Vice Chair of International Federation for Information Processing (IFIP) Working Group 10.5 (Design and Engineering of Electronic Systems).
- 2014 Best Paper Nomination at IFIP VLSI-SOC Conference
- 2013 USF Jerome Krivanek Distinguished Teacher Award
- 2009 USF Charter Member of Academy of Inventors
- 2007-2008 USF Outstanding Undergraduate Teaching Award
- 2006 IEEE-USA Professional Achievement Award (National-level)
- 2006 Outstanding Engineering Educator Award, IEEE Florida Council Award (Region 3)
- 2003 Best Paper Nomination at International Conference on ASPDAC
- 2003 University of South Florida Outstanding Faculty Research Achievement Award.
- 2000 NSF Faculty Early Career Development Award (CAREER)

### **Service activities within and outside of institution**

Institutional service activities include:

- University: Council on Educational Policies & Issues (2010 to 2013), Honors and Awards Council (2010 to 2013), USF Senate (2010 to 2016), and others

- College: College Faculty Governance Committee (2011 to 2014), Dean Search Committee (2014)
- Department: Graduate Program Director (2006-2009, 2014-2016), Infrastructure Committee (2006-present), T&P Committee, Faculty Advisor, IEEECS Student Chapter (1999-2005, 2017-present), Supervisor, Dept., Technical Support, Faculty Search Chair (2016)

Outside service activities include:

- Editorial: AE, IEEE Trans. on VLSI Systems (2006-2011), EiC-IEEE FWCS News Letter (2006-2009), AE, ACM SIGDA e-News Letter (2011-2013)
- Conference organization: General co-chair 2001 IEEECS Workshop on VLSI, Local Chair, 2009 ISVLSI, Publications Chair, 2012 IFIP VLSI-SOC
- Journal reviewing: IEEE TVLSI, IEEE TCAD, ACM TODAES, IEEE TC, IEEE TEC, IEE Proceedings on CDT, and others
- Conference reviewing: Regular reviewer for DAC, ISCAS, Intl. Conf. on VLSI Design, RAW, ICCD, ISQED, FPL, and others
- Student Contests: Judge, DAC PhD Forum, Co-Chair, ACM SRC@DAC (2011, 2012), Judge and Organizer, ACM CADathlon (2009, 2010, 2011).
- Professional Societies: Treasurer, ACM SIGDA (Fall 2010-2013)
- Others: Panel Member, DAC Young Faculty Award (2011, 2012), Lecturer, ACM DAC Summer School

**Important publications from past five years**

1. R. Govindaraj, S. Ghosh, and S. Katkooi, "Design, Analysis and Application of Embedded Resistive RAM based Strong Arbiter PUF," IEEE Transactions on Dependable and Secure Computing (IEEE TDSC). To Appear.
2. R. Govindaraj, S. Ghosh, and S. Katkooi. "CSRO based Reconfigurable True Random Number Generator using RRAM," IEEE Transactions on Very Large Scale Integration Systems (IEEE TVLSI). Early access, Pages 1-10.
3. S. Pendyala, S. A. Islam, and S. Katkooi, "Gate Level NBTI Optimization in Combinational Circuits with Input Vector Cycling," IEEE Transactions on Emerging Topics in Computing, ). Early access, Pages 1-10.
4. L. Bozgeyikli, E. Bozgeyikli, A. Raij, R. Alqasemi, S. Katkooi, and R. Dubey, "Vocational Rehabilitation of Individuals with Autism Spectrum Disorder with Virtual Reality," ACM Transactions on Accessible Computing (TACCESS), Vol. 10, No. 2, April 2017, Page(s): 5:1 - 5:25.
5. S. Aditham, N. Ranganathan, and S. Katkooi, "LSTM-Based Memory Profiling for Predicting Data Attacks in Distributed Big Data Systems," 2017 IEEE International Parallel and Distributed Processing Symposium Workshops (IPDPSW), Orlando/Buena Vista, 2017, Pages 1259-1267.

6. O. Dokur, N. Elmehraz, and S. Katkooi , "Embedded System Design of a Real-time Parking Guidance System," 2016 Annual IEEE Systems Conference (SysCon), Orlando March 2016, Pages: 1-8.
7. S. Pendyala and S. Katkooi , "Self Similarity and Interval Arithmetic Based Leakage Optimization in RTL Datapaths," 2014 IEEE/IFIP 22nd International Conference on VLSI and System-on-Chip (VLSI-SoC), Oct. 2014. Best Paper Candidate (5 best paper nominations. 31 full papers accepted out of 104 regular submissions).
8. R. P. O'Brien, S. Katkooi , M. A. Rowe, "Design and Implementation of an Embedded System for Monitoring At-home Solitary Alzheimers Patients," 2015 IEEE 58th International Midwest Symposium on Circuits and Systems (MWSCAS), 2-5 Aug. 2015, Page(s):1-4.

### **Patents**

- *Method and apparatus for creating circuit redundancy in programmable logic devices*, Praveen K. Samudrala, Srinivas Katkooi, and Jeremy Ramos. US Patent No. 6,963,217. Abstract: A method for reducing circuit sensitivity to single event upsets in programmable logic devices, involves identifying single event upset sensitive gates within a single event upset sensitive sub-circuit of a programmable logic device as determined by the input environment and introducing triple modular redundancy and voter circuits for each single event upset sensitive sub-circuit so identified.

### **Recent professional development activities**

- Active engagement in research projects in the area of VLSI CAD with supervision of MS and PhD graduate students. Research activities include algorithm development and implementation, hardware (FPGA) prototyping, VLSI Layout design/simulation, and creation of new intellectual property (including patent filings).
- Attendance and participation at one or two conferences per year including ACM/IEEE DAC, ICCAD, ICCD, ISVLSI, etc.

### **PhD Students (Graduated)**

- Dr. Rekha Govindraj, Dr. Lal Bozgeyikli, Dr. Evren Bozgeyikli, Dr. Santosh Aditham, Dr. Shilpa Pendyala, Dr. Soumyaroop Roy, Dr. Pradeep Fernando, Dr. Hariharan Sankaran, Dr. Vyas Krishnan, Dr. Suvodeep Gupta, Dr. Hao Li, Dr. Chandramouli Gopalakrishnan, Dr. Stelian Alupoaei

### **Current Funded Grants**

- NSF I Corps, \$50K, "I-Corps: Use of eHealth to Personalize Exergame Prescriptions," 2018-19. PI: Dr. Hsiao-Lan Wang (College of Nursing)
- FDOT, \$249K, " Integration of a Robust Automated Pedestrian Detection System for Signalized Intersections," 2017-19. PI: Dr. Pei-Sung Lin (CUTR)

**Invited Talks**

- Drexel University, Philadelphia, PA.
- Arizona State University, Tempe, AZ.
- University of Tennessee, Knoxville, TN.
- Rochester Institute of Technology, Buffalo, NY.
- University of Texas, El Paso, TX.
- Honeywell Space Systems, Clearwater, FL.
- Osmania University, Hyderabad, India.
- Navigational Electronics Research & Training Unit (NERTU), Osmania University, India.
- National Institute of Technology (NIT, formerly REC), Warangal, India.
- AFRL Workshop on Radiation Hardening by Design, Albuquerque, NM.
- University of Southern California, CA.
- Jet Propulsion Laboratory, CalTech, Pasadena, CA.
- IBM, Seminar on Selective Triple Modular Redundancy.
- Center for Ocean Technology, College of Marine Science, USF.
- University of North Texas, Denton.
- Georgia Institute of Technology, Atlanta.
- Univ. of Southern California, LA.
- Seminar Speaker, Center for Communication & Signal Processing (CCSP), USF.
- Communications Network Group, USF.

## **Yao Liu**

### **Education**

Ph.D., Computer Science	North Carolina State University, 2012
M.S., Telecommunications	Xidian University, China, 2007
B.S., Computer Science	Xidian University, China, 2004

### **Academic experience**

University of South Florida, Associate Professor,	2018 to Present
University of South Florida, Assistant Professor,	2012 to 2018
North Carolina State University, Research Assistant	2008 to 2012
North Carolina State University, Teaching Assistant	2007 to 2008
Xidian University, Research Assistant	2005 to 2007

### **Current memberships in professional organizations**

IEEE senior member, ACM member, and USENIX member

### **Honors and awards**

- University of South Florida Outstanding Faculty Achievement Award, 2017
- USENIX Security'17 Grant for Women by Google, 2017
- University of South Florida Outstanding Faculty Award, 2017
- USF College of Engineering Outstanding Junior Research Achievement Award, 2016
- National Science Foundation Faculty Early Career Development (CAREER) award, 2016
- Faculty Research Fellow of Air Force Research Lab, 2015
- Travel award from IEEE Symposium on Security and Privacy (IEEE S&P), 2011.
- Best Paper, 7th IEEE International Conference on Mobile Ad-hoc and Sensor Systems (MASS '10),

### **Service activities within and outside of institution**

Institutional service activities:

- CSE department infrastructure committee: 2012-2018
- CSE BS in Cybersecurity curriculum committee: 2018
- College of Engineering, faculty search committee: 2015
- College of Engineering, judge for Research Day, 2016, 2017
- CSE PhD qualifier exam committee, 2014 - 2018

Outside service activities include:

- Conference Program committees: *International Conference on Computer Communications (INFOCOM)*; *Network and Distributed Systems Security (NDSS)*; *ACM Conference on Computer and Communications Security (CCS)*; *IEEE Conference on Communications and Network Security (CNS)*, etc.

- Journal reviewing: *IEEE Transactions on Wireless Communications*; *IEEE Communications letters*; *IEEE Transactions on Parallel and Distributed Systems*; *International Journal of Communication Systems*; *Wireless Communications and Mobile Computing*; *IEEE Transactions on Smart Grid*; *IEEE Journal on Selected Areas in Communications*; *IEEE Transactions on Vehicular Technology*; *Wireless Networks*; *IEEE Transactions on Systems, Man and Cybernetics*; *IEEE Transactions on Information Forensics and Security*, etc.
- Conference reviewing: *IEEE Conference on Computer Communications (INFOCOM)*; *ACM Conference on Wireless Network Security (WiSec)*; *Annual Computer Security Applications Conference (ACSAC)*; *ACM Conference on Computer and Communications Security (CCS)*; *The IEEE Global Communications Conference (GLOBECOM)*; *The IEEE Conference on Decision and Control (CDC)*; *IEEE CloudCom*; *Network and Distributed Systems Security (NDSS)*; *IEEE Consumer Communications and Networking Conference (CCNC)*, etc.

### **Important publications from past five years**

- [1] Shangqing Zhao, Zhengping Luo, Zhuo Lu, Xiang Lu, and Yao Liu, “Stateful Inter-Packet Signal Processing for Wireless Networking”, in Proc. of ACM Conference on Mobile Computing and Networking (**MobiCom**), Oct. 2017
- [2] Ian Markwood, Dakun Shen\*, Yao Liu, and Zhuo Lu, “PDF Mirage: Content Masking Attack Against Information-Based Online Services”, in Proc. of USENIX Security Symposium (**USENIX Security**), 2017
- [3] Ian Markwood, Yao Liu, Kevin Kwiat, and Charles A Kamhoua, “Electric Grid Power Flow Model Camouflage Against Topology Leaking Attacks”, in Proc. of IEEE International Conference on Computer Communications (**INFOCOM**), May 2017
- [4] Mengyuan Li, Yan Meng, Junyi Liu, Haojin Zhu, Xiaohui Liang, Yao Liu, and Na Ruan, “When CSI Meets Public WiFi: Inferring Your Mobile Phone Password via WiFi Signals”, in Proc. of ACM Conference on Computer and Communications Security (**CCS**), Oct. 2016
- [5] Tao Wang, Yao Liu, Qingqi Pei, and Tao Hou, “Location-restricted Services Access Control Leveraging Pinpoint Waveforming”, in Proc. of ACM Conference on Computer and Communications Security (**CCS**), Oct. 2015

### **Recent professional development activities**

- Active engagement in research projects in wireless and mobile security. Research activities include designing in-car security mechanisms, developing authenticated distance bounding, finding vulnerabilities against computer systems, creating defense approaches, and publishing research results.
- Attendance and participation (including presentation of papers) at two to three conferences per year including ACM CCS, IEEE INFOCOM, and others.

### **PhD Students (Graduated)**

Song Fang, 2013 - 2018

Ian Markwood, 2013 - 2018

### **Current Funded Grants**

CAREER: A Pathway towards Channel Camouflage and Manipulation Techniques for Wireless Security, National Science Foundation (NSF)

Towards Wireless Physical Layer Security Leveraging Massive and Distributed MIMO Radios  
Sponsor: Army Research Office (ARO)

### **Invited Talks**

- 04/2016 Attendee, NSF/DHS US-Brazil Workshop on Cyber Security and Privacy, Orlando, FL.
- 10/2015 Invited Academic Talk, University of Arkansas, Little Rock, AR.
- 10/2015 Presenter, IEEE Military Communication Conference (MILCOM) in Tampa FL.
- 04/2015 Invited Academic Talk, Xidian University, Xi'an, China.
- 03/2015 Attendee, NSF workshop in wireless security, Arlington, VA.
- 05/2014 Invited Academic Talk, Chinese Academy of Sciences, Beijing, China.
- 05/2014 Invited Academic Talk, Xidian University, Xi'an, China.
- 05/2014 Invited Academic Talk, Shanghai Jiao Tong University, Shanghai, China.
- 03/2012 Presenter, IEEE Conference on Computer Communications (INFOCOM), Orlando, FL.
- 11/2010 Presenter, IEEE IEEE International Conference on Mobile Ad-hoc and Sensor Systems (MASS), San Francisco, CA.
- 03/2012 Presenter, IEEE Conference on Computer Communications (INFOCOM), San Diego, CA.
- 05/2010 Presenter, IEEE Symposium on Security and Privacy (Oakland), Oakland, FL.
- 10/2009 Presenter, ACM Conference on Computer and Communications Security (CCS), Chicago, IL.

## **Mehran Mozaffari Kermani**

### **Education**

PhD, Electrical and Computer Engineering	University of Western Ontario, ON, Canada, 2011
MS, Electrical and Computer Engineering	University of Western Ontario, ON, Canada, 2007
BS, Electrical and Computer Engineering	University of Tehran, Iran, 2005

### **Academic experience**

Assistant Professor, University of South Florida (USF)	August 2017 to present
Assistant Professor, Rochester Institute of Technology (RIT)	August 2013 to August 2017
Postdoctoral Research Fellow, Princeton University	January 2012 to August 2013

### **Non-academic experience**

AMD Corporation, Senior ASIC/Layout Security Team Member	May 2011 to December 2011
--	---------------------------

### **Current memberships in professional organizations**

IEEE Senior member

### **Honors and awards**

- Faculty Award for Exemplary Research Performance, RIT (2017, 2015)
- Faculty Award for Engaging Graduate Students in Research, RIT (2017)
- Featured Faculty in Research, RIT (2014)
- Texas Instruments Faculty Award (Douglas Harvey) (2014)
- NSERC Postdoctoral Fellowship (PDF) award at Princeton University (2012)
- Princeton's supplement for postdoctoral fellowship award (2012)

### **Service activities within and outside of institution**

- Associate Editorship: *IEEE Transactions on Circuits and Systems I* (2016 to present), *IEEE Transactions on VLSI Systems* (2016 to present), *ACM Transactions on Embedded Computing Systems* (2015 to present)
- Guest Editorship: *IEEE Transactions on Dependable and Secure Computing* (2016), *IEEE/ACM Transactions on Computational Biology and Bioinformatics* (2015), *IEEE Transactions on Emerging Topics in Computing* (2015)
- Conference Organization: *HOST 2019, 2018, and 2017* (Publications Chair)
- Conference Technical Program Committee Membership: *DAC, DATE, HOST, RFIDSec, LightSec, WAIFI, FDTC, DFT*, and a number of other conferences



**Important publications from past five years**

- [1] B. Koziel, R. Azarderakhsh, and M. Mozaffari Kermani, "A high-performance and scalable hardware architecture for isogeny-based cryptography," *IEEE Transactions on Computers* (special issue on Cryptographic Engineering in a Post-Quantum World), accepted, to appear in 2018.
- [2] A. Aghaie, M. Mozaffari Kermani, and R. Azarderakhsh, "Fault diagnosis schemes for low-energy block cipher Midori benchmarked on FPGA," *IEEE Transactions on Very Large Scale Integr. (VLSI) Syst.*, vol. 25, no. 4, pp. 1528-1536, Apr. 2017.
- [3] M. Mozaffari Kermani, V. Singh, and R. Azarderakhsh, "Reliable low-latency Viterbi algorithm architectures benchmarked on ASIC and FPGA," *IEEE Transactions on Circuits Syst. I, Reg. Papers*, vol. 64, no. 1, pp. 208-216, Jan. 2017.
- [4] M. Mozaffari Kermani, R. Azarderakhsh, and A. Aghaie, "Fault detection architectures for post-quantum cryptographic stateless hash-based secure signatures benchmarked on ASIC," *ACM Transactions on Embedded Computing Syst.*, vol. 16, no. 2, pp. 59:1-19, Dec. 2016.
- [5] M. Mozaffari Kermani, R. Azarderakhsh, and A. Aghaei, "Reliable cryptographic architectures of Pomaranch for false-alarm-sensitive applications," *IEEE Transactions on Very Large Scale Integr. (VLSI) Syst.*, vol. 23, no. 12, pp. 2804-2812, Dec. 2015.

**Recent professional development activities**

- 2017: Teaching Professional Development: USF Online Instructor Certification
- Published two ASEE papers in 2015 and 2016 on "integrating education and research in cryptographic engineering and security"
  - [EP1]. M. Mozaffari Kermani, R. Azarderakhsh, and M. Mirakhorli, "Multidisciplinary approaches and challenges in integrating emerging medical devices security research and education," in Proc. Conf. American Society for Engineering Education (ASEE), pp. 1-13, June 2016.
  - [EP2]. M. Mozaffari Kermani and R. Azarderakhsh, "Integrating emerging cryptographic engineering research and security education," in Proc. Conf. American Society for Engineering Education (ASEE), pp. 1-13, June 2015.
- 2015: Attendance of Conf. American Society for Engineering Education (ASEE)
- 2012-2013: Towards Princeton University's Teaching Transcript Certificate, Mc-Graw Center for Teaching and Learning
- Selection committee member for Graduate Students Teaching Awards of the Society of Graduate Students (4400 members) at Western University
- Supervision of Master's and Ph.D. students

**Current funded grants**

1. Design for Fault Attack Resiliency of Lightweight Cryptographic Architecture for Deeply-Embedded Systems

**Federal Funding Agency: National Institute of Standards and Technology (NIST)**

Role: PI

Fund: \$378,260

Duration: Sep. 2016-Oct. 2019

2. Emerging Side-channel Resistant and Resource-friendly Elliptic Curve Algorithms and Architectures

**Federal Funding Agency: Department of Defense (DoD), Army Research Lab.**

Role: PI at USF (Subawarded Project)

Fund: \$450,000

Duration: May 2016-May 2020

3. Efficient Algorithms and Architectures for Post-Quantum Cryptography

**Federal Funding Agency: National Institute of Standards and Technology (NIST)**

Role: PI at USF (Subawarded Project)

Fund: \$487,064

Duration: Oct. 2016-Sep. 2020

### **Invited Talks**

- Hardware Security Forum: Florida Center for Cybersecurity (FC2) Research Symposium, University of South Florida (USF), 2018

## **Tempestt Neal**

### **Education**

PhD, Computer Engineering University of Florida, 2018  
MS, Computer Science Clemson University, 2014  
BS, Computer Science South Carolina State University, 2012

### **Academic experience**

Assistant Professor, University of South Florida August 2018 to present

### **Non-academic experience**

Savannah River Remediation, LLC, Software Engineer (full-time internship) Summer 2011  
The Nature Conservancy, Marketing and Website Designer (full-time internship) Summer 2010

### **Current memberships in professional organizations**

Institute of Electrical and Electronics Engineers (IEEE)

### **Honors and awards**

- University of Florida's Delores Auzenne Dissertation Award (2018)
- NSF CyberCorps Scholarship for Service (SFS) Fellowship (2017-2018)
- NSF in Science, Technology, Engineering, and Mathematics (S-STEM) (2012-2015)
- South Carolina State University Computer Science Award (2012)

### **Service activities within and outside of institution**

- Conference organization: Florida Institute for Cybersecurity Research Conference (2017, Volunteer)
- Journal reviewing: *IEEE Transactions on Multi-Scale Computing Systems*
- Conference reviewing: *IEEE International Conference on Identity, Security, and Behavioral Analysis (ISBA)*

### **Important publications from past five years**

- [1] Neal, T.J., D. L. Woodard, and A.D. Striegel. *Mobile Device Usage Data as Behavioral Biometrics. Mobile Biometrics* (2017). Ed. G. Guo and H. Wechsler. Institution of Engineering and Technology (IET). ISBN: 978-1-78561-095-0.
- [2] Neal, T. J. and D. L. Woodard (2016). "Surveying Biometric Authentication for Mobile Device Security." *Journal of Pattern Recognition Research* 1, pp. 74–110. 2.
- [3] Neal, T. J., Kalaivani Sundararajan, Aneez Fatima, Yiming Yan, Yingfei Xiang, and Damon Woodard. 2017. "Surveying Stylometry Techniques and Applications." *ACM Computing Surveys* 50, 6, Article 86 (November 2017), 36 pages.

- [4] Neal, T. J., and D. L. Woodard, "Spoofing analysis of mobile device data as behavioral biometric modalities," *2017 IEEE International Joint Conference on Biometrics (IJCB)*, Denver, CO, USA, 2017, pp. 62-70. doi: 10.1109/BTAS.2017.8272683.
- [5] Neal, T. J. and D. L. Woodard, "A gender-specific behavioral analysis of mobile device usage data," *2018 IEEE 4th International Conference on Identity, Security, and Behavior Analysis (ISBA)*, Singapore, 2018, pp. 1-8. doi: 10.1109/ISBA.2018.8311459.

**Recent professional development activities**

- Research activities include cyber behavior analysis for scalable behavioral biometric implementations in non-physical domains, publication of findings, and software deliverable for U.S. government sponsors.
- Attendance or work presented at top biometric conferences every year, including IEEE BTAS, IEEE/IAPR IJCB, IEEE ISBA, and IAPR ICB.

## **Attila Altay Yavuz**

### **Education**

PhD, Computer Science	North Carolina State University, 2011
MS, Computer Science	Bogazici University, 2006
BS, Computer Engineering	Yildiz Technical University, 2004

### **Academic experience**

Assistant Professor, University of South Florida	August 2018 to present
Assistant Professor, Oregon State University	August 2014 to August 2018
Adjunct Assistant Professor, University of Pittsburgh	January 2014 to present
Research and Teaching Assistant, North Carolina State University	January 2007 to August 2011

### **Non-academic experience**

Research Scientist, Bosch Research and Technology Center	December 2011 to August 2014
Research Engineer, Satellite Research Laboratory, Bogazici Uni.	August 2004 to December 2006

### **Current memberships in professional organizations**

IEEE and ACM

### **Honors and awards**

- NSF CAREER (2017 - 2022)
- DBSec Best Paper Award (2018)

### **Service activities within and outside of institution**

- Department committees: EECS Graduate Curriculum Committee and Graduate Admissions Committee at Oregon State University (2014-2018).
- Conference Program Committee and Reviewing: *IEEE CNS 2018, ACSAC 2017-2018, IFIP DBSec 2018, IEEE SmartGridComm 2018, ACM TrustED 2014-2016, and many others.*
- Journal reviewing: ACM Transactions on Security and Privacy, IEEE Transactions of Dependable and Secure Computing, IEEE Transactions on Information Forensics and Security, IEEE Transaction on Cloud Computing, and many others.

### **Important publications from past five years**

- [1] Muslum Ozgur Ozmen, Rouzbeh Behnia and Attila A. Yavuz, "Compact Energy and Delay-aware Authentication CEDA", 6th IEEE Conference on Communications and Network Security (CNS), Beijing, China, May 30-June 1, 2018.

- [2] Attila Altay Yavuz, “Immutable Authentication and Integrity Schemes for Outsourced Databases”. IEEE Trans. Dependable Sec. Comput. 15(1): 69-82, 2018.
- [3] Thang Hoang, Ceyhun D. Ozkaptan, Attila A. Yavuz, Jorge Guajardo, Tam Nguyen, "S3ORAM: A Computation-Efficient and Constant Client Bandwidth Blowup ORAM with Shamir Secret Sharing", The ACM Conference on Computer and Communications Security (CCS), Dallas, USA, November 2017.
- [4] Thang Hoang, Attila A. Yavuz and Jorge Guajardo, “Practical and Secure Dynamic Searchable Encryption via Oblivious Access on Distributed Data Structure”, in Proceedings of the 32nd Annual Computer Security Applications Conference (ACSAC 16), pp. 302-313, Los Angeles, California, USA, December 5-9, 2016.
- [5] Attila A. Yavuz and Jorge Guajardo, “Dynamic Searchable Symmetric Encryption with Minimal Leakage and Efficient Updates on Commodity Hardware”, Selected Areas in Cryptography (SAC) 2015, pp. 241-259, Sackville, New Brunswick, Canada, August 2015.

### **Recent professional development activities**

- Active engagement in funded research projects in the area of privacy enhancing technologies, cyber-security and applied cryptography with supervision of MS and PhD graduate students. Research activities include the creation of novel cryptographic primitives, protocols and applications such as searchable encryption, oblivious random access machine, digital signatures, light-weight cryptographic schemes for embedded systems and post-quantum cryptography. The proposed intellectual merit is demonstrated via publications in top venues, new intellectual properties (including patent filings) and technology transfers with real-world impact.
- Presentations and attendance at least one conference per year including ACM CCS, ACM ACSAC, IEEE CNS, IEEE Milcom, and others.
- Continuous reviewer and program committee member for top IEEE/ACM journals and conferences such as IEEE TIFS, TDCS, ACSAC, CNS, and others.

### **Patents**

- Muslum O. Ozmen, Hoang Thang, and Attila A. Yavuz “Forward-Private Dynamic Search-able Symmetric Encryption with Efficient Search”, OSU-17-55, Provisional Application No: 62/572,339, Submitted: October 10, 2017.
- Mohamed Grissa, Attila A. Yavuz, Bechir Hamdaoui, “An Efficient Technique for Protect-ing Location Privacy of Cooperative Spectrum Sensing Users”, OSU-16-14, DRAFT/072/16, Submitted: March 22, 2016.
- Anand A. Mudgerikar, Ankush Singla, Ioannis Papapanagiotou and Attila A. Yavuz. “Hard-ware Accelerated Priority based Message Authentication for Vehicular Networks”, USPTO: 62/201096 , Submitted: August 3, 2015.
- Attila A. Yavuz, Jorge Guajardo and Anvesh Ragi, “System and method for dynamic, non-interactive, and parallelizable searchable symmetric encryption”, Patent WO2015055762 A1, Priority Date: October 18, 2013, Filing Date: October 16, 2014, Issued: April 23, 2015.
- Jorge Guajardo, Attila A. Yavuz, Benjamin Glas, Markus Ihle, Hamit Hacıoglu, and Karsten Wehefrit, ”System and method for counter mode encrypted communication with

reduced band-width”, Patent US 20140270163 A1, Filed: March 14, 2013, Issued: September 18, 2014.

- Attila A. Yavuz. “System and Method for Secure Review of Audit Logs”, USPTO: 62/006476, Filed: June 2, 2014.
- Attila A. Yavuz, Jorge Guajardo, and Shalabh Jain, “System and method for mitigation of denial of service attacks in networked computing systems”, Patent WO2014144555 A1, Filed: March 15, 2013, Issued: September 18, 2014.
- Attila A. Yavuz, Jorge Guajardo, and Shalabh Jain, “System and method for mitigation of denial of service attacks in networked computing systems”, Patent WO2014144555 A1, Filed: March 15, 2013, Issued: September 18, 2014.
- Attila A. Yavuz, “System and method for message verification in broadcast and multicast networks”, Patent US8667288 B2, Filed: May 29, 2012, Issued: March 4, 2014.

#### **Recent professional development activities**

- Reviewer in IEEE Transactions on Dependable and Secure Computing (2014-2018), and IEEE Transactions on Information Forensics and Security (2014-2018).
- Attila A. Yavuz, “Lightweight, Delay-Aware, and Scalable Cryptographic Services for Smart Grid Systems”, Cyber Resilient Energy Delivery Consortium, March 2016, Illinois, USA.
- Shauna Michelle Policicchio and Attila A. Yavuz, “Preventing Memory Access Pattern Leak-age in Searchable Encryption”, iConference 2015 Proceedings, March 2015, California, USA.
- Anand A. Mudgerikar, Ankush Singla, Ioannis Papapanagiotou and Attila A. Yavuz, “Fast and Scalable Authentication for Vehicular Internet of Things”, 16th Annual Information Security Symposium, CERIAS, March 2015, West Lafayette, IN.

#### **PhD Students (Graduated)**

- Mohamed Grissa

#### **Current funded grants**

- NSF CAREER: Lightweight and Fast Authentication for Internet of Things: Attila A. Yavuz (Sole PI), National Science Foundation Award No. CNS 1652389 03/2017 - 02/2022, Total: \$500,000
- NSF Travel Grant: Attila A. Yavuz (Sole PI), National Science Foundation Award No. CNS - 1821203 01/11/2018, Total: \$18,000
- Towards Practical Privacy Enhancing Technologies: Attila A. Yavuz (Sole PI), Unrestricted Gift, Robert Bosch 09/2014 - present, Total: \$175,000
- Cyber Resilient Energy Delivery Consortium (CREDC): Co-PI, with Rakesh Bobba, Eduardo Cotilla-Sanchez and Jinsub Kim Department of Energy (DOE) 09/2015 - 09/2020, Total: \$1,530,040, my share: \$248,500

## **Sueychyun (Roger) Fang**

### **Education**

PhD, Electrical and Computer Engineering	University of Florida, 1993
MS, Electrical and Computer Engineering	University of Florida, 1987
BS, Communication Engineering	National Chiao-Tung University, Taiwan, 1980

### **Academic experience**

Instructor II, University of South Florida	January 2017 to present
Full Professor, Arkansas Tech University	August 2016 to December 2016
Associate Professor, Arkansas Tech University	August 2007 to July 2016
Assistant Professor, Arkansas Tech University	August 2001 to July 2007
Instructor, Kingston College, Burnaby, BC, Canada	August 1999 to August 2001
Assistant Instructor, BCIT, Burnaby, BC, Canada	January 1999 to July 1999

### **Non-academic experience**

INFOCOMM International Co., Taiwan, Director of Technology	1998 to 1999
Rational Software, Senior Technical Consultant	1996 to 1997
Ministry of Transportation and Communications, Taiwan, Assistant Manager	1993 to 1996
Chung-Shan Institute of Science and Technology (CSIST), Ministry of Defense, Taiwan, Research Assistant (test and development of products)	1982 to 1986

### **Certifications and professional registrations**

Online Instructor Certification 2017 (USF)

### **Current memberships in professional organizations**

- ACM (SIGITE, SIGMOD)
- Association of Information Systems (SIGDSA)

### **Service activities within and outside of institution**

- Program Director, MS in Information Technology, Arkansas Tech University (2006 to 2016)
- University committees in Arkansas Tech University: Mentor of Bridge to Excellence (2003)
- Department committees in Arkansas Tech University: Curriculum Committee (2007 to 2016), Assessment Committee (2009 to 2016), Faculty Search Committee, Peer Review Committee (2008~2010), and Ethics Committee (2009)
- Coordinator of graduate assistants (2007 to 2016)

### **Recent professional development activities**



- Attendance at several webinar and webcast regarding Devops hosted by DORA, Puppet, and CA in summer 2017 for a new course preparation of System Architecture and Integration.
- Supervision of MS graduate students internship projects, activities include project sponsorship, evaluation of proposals, project reviews.
- Design and implementation of a course scheduling system for college application in Arkansas Tech University.
- Design and implementation of a student appointment web application in Arkansas Tech University.
- Design and implementation of a data warehouse with multidimensional queries for teaching a graduate course of business intelligence.
- IT project consultant of Arkansas Valley Electric and ALLTEL in Arkansas.
- Creation and testing of databases in heterogeneous DBMS environment for teaching purpose, including Oracle, MySQL, DB2, and MS-SQL.
- Creation of a deductive database in Datalog and DES for student advising research.
- Developed new courses, including Database Administration, Data Warehousing and Mining, ASP.NET Online Information Systems, Visual Programming (in C#, Java, and VB) in Arkansas Tech University, and System Architecture and Integration in University of South Florida.

## **Isabela Moura Hidalgo**

### **Education**

Ph.D., Computer Science and Engineering	University of South Florida, 2012
M.S., Informatics	Pontifical Catholic University of Rio de Janeiro, 1999
B.S., Information Technology	Pontifical Catholic University of Rio de Janeiro, 1996

### **Academic experience**

University of South Florida, Instructor I	2015 to Present
University of South Florida, Graduate Teaching Assistant	2003 to 2009

### **Non-academic experience**

Jamcracker Inc., Web Developer (software development and usability testing)	2000 to 2002
Pontifical Catholic University of RJ, Web Developer (website development)	1999 to 2000
Tecso Informatica, Systems Analyst (application development and testing)	1996 to 1997
IBM Brasil, Systems Analyst Intern (software development and support)	1995 to 1996

### **Current memberships in professional organizations**

- ACM (ACM-W, SIGCSE and SIGCHI)
- Interaction Design Foundation (IDF)

### **Service activities within and outside of institution**

Institutional service activities include:

- University: Judge for USF's 10<sup>th</sup> Annual Graduate Student Research Symposium (2018)
- College: Hiring Committee (IMSE department, 2016 to 2017), Judge for the Poster Competition at the College of Engineering Research Day (2015, 2016)
- Department: Hiring Committee (CSE department, 2015 to 2018), BS Cybersecurity Committee (CSE department, 2017 to 2018).

### **Recent professional development activities**

- Participation at the Summer Teaching Symposium, USF, 2018 and 2017
- Attendance at the Sunshine State Teaching and Learning Conference, USF/UCF, 2018
- Course participation: Usable Security, University of Maryland, 2018
- Course participation: Dynamic User Experience, Interaction Design Foundation, 2017
- Attendance and poster presentation at the Celebration of Teaching, USF, 2017
- Attendance at workshops offered by USF, including:
  - Enhance Your Online Course with Kaltura, 2018
  - Camtasia Foundations Workshop, 2016
  - Fostering Grit and Persistence in Your Students, 2016
  - Proactive Strategies for Student Success, 2016

- Online Proctoring with Proctorio, 2016
- Open Education Resources, 2016
- Online Instructor Certification, 2015
- New Faculty Workshops, 2015

**Philip R. Ventura, Jr.**

**Education**

Ph.D., Computer Science	University at Buffalo, SUNY, 2004
M.S., Computer Science	University at Buffalo, SUNY, 2000
B.A., Psychology and Philosophy	SUNY College at Buffalo, 1993

**Academic experience**

University of South Florida, Instructor II	2016 – Present
Palm Beach State College, Professor of Computer Science and Dept. Chair	2013 – 2016
Broward College, Assistant Professor, & Adjunct Professor	2008 – 2013
St. Thomas University, Assistant Professor and Program Coordinator	2005 – 2008
State University of West Georgia, Assistant Professor	2004 – 2005
University at Buffalo, Visiting Lecturer	1998 – 2003

**Non-academic experience**

Velocitude/Akamai, Senior Software Engineer	2010
---	------

**Honors and awards**

Broward College Service Learning Award	2013
ACM SIGCSE 2003 Student Research Competition – 3rd place	2003

**Service activities within and outside of institution**

Institutional service activities include:

- USF Dept. of Computer Science Undergraduate Committee (2016 – Present)

Palm Beach State service activities include:

- Served as Department Chair
- Member of multi-campus Computer Science Faculty Search Committee
- Member of the Boca Campus IT Committee
- Worked on the Florida TEAm Grant – a collaborative grant among Florida Atlantic University, PBSC, and Broward College. Work included assisting in the planning/writing stages as well as at the administration phase

Outside service activities include:

- Reviewer of Cay Horstmann’s, Java for Everyone (2008)
- NSF Panelist (2004)
- Reviewer for SIGCSE, OOPSLA, ITICSE, Computer Science Education Journal , & Consortium for Computing in Small Colleges (2002 – 2006)
- Reviewer of Tucker, A. & Noonan, R. Programming Languages: Principles and Paradigmns (2002)
- Acknowledged review of Cay Horstmann’s, Object-Oriented Design Patterns. (2002)

- Acknowledged review of David Riley's, *The Object of Java* (2001)

### **Important publications from past five years**

Nick Parlante, Julie Zelenski, Ben Stephenson, Ali Malik, Phil Ventura, Michael Guerzhoy, David Reed, and Josh Hug. 2018. *Nifty Assignments*. In *Proceedings of the 49th ACM Technical Symposium on Computer Science Education (SIGCSE '18)*. ACM, New York, NY, USA, 912-913. DOI: <https://doi.org/10.1145/3159450.3170601>

### **Recent professional development activities**

- Attended Google Faculty Institute 2018
- Attended USF's ATLE multi-day Summer Teaching Symposium on Student Motivation
- Attended Service Learning Academy training
- Attended SIGCSE 2018
- Attended multiple ATLE First Friday training sessions
- Completed Offensive Security's *Penetration Testing with Kali Linux* class
- Attended USF's ATLE multi-day Summer Teaching Symposium on Gamification
- Self-directed learning in the areas of Cloud Computing and Internet of Things
- Researched jobs ads, industry trends, and curricula while developing both the Mobile Applications Development and Java College Credit Certificates at Palm Beach State College
- Attended talks by Dr. Stephen Chew, a cognitive psychologist, who spoke on research-based teaching/learning and on formative assessment at PBSC
- Attended the 2014 Sunshine PHP Developers Conference
- Completed multiple webinars on Amazon's AWS cloud technologies

**Jason R. Lewis**

**Education**

PhD, Computer Science	Clemson University, 2007
MS, Mathematical Sciences	East Tennessee State University, 2004
BS, Mathematical Sciences	East Tennessee State University, 2002

**Academic experience**

Instructor I, University of South Florida	August 2018 to Present
Adjunct Graduate Lecturer, University of Colorado Denver	August 2015 to Present
Assistant Professor, University of the Virgin Islands	August 2015 to August 2018
Adjunct Instructor, University of South Florida	March 2015 to July 2018
Adjunct Associate Professor, University of MD Univ. College	October 2016 to August 2016
Senior Instructor, University of Colorado Denver	August 2013 to August 2015
Adjunct Undergraduate Lecturer, University of Colorado Denver	January 2013 to July 2013
Adjunct Faculty, Community College of Denver	August 2012 to December 2012
Adjunct Faculty, Metropolitan State University of Denver	January 2012 to December 2012
Graduate Teaching Assistant, Clemson University	August 2004 to August 2007
Adjunct Faculty, East Tennessee State University	August 2003 to December 2003

**Non-academic experience**

CyForce, LLP, Managing Partner & Forensic Examiner <i>Cybersecurity &amp; digital forensics services company</i>	October 2014 to July 2018
Colorado Electronic Crimes Task Force (U.S. Secret Service) <i>Academic Consultant &amp; Forensic Examiner</i>	March 2013 to August 2015
City of Greenwood Village Police Department <i>Computer Crimes Investigator</i>	July 2011 to March 2013
<i>Community Liaison Officer</i>	July 2011 to March 2013
<i>School Resource Officer</i>	July 2011 to March 2013
<i>Patrol Officer</i>	December 2008 to July 2011
Georgia Institute of Technology Police Department <i>Patrol Officer</i>	August 2007 to December 2008
National Security Agency <i>Applied Research Mathematician</i>	May 2006 to August 2006

**Current memberships in professional organizations**

- American Academy of Forensic Sciences, Council of Forensic Science Educators, and Association of Digital Forensics, Security, and Law,
- IEEE (Computer Society and Communications Society) and ACM (SIGCSE)

### **Service activities within and outside of institution**

- University committees:
  - University Strategic Planning Task Force (2017 to 2018)
  - Academic Discipline Committee [Chair] (2016 to 2018)
  - UVI Online Steering Committee (2016 to 2018)
  - President's Honorary Degree Committee (2016 to 2017)
  - NSF HBCU Undergraduate Programs Grant Proposal Committee (2015 to 2016)
- College committees:
  - VI EPSCoR Faculty Mentoring Program Steering Committee (2016 to 2018)
  - Academic Suspension Committee (2016 to 2018)
  - College Secretary (2015 to 2016)
- Department committees:
  - Undergraduate/ABET Committee (2015 to 2018)
  - Faculty Search Committees (2016 to 2018)
- Conference organization:
  - *IEEE CNS Conference* (2016, Network Forensics Workshop Program Committee)
  - *American Academy of Forensic Sciences Annual Conference* (2017 & 2018 Program Committee – Digital & Multimedia Sciences Section)
- Journal reviewing:
  - *Journal of Digital Forensics, Security, and Law* (2018 to Present)
- Proposal reviewing:
  - NSF SaTC-EDU review panel (2017& 2018)

### **Recent professional development activities**

- Undergraduate Research Mentor Training, *National Research Mentoring Network* Workshop on best practices in mentoring undergraduate student researchers.
- Train the Trainer, *National Research Mentoring Network* Training and certification to be a workshop facilitator with the National Research Mentoring Network.
- NSF CISE CAREER Workshop, National Science Foundation Workshop on how to prepare an NSF Career Grant proposal.
- Mindset Training and Workshop Workshop to assist faculty in understanding mindsets and provide training on developing the growth mindset (based on Carol Dweck's work).
- Attendance typically at two conference per years including AAFS Annual Conference, NSF NICE Conferences, IEEE CNS Conferences, and others.

**Agenda Item: FL 106**

**USF Board of Trustees  
December 4, 2018**

**Issue:** Need for continued coordinated assistance with the State of Florida Division of Emergency Management for resource support during emergencies affecting the USF System.

**Proposed action:** Approve the renewal of the Florida Statewide Mutual Aid Agreement (“SMAA”).

**Executive Summary:**

The USF BOT approved renewal of the SMAA on October 12, 2017. The SMAA has since been updated to:

- Allow for use during minor emergencies, provide specificity to license and certification allowances, and detail equipment rates and documentation requirements.

This updated SMAA requires an additional approval of the renewal by the Chair of the Board of Trustees.

The Florida Board of Governors Regulation 3-001(3) (b) expressly states that “[e]ach university shall sign the Statewide Mutual Aid Agreement “SMAA”.

The State of Florida Division of Emergency Management has an established Mutual Aid Agreement to coordinate the sharing of resources among Florida government entities for emergency aid and assistance before, during, or after a major or catastrophic disaster. The SMAA is pursuant to the Emergency Management Act, located in Florida Statue Chapter 252 governing emergency management for the State of Florida. Participating parties to the SMAA may request resource support from one-another or through the Florida Division of Emergency Management. The SMAA outlines important details and procedures on the use, cost, reimbursement, and insurance requirements by which signing parties must abide.

**Financial Impact:**

Renewal of this SMAA will authorize USF to request available State and local resources that may otherwise require additional spending through external contracts. In the event USF resources are utilized by another entity, reimbursement for the costs associated with the resource are clearly defined.

**Strategic Goal(s) Item Supports:** Goal 4 – Objective 2 - “Refine business practices to ensure a strong and sustainable economic foundation for the university”

**BOT Committee Review Date:** October 29, 2018 ACE

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

**Yes**

**No**

[http://www.flbog.edu/documents\\_regulations/regulations/3-001\\_Campus\\_Emergency\\_Management05\\_06\\_10.pdf](http://www.flbog.edu/documents_regulations/regulations/3-001_Campus_Emergency_Management05_06_10.pdf)

**USF System or Institution specific:** System

**Prepared by:** Calvin Williams



### **3.001 Campus Emergency Management**

#### **(1) Emergency Management Policies**

- (a) Each university shall develop policies covering the development and maintenance of an all-hazards based, comprehensive emergency management program including preparing for, mitigating, responding to and recovering from emergencies.
- (b) Each institution shall develop and maintain a Comprehensive Emergency Management Plan (CEMP).
- (c) Each university shall develop a Continuity of Operations Plan(s) (COOP) to outline a comprehensive and effective program to ensure continuity of essential university functions under all circumstances, in accordance with Section 252.365 F.S.

#### **(2) Emergency Coordination Officers and Emergency Management Contacts**

- (a) The Chancellor shall designate an Emergency Coordination Officer (ECO) and alternate for the Board of Governors and the State University System. The Board of Governors' ECO shall develop a communications protocol that provides for State University System-level emergency notification, response and coordination of effort, as may be appropriate. The BOG ECO shall coordinate with the Florida Division of Emergency Management (DEM) on emergency management issues and serves as the designated liaison to university emergency management contacts;
- (b) The BOG ECO shall maintain a CEMP and COOP for the Chancellor's Office and Departments of the BOG as part of the state CEMP and the Department of Education's COOP.
- (c) Each university shall designate an emergency management contact and alternate. The university contact is the university liaison on emergency management issues, and is responsible for coordinating emergency management activities for the university, including the CEMP and COOP plans.

#### **(3) Cooperation with Other Agencies**

- (a) Each university shall cooperate with federal, state, county, and municipal agencies on activities pertaining to-emergency management, as may be appropriate.
- (b) Each university shall sign the Statewide Mutual Aid Agreement (SMAA).
- (c) Each university shall work cooperatively with the Board of Governors and the Florida Division of Emergency Management's State Emergency Response Team (SERT) under the framework of the State of Florida's Comprehensive Emergency Plan. The Board of Governors' ECO may act as a liaison between SERT and each university when appropriate.

Authority: Section 7(d), Art. IX, Fla. Const.; History - New 5-6-10



STATE OF FLORIDA

## DIVISION OF EMERGENCY MANAGEMENT

**RICK SCOTT**  
Governor

**WESLEY MAUL**  
Director

### STATEWIDE MUTUAL AID AGREEMENT

This Agreement is between the FLORIDA DIVISION OF EMERGENCY MANAGEMENT (“Division”) and the local government signing this Agreement (the “Participating Parties”). This agreement is based on the existence of the following conditions:

A. The State of Florida is vulnerable to a wide range of disasters that are likely to cause the disruption of essential services and the destruction of the infrastructure needed to deliver those services.

B. Such disasters are likely to exceed the capability of any one local government to cope with the emergency with existing resources.

C. Such disasters may also give rise to unusual technical needs that the local government may be unable to meet with existing resources, but that other local governments may be able to offer.

D. The Emergency Management Act, Chapter 252, provides each local government of the state the authority to develop and enter into mutual aid agreements within the state for reciprocal emergency aid and assistance in case of emergencies too extensive to be dealt with unassisted, and through such agreements to ensure the timely reimbursement of costs incurred by the local governments which render such assistance.

E. Pursuant to Chapter 252, the Division has the authority to coordinate assistance between local governments during emergencies and to concentrate available resources where needed.

Based on the existence of the foregoing conditions, the parties agree to the following:

#### ARTICLE I.

**Definitions.** As used in this Agreement, the following expressions shall have the following meanings:

A. The “Agreement” is this Agreement, which shall be referred to as the Statewide Mutual Aid Agreement (“SMAA”).

B. The “Division” is the Division of Emergency Management

C. The “Participating Parties” to this Agreement are the Division and any and all special districts, educational districts, and other local and regional governments signing this Agreement.

D. The “Requesting Parties” to this Agreement are Participating Parties who request assistance during an emergency.

E. The “Assisting Parties” to this Agreement are Participating Parties who render assistance in an emergency to a Requesting Party.

F. The “State Emergency Operations Center” is the facility designated by the State Coordinating Officer to manage and coordinate assistance to local governments during an emergency.

G. The “Comprehensive Emergency Management Plan” is the biennial Plan issued by the Division in accordance with § 252.35(2)(a), Florida Statutes.

H. The “State Coordinating Officer” is the official whom the Governor designates, by Executive Order, to act for the Governor in responding to a disaster, and to exercise the powers of the Governor in accordance with the Executive Order, Chapter 252, Florida Statutes, and the State Comprehensive Emergency Management Plan.

I. The “Period of Assistance” is the time during which any Assisting Party renders assistance to any Requesting Party in an emergency, and shall include both the time necessary for the resources and personnel of the Assisting Party to travel to the place specified by the Requesting Party and the time necessary to return them to their place of origin or to the headquarters of the Assisting Party.

J. A “special district” is any local or regional governmental entity which is an independent special district within the meaning of section 189.012(3), Florida Statutes, regardless of whether established by local, special, or general act, or by rule, ordinance, resolution, or interlocal agreement.

K. An “educational district” is any school district within the meaning of section 1001.30, Florida Statutes and any community school and state university within the meaning of section 1000.21, Florida Statutes.

L. An “interlocal agreement” is any agreement between local governments within the meaning of section 163.01(3)(a), Florida Statutes.

M. A “local government” is any educational district or any entity that is a “local governmental entity” within the meaning of section 11.45(1)(e), Florida Statutes.

N. Any expressions not assigned definitions elsewhere in this Agreement shall have the definitions assigned them by the Emergency Management Act.

## ARTICLE II.

**Applicability of the Agreement.** A Participating Party may request assistance under this Agreement for a “major” or “catastrophic disaster” as defined in section 252.34, Florida Statutes. If the Participating Party has no other mutual aid agreement that covers a “minor” disaster or other emergencies too extensive to be dealt with unassisted, it may also invoke assistance under this Agreement for a “minor disaster” or other such emergencies.

## ARTICLE III.

**Invocation of the Agreement.** In the event of an emergency or threatened emergency, a Participating Party may invoke assistance under this Agreement by requesting it from any other Participating Party, or from the Division if, in the judgment of the Requesting Party, its own resources are inadequate to meet the emergency.

A. Any request for assistance under this Agreement may be oral, but within five (5) calendar days must be confirmed in writing by the County Emergency Management Agency of the Requesting Party, unless the State Emergency Operations Center has been activated in response to the emergency for which assistance is requested.

B. All requests for assistance under this Agreement shall be transmitted by County Emergency Management Agency of the Requesting Party to either the Division, or to another Participating Party. If the Requesting Party transmits its request for Assistance directly to a Participating Party other than the Division, the Requesting Party and Assisting Party shall keep the Division advised of their activities.

C. The Division shall relay any requests for assistance under this Agreement to such other Participating Parties as it may deem appropriate, and shall coordinate the activities of the Assisting Parties so as to ensure timely assistance to the Requesting Party. All such activities shall be carried out in accordance with the State's Comprehensive Emergency Management Plan.

D. Nothing in this Agreement shall be construed to allocate liability for the costs of personnel, equipment, supplies, services and other resources that are staged by the Division, or by other agencies of the State of Florida, for use in responding to an emergency pending the assignment of such personnel, equipment, supplies, services and other resources to an emergency support function/mission. The documentation, payment, repayment, and reimbursement of all such costs shall be rendered in accordance with the Comprehensive Emergency Management Plan, and general accounting best practices procedures and protocols.

#### **ARTICLE IV.**

**Responsibilities of Requesting Parties.** To the extent practicable, all Requesting Parties seeking assistance under this Agreement shall provide the following information to the Division and the other Participating Parties. In providing such information, the Requesting Party may use Form B attached to this Agreement, and the completion of Form B by the Requesting Party shall be deemed sufficient to meet the requirements of this Article:

A. A description of the damage sustained or threatened;

B. An identification of the specific Emergency Support Function or Functions for which such assistance is needed;

C. A description of the specific type of assistance needed within each Emergency Support Function;

D. A description of the types of personnel, equipment, services, and supplies needed for each specific type of assistance, with an estimate of the time each will be needed;

E. A description of any public infrastructure for which assistance will be needed;

F. A description of any sites or structures outside the territorial jurisdiction of the Requesting Party needed as centers to stage incoming personnel, equipment, supplies, services, or other resources;

G. The place, date and time for personnel of the Requesting Party to meet and receive the personnel and equipment of the Assisting Party; and

H. A technical description of any communications or telecommunications equipment needed to ensure timely communications between the Requesting Party and any Assisting Parties.

#### **ARTICLE V.**

**Responsibilities of Assisting Parties.** Each Participating Party shall render assistance under this Agreement to any Requesting Party to the extent practicable that its personnel, equipment, resources and capabilities can render assistance. If a Participating Party which has received a request for assistance under this Agreement determines that it has the capacity to render some or all of such assistance, it shall provide the following information to the Requesting Party and shall transmit it without delay to the Requesting Party and the Division. In providing such information, the Assisting Party may use Form B attached to this Agreement, and the completion of Form B by the Assisting Party shall be deemed sufficient to meet the requirements of this Article:

A. A description of the personnel, equipment, supplies and services it has available, together with a description of the qualifications of any skilled personnel;

B. An estimate of the time such personnel, equipment, supplies, and services will continue to be available;

C. An estimate of the time it will take to deliver such personnel, equipment, supplies, and services at the date, time and place specified by the Requesting Party;

D. A technical description of any communications and telecommunications equipment available for timely communications with the Requesting Party and other Assisting Parties; and

E. The names of all personnel whom the Assisting Party designates as Supervisors.

F. The estimated costs of the provision of assistance (use FEMA's Schedule of Equipment Rates spreadsheet attached to Form B.)

#### ARTICLE VI.

**Rendition of Assistance.** After the Assisting Party has delivered its personnel, equipment, supplies, services, or other resources to the place specified by the Requesting Party, the Requesting Party shall give specific assignments to the Supervisor(s) of the Assisting Party, who shall be responsible for directing the performance of these assignments. The Assisting Party shall have authority to direct the manner in which the assignments are performed. In the event of an emergency that affects the Assisting Party, all personnel, equipment, supplies, services and other resources of the Assisting Party shall be subject to recall by the Assisting Party upon not less than five (5) calendar days' notice or, if such notice is impracticable, as much notice as is practicable under the circumstances.

A. For operations at the scene of *catastrophic* and *major* disasters, the Assisting Party shall to the fullest extent practicable give its personnel and other resources sufficient equipment and supplies to make them self-sufficient for food, shelter, and operations unless the Requesting Party has specified the contrary. For *minor* disasters and other emergencies, the Requesting Party shall be responsible to provide food and shelter for the personnel of the Assisting Party unless the Requesting Party has specified the contrary. In its request for assistance the Requesting Party may specify that Assisting Parties send only self-sufficient personnel or self-sufficient resources.

B. Unless the Requesting Party has specified the contrary, it shall to the fullest extent practicable,

coordinate all communications between its personnel and those of any Assisting Parties, and shall determine all frequencies and other technical specifications for all communications and telecommunications equipment to be used.

C. Personnel of the Assisting Party who render assistance under this Agreement shall receive their usual wages, salaries and other compensation, and shall have all the duties, responsibilities, immunities, rights, interests, and privileges incident to their usual employment. If personnel of the Assisting Party hold local licenses or certifications limited to the county or municipality of issue, then the Requesting Party shall recognize and honor those licenses or certifications for the duration of the support.

#### **ARTICLE VII.**

**Procedures for Reimbursement.** Unless the Division or the Assisting Party, as the case may be, state the contrary in writing, the ultimate responsibility for the reimbursement of costs incurred under this Agreement shall rest with the Requesting Party, subject to the following conditions and exceptions:

A. In accordance with this Agreement, the Division shall pay the costs incurred by an Assisting Party in responding to a request that the Division initiates on its own, and not for another Requesting Party.

B. An Assisting Party shall bill the Division or other Requesting Party as soon as practicable, but not later than thirty (30) calendar days after the Period of Assistance has closed. Upon the request of any of the concerned Participating Parties, the State Coordinating Officer may extend this deadline for cause.

C. If the Division or the Requesting Party protests any bill or item on a bill from an Assisting Party, it shall do so in writing as soon as practicable, but in no event later than thirty (30) calendar days after the bill is received. Failure to protest any bill or billed item in writing within thirty (30) calendar days shall constitute agreement to the bill and the items on the bill and waive the right to contest the bill.

D. If the Division protests any bill or item on a bill from an Assisting Party, the Assisting Party shall have thirty (30) calendar days from the date of protest to present the bill or item to the original



Requesting Party for payment, subject to any protest by the Requesting Party.

E. If the Assisting Party cannot reach a mutual agreement with the Division or the Requesting Party to the settlement of any protested bill or billed item, the Division, the Assisting Party, or the Requesting Party may elect binding arbitration to determine its liability for the protested bill or billed item in accordance with Section F of this Article.

F. If the Division or a Participating Party elects binding arbitration, it may select as an arbitrator any elected official of another Participating Party, or any other official of another Participating Party whose normal duties include emergency management, and the other Participating Party shall also select such an official as an arbitrator, and the arbitrators thus chosen shall select another such official as a third arbitrator.

G. The three (3) arbitrators shall convene by teleconference or videoconference within thirty (30) calendar days to consider any documents and any statements or arguments by the Department, the Requesting Party, or the Assisting Party concerning the protest, and shall render a decision in writing not later than ten (10) business days after the close of the hearing. The decision of a majority of the arbitrators shall bind the parties, and shall be final.

H. If the Requesting Party has not forwarded a request through the Division, or if an Assisting Party has rendered assistance without being requested to do so by the Division, the Division shall not be liable for the costs of any such assistance. All requests to the Federal Emergency Management Agency (FEMA) for the reimbursement of costs incurred by any Participating Party shall be made by and through the Division.

I. If FEMA denies any request for reimbursement of costs which the Division has already advanced to an Assisting Party, the Assisting Party shall repay such costs to the Division, but the Division may waive such repayment for cause.

#### **ARTICLE VIII.**

**Costs Eligible for Reimbursement.** The costs incurred by the Assisting Party under this Agreement shall be reimbursed as needed to make the Assisting Party whole to the fullest extent practicable.

A. Employees of the Assisting Party who render assistance under this Agreement shall be entitled to receive from the Assisting Party all their usual wages, salaries, and any and all other compensation for mobilization, hours worked, and demobilization. Such compensation shall include any and all contributions for insurance and retirement, and such employees shall continue to accumulate seniority at the usual rate. As between the employees and the Assisting Party, the employees shall have all the duties, responsibilities, immunities, rights, interests and privileges incident to their usual employment. The Requesting Party shall reimburse the Assisting Party for these costs of employment.

B. The costs of equipment supplied by the Assisting Party shall be reimbursed at the rental rate established in FEMA's Schedule of Equipment Rates (attached to Form B), or at any other rental rate agreed to by the Requesting Party. In order to be eligible for reimbursement, equipment must be in actual operation performing eligible work. The labor costs of the operator are not included in the rates and should be approved separately from equipment costs. The Assisting Party shall pay for fuels, other consumable supplies, and repairs to its equipment as needed to keep the equipment in a state of operational readiness. Rent for the equipment shall be deemed to include the cost of fuel and other consumable supplies, maintenance, service, repairs, and ordinary wear and tear. With the consent of the Assisting Party, the Requesting Party may provide fuels, consumable supplies, maintenance, and repair services for such equipment at the site. In that event, the Requesting Party may deduct the actual costs of such fuels, consumable supplies, maintenance, and services from the total costs otherwise payable to the Assisting Party. If the equipment is damaged while in use under this Agreement and the Assisting Party receives payment for such damage under any contract of insurance, the Requesting Party may deduct such payment from any item or items billed by the Assisting Party for any of the costs for such damage that may otherwise be payable.

C. The Requesting Party shall pay the total costs for the use and consumption of any and all consumable supplies delivered by the Assisting Party for the Requesting Party under this Agreement. In the case of perishable supplies, consumption shall be deemed to include normal deterioration, spoilage and damage notwithstanding the exercise of reasonable care in its storage and use. Supplies remaining unused shall be returned to the Assisting Party in usable condition upon the close of the Period of Assistance, and the Requesting Party may deduct the cost of such returned supplies from the total costs billed by the Assisting Party for such supplies. If the Assisting Party agrees, the Requesting Party may also replace any and all used consumable supplies with like supplies in usable condition and of like grade, quality and quantity within the time allowed for reimbursement under this Agreement.

D. The Assisting Party shall keep records to document all assistance rendered under this Agreement. Such records shall present information sufficient to meet the audit requirements specified in the regulations of FEMA and any applicable circulars issued by the State of Florida Office of Management and Budget. Upon reasonable notice, the Assisting Party shall make its records available to the Division and the Requesting Party for inspection or duplication between 8:00 a.m. and 5:00 p.m. on all weekdays, except for official holidays.

#### **ARTICLE IX.**

**Insurance.** Each Participating Party shall determine for itself what insurance to procure, if any. With the exceptions in this Article, nothing in this Agreement shall be construed to require any Participating Party to procure insurance.

A. Each Participating Party shall procure employers' insurance meeting the requirements of the Workers' Compensation Act, as amended, affording coverage for any of its employees who may be injured while performing any activities under the authority of this Agreement, and shall file with the Division a certificate issued by the insurer attesting to such coverage.

B. Any Participating Party that elects additional insurance affording liability coverage for any

activities that may be performed under the authority of this Agreement shall file with the Division a certificate issued by the insurer attesting to such coverage.

C. Any Participating Party that is self-insured with respect to any line or lines of insurance shall file with the Division copies of all resolutions in current effect reflecting its determination to act as a self-insurer.

D. Subject to the limits of such liability insurance as any Participating Party may elect to procure, nothing in this Agreement shall be construed to waive, in whole or in part, any immunity any Participating Party may have in any judicial or quasi-judicial proceeding.

E. Each Participating Party which renders assistance under this Agreement shall be deemed to stand in the relation of an independent contractor to all other Participating Parties, and shall not be deemed to be the agent of any other Participating Party.

F. Nothing in this Agreement shall be construed to relieve any Participating Party of liability for its own conduct and that of its employees.

G. Nothing in this Agreement shall be construed to obligate any Participating Party to indemnify any other Participating Party from liability to third parties.

#### **ARTICLE X.**

**General Requirements.** Notwithstanding anything to the contrary elsewhere in this Agreement, all Participating Parties shall be subject to the following requirements in the performance of this Agreement:

A. To the extent that assistance under this Agreement is funded by State funds, the obligation of any statewide instrumentality of the State of Florida to reimburse any Assisting Party under this Agreement is contingent upon an annual appropriation by the Legislature.

B. All bills for reimbursement under this Agreement from State funds shall be submitted in detail sufficient for auditing purposes. To the extent that such bills represent costs incurred for travel, such bills shall be submitted in accordance with section 112.061, Florida Statutes, and any applicable

requirements for the reimbursement of state employees for travel costs.

C. All Participating Parties shall allow public access to all documents, papers, letters or other materials subject to the requirements of the Public Records Act, as amended, and made or received by any Participating Party in conjunction with this Agreement.

D. No Participating Party may hire employees in violation of the employment restrictions in the Immigration and Nationality Act, as amended.

E. No costs reimbursed under this Agreement may be used directly or indirectly to influence legislation or any other official action by the Legislature of the State of Florida or any of its agencies.

F. Any communication to the Division under this Agreement shall be sent to the Director, Division of Emergency Management, 2555 Shumard Oak Boulevard, Tallahassee, Florida 32399-2100. Any communication to any other Participating Party shall be sent to the official or officials specified by that Participating Party on Form C attached to this Agreement. For the purpose of this Section, any such communication may be sent by the U.S. Mail, e-mail, or by facsimile.

#### **ARTICLE XI.**

**Effect of Agreement.** Upon its execution by a Participating Party, this Agreement shall have the following effect with respect to that Participating Party:

A. The execution of this Agreement by any Participating Party which is a signatory to the Statewide Mutual Aid Agreement of 1994 shall terminate the rights, interests, duties, and responsibilities and obligations of that Participating Party under that agreement, but such termination shall not affect the liability of the Participating Party for the reimbursement of any costs due under that agreement, regardless of whether billed or unbilled.

B. The execution of this Agreement by any Participating Party which is a signatory to the Public Works Mutual Aid Agreement shall terminate the rights, interests, duties, responsibilities and obligations of that Participating Party under that agreement, but such termination shall not affect the liability of the

Participating Party for the reimbursement of any costs due under that agreement, regardless of whether billed or unbilled.

C. Upon the activation of this Agreement by the Requesting Party, this Agreement shall supersede any other existing agreement between it and any Assisting Party to the extent that the former may be inconsistent with the latter.

D. Unless superseded by the execution of this Agreement in accordance with Section A of this Article, the Statewide Mutual Aid Agreement of 1994 shall terminate and cease to have legal existence after June 30, 2001.

E. Upon its execution by any Participating Party, this Agreement will continue in effect for one (1) year from its date of execution by that Participating Party, and it shall automatically renew each year after its execution, unless within sixty (60) calendar days before that date the Participating Party notifies the Division, in writing, of its intent to withdraw from the Agreement.

F. The Division shall transmit any amendment to this Agreement by sending the amendment to all Participating Parties not later than five (5) business days after its execution by the Division. Such amendment shall take effect not later than sixty (60) calendar days after the date of its execution by the Division, and shall then be binding on all Participating Parties. Notwithstanding the preceding sentence, any Participating Party who objects to the amendment may withdraw from the Agreement by notifying the Division in writing of its intent to do so within that time in accordance with Section E of this Article.

## **ARTICLE XII.**

**Interpretation and Application of Agreement.** The interpretation and application of this Agreement shall be governed by the following conditions:

A. The obligations and conditions resting upon the Participating Parties under this Agreement are not independent, but dependent.

B. Time shall be of the essence of this Agreement, and of the performance of all conditions,

obligations, duties, responsibilities, and promises under it.

C. This Agreement states all the conditions, obligations, duties, responsibilities, and promises of the Participating Parties with respect to the subject of this Agreement, and there are no conditions, obligations, duties, responsibilities, or promises other than those expressed in this Agreement.

D. If any sentence, clause, phrase, or other portion of this Agreement is ruled unenforceable or invalid, every other sentence, clause, phrase, or other portion of the Agreement shall remain in full force and effect, it being the intent of the Division and the other Participating Parties that every portion of the Agreement shall be severable from every other portion to the fullest extent practicable. The Division reserves the right, at its sole and absolute discretion, to change, modify, add, or remove portions of any sentence, clause, phrase, or other portion of this Agreement that conflicts with state law, regulation, or policy. If the change is minor, the Division will notify the Participating Party of the change and such changes will become effective immediately; therefore, please check these terms periodically for changes. If the change is substantive, the Participating Party may be required to execute the Agreement with the adopted changes. Your continued or subsequent use of this Agreement following the posting of minor changes to this Agreement will mean you accept those changes.

E. The waiver of any obligation or condition in this Agreement by a Participating Party shall not be construed as a waiver of any other obligation or condition in this Agreement.

***NOTE: On February 26, 2018, this Agreement was modified by the Division of Emergency Management. This document replaces the August 20, 2007 edition of the Statewide Mutual Aid Agreement; however, any and all Agreements previously executed shall remain in full force and effect. Any local government, special district, or educational institution which has yet to execute this Agreement should use the February 26, 2018 edition for the purposes of becoming a signatory.***

**IN WITNESS WHEREOF**, the Participating Parties have duly executed this Agreement on the date specified below:

**FOR ADOPTION BY A COUNTY**

STATE OF FLORIDA  
DIVISION OF EMERGENCY MANAGEMENT

By: \_\_\_\_\_  
Director

Date: \_\_\_\_\_

---

ATTEST:  
CLERK OF THE CIRCUIT COURT

BOARD OF COUNTY COMMISSIONERS  
OF \_\_\_\_\_ COUNTY,  
STATE OF FLORIDA

By: \_\_\_\_\_  
Deputy Clerk

By: \_\_\_\_\_  
Chairman

Date: \_\_\_\_\_

Approved as to Form:

By: \_\_\_\_\_  
County Attorney



**FOR ADOPTION BY A CITY**

STATE OF FLORIDA  
DIVISION OF EMERGENCY MANAGEMENT

By: \_\_\_\_\_  
Director

Date: \_\_\_\_\_

---

ATTEST:  
CITY CLERK

CITY OF \_\_\_\_\_  
STATE OF FLORIDA

By: \_\_\_\_\_

By: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Approved as to Form:

By: \_\_\_\_\_  
City Attorney

**FOR ADOPTION BY AN EDUCATIONAL DISTRICT**

STATE OF FLORIDA  
DIVISION OF EMERGENCY MANAGEMENT

By: \_\_\_\_\_  
Director

Date: \_\_\_\_\_

---

\_\_\_\_\_  
\_\_\_\_\_  
SCHOOL DISTRICT,  
STATE OF FLORIDA

By: \_\_\_\_\_

By: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Approved as to Form:

By: \_\_\_\_\_  
Attorney for District

**FOR ADOPTION BY A COMMUNITY COLLEGE OR STATE UNIVERSITY**

STATE OF FLORIDA  
DIVISION OF EMERGENCY MANAGEMENT

By: \_\_\_\_\_  
Director

Date: \_\_\_\_\_

ATTEST:

BOARD OF TRUSTEES  
OF \_\_\_\_\_  
COMMUNITY COLLEGE, STATE OF FLORIDA

BOARD OF TRUSTEES  
OF \_\_\_\_\_  
UNIVERSITY, STATE OF FLORIDA

By: \_\_\_\_\_  
Clerk

By: \_\_\_\_\_  
Chairman

Date: \_\_\_\_\_

Approved as to Form:

By: \_\_\_\_\_  
Attorney for Board

**FOR ADOPTION BY A SPECIAL DISTRICT**

STATE OF FLORIDA  
DIVISION OF EMERGENCY MANAGEMENT

By: \_\_\_\_\_  
Director

Date: \_\_\_\_\_

---

---

\_\_\_\_\_ SPECIAL DISTRICT,  
STATE OF FLORIDA

By: \_\_\_\_\_

By: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Approved as to Form:

By: \_\_\_\_\_  
Attorney for District

**FOR ADOPTION BY AN AUTHORITY**

STATE OF FLORIDA  
DIVISION OF EMERGENCY MANAGEMENT

By: \_\_\_\_\_ Date: \_\_\_\_\_  
Director

---

ATTEST:

BOARD OF TRUSTEES OF  
\_\_\_\_\_  
AUTHORITY, STATE OF FLORIDA

By: \_\_\_\_\_  
Clerk

By: \_\_\_\_\_  
Chairman

Date: \_\_\_\_\_

Approved as to Form:

By: \_\_\_\_\_  
Attorney for Board

**FOR ADOPTION BY A NATIVE AMERICAN TRIBE**

STATE OF FLORIDA  
DIVISION OF EMERGENCY MANAGEMENT

By: \_\_\_\_\_  
Director

Date: \_\_\_\_\_

---

ATTEST:

TRIBAL COUNCIL OF THE

\_\_\_\_\_  
TRIBE OF FLORIDA

By: \_\_\_\_\_  
Council Clerk

By: \_\_\_\_\_  
Chairman

Date: \_\_\_\_\_

Approved as to Form:

By: \_\_\_\_\_  
Attorney for Council

**FOR ADOPTION BY A COMMUNITY DEVELOPMENT DISTRICT**

STATE OF FLORIDA  
DIVISION OF EMERGENCY MANAGEMENT

By: \_\_\_\_\_ Date: \_\_\_\_\_  
Director

---

\_\_\_\_\_  
COMMUNITY DEVELOPMENT DISTRICT,  
STATE OF FLORIDA

By: \_\_\_\_\_ By: \_\_\_\_\_

Title: \_\_\_\_\_ Title: \_\_\_\_\_

Date: \_\_\_\_\_

Approved as to Form:

By: \_\_\_\_\_  
Attorney for District

Date: \_\_\_\_\_

## FORM C

### CONTACT INFORMATION FOR AUTHORIZED REPRESENTATIVES

Name of Government: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

#### Authorized Representative Contact Information

##### Primary Authorized Representative

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

Day Phone: \_\_\_\_\_ Night Phone: \_\_\_\_\_

Facsimile: \_\_\_\_\_ Email: \_\_\_\_\_

##### 1<sup>st</sup> Alternate Authorized Representative

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

Day Phone: \_\_\_\_\_ Night Phone: \_\_\_\_\_

Facsimile: \_\_\_\_\_ Email: \_\_\_\_\_

##### 2<sup>nd</sup> Alternate Authorized Representative

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

Day Phone: \_\_\_\_\_ Night Phone: \_\_\_\_\_

Facsimile: \_\_\_\_\_ Email: \_\_\_\_\_

**\*\*\*PLEASE UPDATE AS ELECTIONS OR APPOINTMENTS OCCUR\*\*\***



**SAMPLE AUTHORIZING RESOLUTION  
FOR ADOPTION OF  
STATEWIDE MUTUAL AID AGREEMENT**

RESOLUTION NO. \_\_\_\_\_

WHEREAS, the State of Florida Emergency Management Act, Chapter 252, authorizes the State and its political subdivisions to provide emergency aid and assistance in the event of a disaster or emergency; and

WHEREAS, the statutes also authorize the State to coordinate the provision of any equipment, services, or facilities owned or organized by the State or its political subdivisions for use in the affected area upon the request of the duly constituted authority of the area; and

WHEREAS, this Resolution authorizes the request, provision, and receipt of interjurisdictional mutual assistance in accordance with the Emergency Management Act, Chapter 252, among political subdivisions within the State; and

NOW, THEREFORE, be it resolved by \_\_\_\_\_  
\_\_\_\_\_ that in order to maximize the prompt, full and effective use of resources of all participating governments in the event of an emergency or disaster we hereby adopt the Statewide Mutual Aid Agreement which is attached hereto and incorporated by reference.

ADOPTED BY: \_\_\_\_\_

DATE: \_\_\_\_\_

I certify that the foregoing is an accurate copy of the Resolution adopted by \_\_\_\_\_ on \_\_\_\_\_.

BY: \_\_\_\_\_

TITLE: \_\_\_\_\_

DATE: \_\_\_\_\_

Attachment 1  <b>STATEWIDE MUTUAL AID AGREEMENT</b> Type or print all information except signatures Form B					
<b>PART I</b> <b>TO BE COMPLETED BY THE REQUESTING PARTY</b>					
Date:		Time:	(local) HRS		Mission No:
Point of Contact:		Telephone No:		E-mail address:	
Requesting Party:				Assisting Party:	
Incident Requiring Assistance:					
Type of Assistance/Resources Needed (use Part IV for additional space)					
Date & Time Resources Needed:				Location (address):	
Approximated Date/Time Resources Released:					
Authorized Official's Name:			Signature:		
Title:		Agency:			
<b>PART II</b> <b>TO BE COMPLETED BY THE ASSISTING PARTY</b>					
Contact Person:		Telephone No:		E-mail address:	
Type of Assistance Available:					
Date & Time Resources Available				To:	
Location (address):					
Approximate Total cost for mission: \$					
Travel: \$	Personnel: \$	Equipment & Materials: \$	Contract Rental: \$		
Logistics Required from Requesting Party Yes <input type="checkbox"/> (Provide information on attached Part IV) No <input type="checkbox"/>					
Authorized Official's Name:			Title:		
Date:		Signature:		Local Mission No:	
<b>PART III</b> <b>TO BE COMPLETED BY THE REQUESTING PARTY</b>					
Authorized Official's Name:			Title:		
Signature:			Agency:		

**PART IV**

**STATEWIDE MUTUAL AID AGREEMENT**  
Type or print all information except signatures  
Form B (continued)

**MISCELLANEOUS ITEMS / OTHER MISSION INFORMATION**

**FEMA's SCHEDULE OF EQUIPMENT RATES**

**DEPARTMENT OF HOMELAND SECURITY  
FEDERAL EMERGENCY MANAGEMENT AGENCY  
RECOVERY DIRECTORATE  
PUBLIC ASSISTANCE DIVISION  
WASHINGTON, DC 20472**

The rates on this Schedule of Equipment Rates are for applicant owned equipment in good mechanical condition, complete with all required attachments. Each rate covers all costs eligible under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. § 5121, et seq., for ownership and operation of equipment, including depreciation, overhead, all maintenance, field repairs, fuel, lubricants, tires, OSHA equipment and other costs incidental to operation. Standby equipment costs are not eligible.

Equipment must be in actual operation performing eligible work in order for reimbursement to be eligible. LABOR COSTS OF OPERATOR ARE NOT INCLUDED in the rates and should be approved separately from equipment costs.

Information regarding the use of the Schedule is contained in 44 CFR § 206.228 Allowable Costs. Rates for equipment not listed will be furnished by FEMA upon request. Any appeals shall be in accordance with 44 CFR § 206.206 Appeals.

THESE RATES ARE APPLICABLE TO MAJOR DISASTERS AND EMERGENCIES  
DECLARED BY THE PRESIDENT ON OR AFTER SEPTEMBER 1, 2017.

FEMA Code ID		Equipment Description					Unit	2017 Rate
Cost Code	Equipment	Specifications	Capacity or Size	HP	Notes			
8010	Air Compressor	Air Delivery	41 CFM	to 10	Hoses included.	hour	\$1.51	
8011	Air Compressor	Air Delivery	103 CFM	to 30	Hoses included.	hour	\$8.84	
8012	Air Compressor	Air Delivery	130 CFM	to 50	Hoses included.	hour	\$11.14	
8013	Air Compressor	Air Delivery	175 CFM	to 90	Hoses included.	hour	\$18.39	
8014	Air Compressor	Air Delivery	400 CFM	to 145	Hoses included.	hour	\$30.47	
8015	Air Compressor	Air Delivery	575 CFM	to 230	Hoses included.	hour	\$48.71	
8016	Air Compressor	Air Delivery	1100 CFM	to 355	Hoses included.	hour	\$92.88	
8017	Air Compressor	Air Delivery	1600 CFM	to 500	Hoses included.	hour	\$96.96	
8040	Ambulance			to 150		hour	\$28.00	
8041	Ambulance			to 210		hour	\$40.50	
8050	Board, Arrow			to 8	Trailer Mounted.	hour	\$4.43	
8051	Board, Message			to 5	Trailer Mounted.	hour	\$11.61	
8060	Auger, Portable	Hole Diameter	16 In	to 6		hour	\$2.14	
8061	Auger, Portable	Hole Diameter	18 In	to 13		hour	\$4.30	
8062	Auger, Tractor Mntd	Max. Auger Diameter	36 In	to 13	Includes digger, boom and mounting hardware.	hour	\$3.16	
8063	Auger, Truck Mntd	Max. Auger Size	24 In	to 100	mounting hardware. Add this rate to tractor rate for total	hour	\$34.28	
8064	Hydraulic Post Driver					hour	\$35.10	
8065	Auger	Horizontal Directional Boring Machine	250 X 100	300	DD-140B YR-2003	hour	\$169.40	
8066	Auger	Horizontal Directional Boring Machine	50 X 100			hour	\$31.95	
8067	Auger, Directional Boring Machine	Auger, Directional Boring Machine				hour	\$36.97	
8070	Automobile			to 130	Transporting people.	mile	<b>\$0.535</b>	
8071	Automobile			to 130	Transporting cargo.	hour	\$12.32	
8072	Automobile, Police			to 250	Patrolling.	mile	<b>\$0.535</b>	
8073	Automobile, Police			to 250	Stationary with engine running.	hour	\$15.69	
8075	Motorcycle, Police					mile	<b>\$0.505</b>	
8076	Automobile - Chevy Trailblazer	6 or 8 cl		285 to 300		hour	\$22.00	
8077	Automobile - Ford Expedition	Fire Command Center				hour	\$19.00	
8080	All Terrain Vehicle (ATV)	Engine 110cc, 4-Wheel; 20" tyre		6.5-7.5		hour	\$8.20	
8081	All Terrain Vehicle (ATV)	Engine 125cc, 4-Wheel; 21" tyre		7.6-8.6		hour	\$8.50	
8082	All Terrain Vehicle (ATV)	Engine 150cc, 4-Wheel; 22" tyre		9.0-10.0		hour	\$8.51	
8083	All Terrain Vehicle (ATV)	Engine 200cc, 4-Wheel; 24" tyre		12-14.0		hour	\$9.00	
8084	All Terrain Vehicle (ATV)	Engine 250cc, 4-Wheel; 24" tyre		15-17		hour	\$9.40	

Board of Trustees Regular Meeting - New Business - Consent Agenda

8085	All Terrain Vehicle (ATV)	Engine 300cc, 4-Wheel; 24" tyre		18-20		hour	\$10.20
8086	All Terrain Vehicle (ATV)	Engine 400cc, 4-Wheel; 25" tyre		26-28		hour	\$11.64
8087	All Terrain Vehicle (ATV)	Engine 450cc, 4-Wheel; 25" tyre		26-28		hour	\$12.40
8088	All Terrain Vehicle (ATV)	Engine 650cc, 4-Wheel; 25" tyre		38-40		hour	\$13.20
8089	All Terrain Vehicle (ATV)	Engine 750cc, 4-Wheel; 25" tyre		44-46		hour	\$14.00
8110	Barge, Deck	Size	50'x35'x7.25'			hour	\$49.10
8111	Barge, Deck	Size	50'x35'x9'			hour	\$58.70
8112	Barge, Deck	Size	120'x45'x10'			hour	\$109.50
8113	Barge, Deck	Size	160'x45'x11"			hour	\$133.75
8120	Boat, Tow	Size	55'x20'x5'	to 870	Steel.	hour	\$317.54
8121	Boat, Tow	Size	60'x21'x5'	to 1050	Steel.	hour	\$358.65
8122	Boat, Tow	Size	70'x30'x7.5'	to 1350	Steel.	hour	\$569.00
8123	Boat, Tow	Size	120'x34'x8'	to 2000	Steel.	hour	\$1,094.24
8124	Airboat	815AGIS Airboat w/spray unit	15'x8'	400		hour	\$31.00
8125	Airboat	815AGIS Airboat w/spray unit	15'x8'	425		hour	\$31.95
8126	Swamp Buggy	Conquest		360		hour	\$39.25
8129	Compactor -2-Ton Pavement Roller	2 ton				hour	\$28.25
8130	Boat, Row				Heavy duty.	hour	\$1.44
8131	Boat, Runabout	Size	13'x5'	to 50	Outboard.	hour	\$12.00
8132	Boat, Tender	Size	14'x7'	to 100	Inboard with 360 degree drive.	hour	\$16.50
8133	Boat, Push	Size	45'x21'x6'	to 435	Flat hull.	hour	\$217.20
8134	Boat, Push	Size	54'x21'x6'	to 525	Flat hull.	hour	\$267.35
8135	Boat, Push	Size	58'x24'x7.5'	to 705	Flat hull.	hour	\$325.35
8136	Boat, Push	Size	64'x25'x8'	to 870	Flat hull.	hour	\$358.50
8140	Boat, Tug	Length	16 Ft	to 100		hour	\$42.60
8141	Boat, Tug	Length	18 Ft	to 175		hour	\$62.55
8142	Boat, Tug	Length	26 Ft	to 250		hour	\$78.95
8143	Boat, Tug	Length	40 Ft	to 380		hour	\$196.50
8144	Boat, Tug	Length	51 Ft	to 700		hour	\$271.85
8147	Boat, Inflatable Rescue Raft	Zodiac				hour	\$1.10
8148	Boat, Runabout	1544 lbs	11 passenger capacity	190-250		hour	\$62.55
8149	Boat, removable engine	2000 Johnson Outboard Motor w 15" shaft		15		hour	\$1.50
8150	Broom, Pavement	Broom Length	72 In	to 35		hour	\$24.50
8151	Broom, Pavement	Broom Length	96 In	to 100		hour	\$27.60
8153	Broom, Pavement, Mntd	Broom Length	72 In	to 18	Add Prime Mover cost for total rate	hour	\$6.20
8154	Broom, Pavement, Pull	Broom Length	84 In	to 20	Add Prime Mover cost for total rate	hour	\$20.77
8157	Sweeper, Pavement			to 110		hour	\$76.70
8158	Sweeper, Pavement			to 230		hour	\$96.80
8180	Bus			to 150		hour	\$20.95
8181	Bus			to 210		hour	\$25.45
8182	Bus			to 300		hour	\$38.35
8183	Blower	Gasoline powered Toro Pro Force		27		hour	\$15.37
8184	Back-Pack Blower			to 4.4		hour	\$1.50
8185	Walk-Behind Blower			13		hour	\$6.50
8187	Chainsaw	20" Bar, 3.0 cu in				hour	\$1.40
8188	Chainsaw	20" Bar 5.0 cu in				hour	\$2.45
8189	Chainsaw	20" Bar 6.0 cu in				hour	\$2.65
8190	Chain Saw	Bar Length	16 In			hour	\$1.70
8191	Chain Saw	Bar Length	25 In			hour	\$3.45
8192	Chain Saw, Pole	Bar Size	18 In			hour	\$1.25
8193	Skidder	model 748 E		to 173		hour	\$52.70
8194	Skidder	model 648 G11		to 177		hour	\$104.30
8195	Cutter, Brush	Cutter Size	8 ft	to 150		hour	\$115.35
8196	Cutter, Brush	Cutter Size	8 ft	to 190		hour	\$129.35
8197	Cutter, Brush	Cutter Size	10 ft	to 245		hour	\$136.30

Board of Trustees Regular Meeting - New Business - Consent Agenda

8198	Bruncher Cutter	Cutter, Brush - 247 hp, 1997 Model 511 Feller		to 247		hour	\$187.75
8199	Log Trailer	40 ft				hour	\$9.90
8200	Chipper, Brush	Chipping Capacity	6 In	to 35	Trailer Mounted.	hour	\$8.60
8201	Chipper, Brush	Chipping Capacity	9 In	to 65	Trailer Mounted.	hour	\$16.86
8202	Chipper, Brush	Chipping Capacity	12 In	to 100	Trailer Mounted.	hour	\$24.31
8203	Chipper, Brush	Chipping Capacity	15 In	to 125	Trailer Mounted.	hour	\$35.00
8204	Chipper, Brush	Chipping Capacity	18 In	to 200	Trailer Mounted.	hour	\$50.10
8208	Loader - Tractor - Knuckleboom	model Barko 595 ML		to 173		hour	\$161.89
8209	Loader - Wheel	model 210 w/ Buck Saw 50 inch Bar		to 240		hour	\$97.00
8210	Clamshell & Dragline, Crawler		149,999 lbs	to 235	Bucket not included in rate.	hour	\$127.40
8211	Clamshell & Dragline, Crawler		250,000 lbs	to 520	Bucket not included in rate.	hour	\$166.20
8212	Clamshell & Dragline, Truck			to 240	Bucket not included in rate.	hour	\$145.00
8220	Compactor			to 10		hour	\$15.10
8221	Compactor, towed, Vibratory Drum			to 45		hour	\$31.70
8222	Compactor, Vibratory, Drum			to 75		hour	\$22.30
8223	Compactor, pneumatic, wheel			to 100		hour	\$26.00
8225	Compactor, Sanitation			to 300		hour	\$92.75
8226	Compactor, Sanitation			to 400		hour	\$152.30
8227	Compactor, Sanitation			535		hour	\$249.75
8228	Compactor, towed, Pneumatic, Wheel		10000 lbs		Include prime mover rate	hour	\$17.00
8229	Compactor, towed, Drum Static		20000 lbs		Include prime mover rate	hour	\$15.80
8240	Feeder, Grizzly			to 35		hour	\$22.20
8241	Feeder, Grizzly			to 55		hour	\$32.45
8242	Feeder, Grizzly			to 75		hour	\$64.25
8250	Dozer, Crawler			to 75		hour	\$51.30
8251	Dozer, Crawler			to 105		hour	\$38.30
8252	Dozer, Crawler			to 160		hour	\$93.74
8253	Dozer, Crawler			to 250		hour	\$149.75
8254	Dozer, Crawler			to 360		hour	\$201.10
8255	Dozer, Crawler			to 565		hour	\$311.80
8256	Dozer, Crawler			to 850		hour	\$294.10
8260	Dozer, Wheel			to 300		hour	\$61.00
8261	Dozer, Wheel			to 400		hour	\$94.10
8262	Dozer, Wheel			to 500		hour	\$178.65
8263	Dozer, Wheel			to 625		hour	\$239.60
8269	Box Scraper	3 hitch attach for tractor; 2007 Befco				hour	\$3.50
8270	Bucket, Clamshell	Capacity	1.0 CY		Includes teeth. Does not include Clamshell & Dragline	hour	\$4.62
8271	Bucket, Clamshell	Capacity	2.5 CY		Includes teeth. Does not include Clamshell & Dragline	hour	\$8.73
8272	Bucket, Clamshell	Capacity	5.0 CY		Includes teeth. Does not include Clamshell & Dragline	hour	\$13.10
8273	Bucket, Clamshell	Capacity	7.5 CY		Includes teeth. Does not include Clamshell & Dragline	hour	\$22.40
8275	Bucket, Dragline	Capacity	2.0 CY		Does not include Clamshell & Dragline	hour	\$3.96
8276	Bucket, Dragline	Capacity	5.0 CY		Does not include Clamshell & Dragline	hour	\$9.90
8277	Bucket, Dragline	Capacity	10 CY		Does not include Clamshell & Dragline	hour	\$14.10
8278	Bucket, Dragline	Capacity	14 CY		Does not include Clamshell & Dragline	hour	\$18.65
8280	Excavator, Hydraulic	Bucket Capacity	0.5 CY	to 45	Crawler, Truck & Wheel. Includes bucket.	hour	\$18.00
8281	Excavator, Hydraulic	Bucket Capacity	1.0 CY	to 90	Crawler, Truck & Wheel. Includes bucket.	hour	\$34.20
8282	Excavator, Hydraulic	Bucket Capacity	1.5 CY	to 160	Crawler, Truck & Wheel. Includes bucket.	hour	\$52.70
8283	Excavator, Hydraulic	Bucket Capacity	2.5 CY	to 265	Crawler, Truck & Wheel. Includes bucket.	hour	\$153.00

Board of Trustees Regular Meeting - New Business - Consent Agenda

8284	Excavator, Hydraulic	Bucket Capacity	4.5 CY	to 420	Crawler, Truck & Wheel. Includes bucket.	hour	\$264.50
8285	Excavator, Hydraulic	Bucket Capacity	7.5 CY	to 650	Crawler, Truck & Wheel. Includes bucket.	hour	\$223.70
8286	Excavator, Hydraulic	Bucket Capacity	12 CY	to 1000	Crawler, Truck & Wheel. Includes bucket.	hour	\$455.00
8287	Excavator	2007 model Gradall XL3100 III		184		hour	\$105.46
8288	Excavator	2003 model Gradall XL4100 III		238		hour	\$113.20
8289	Excavator	2006 model Gradall XL5100		230		hour	\$88.80
8290	Trowel, Concrete	Diameter	48 In	to 12		hour	\$4.80
8300	Fork Lift	Capacity	6000 Lbs	to 60		hour	\$13.00
8301	Fork Lift	Capacity	12000 Lbs	to 90		hour	\$18.50
8302	Fork Lift	Capacity	18000 Lbs	to 140		hour	\$24.00
8303	Fork Lift	Capacity	50000 Lbs	to 215		hour	\$51.40
8306	Fork Lift Material handler	Diesel, CAT TH360B	6600-11500 gvwr lbs	99.9		hour	\$27.90
8307	Fork Lift Material handler	Diesel, CAT TH460B		99.9		hour	\$30.15
8308	Fork Lift Material handler	Diesel, CAT TH560B		99.9		hour	\$35.80
8309	Fork Lift Accessory	2003 ACS Paddle Fork				hour	\$3.46
8310	Generator	Prime Output	5.5 KW	to 10		hour	\$3.35
8311	Generator	Prime Output	16 KW	to 25		hour	\$7.45
8312	Generator	Prime Output	43 KW	to 65		hour	\$15.00
8313	Generator	Prime Output	100 KW	to 125		hour	\$34.95
8314	Generator	Prime Output	150 KW	to 240		hour	\$50.00
8315	Generator	Prime Output	210 KW	to 300		hour	\$62.45
8316	Generator	Prime Output	280 KW	to 400		hour	\$80.40
8317	Generator	Prime Output	350 KW	to 500		hour	\$90.50
8318	Generator	Prime Output	530 KW	to 750		hour	\$153.30
8319	Generator	Prime Output	710 KW	to 1000		hour	\$222.00
8320	Generator	Prime Output	1100 KW	to 1500	Open	hour	\$349.00
8321	Generator	Prime Output	2500 KW	to 3000		hour	\$533.75
8322	Generator	Prime Output	1,000 KW	to 1645	Enclosed	hour	\$403.30
8323	Generator	Prime Output	1,500 KW	to 2500	Enclosed	hour	\$511.22
8324	Generator	Prime Output	1100KW	2500	Enclosed	hour	\$495.80
8325	Generator	Prime Output	40KW	60		hour	\$14.80
8326	Generator	Prime Output	20KW	40		hour	\$13.32
8330	Graders	Moldboard Size	10 Ft	to 110	Includes Rigid and Articulate equipment.	hour	\$43.30
8331	Graders	Moldboard Size	12 Ft	to 150	Includes Rigid and Articulate equipment.	hour	\$46.50
8332	Graders	Moldboard Size	14 Ft	to 225	Includes Rigid and Articulate equipment.	hour	\$67.50
8350	Hose, Discharge	Diameter	3 In		Per 25 foot length. Includes couplings.	hour	\$0.15
8351	Hose, Discharge	Diameter	4 In		Per 25 foot length. Includes couplings.	hour	\$0.24
8352	Hose, Discharge	Diameter	6 In		Per 25 foot length. Includes couplings.	hour	\$0.60
8353	Hose, Discharge	Diameter	8 In		Per 25 foot length. Includes couplings.	hour	\$0.60
8354	Hose, Discharge	Diameter	12 In		Per 25 foot length. Includes couplings.	hour	\$0.90
8355	Hose, Discharge	Diameter	16 In		Per 25 foot length. Includes couplings.	hour	\$1.70
8356	Hose, Suction	Diameter	3 In		Per 25 foot length. Includes couplings.	hour	\$0.30
8357	Hose, Suction	Diameter	4 In		Per 25 foot length. Includes couplings.	hour	\$0.35
8358	Hose, Suction	Diameter	6 In		Per 25 foot length. Includes couplings.	hour	\$1.15
8359	Hose, Suction	Diameter	8 In		Per 25 foot length. Includes couplings.	hour	\$1.10
8360	Hose, Suction	Diameter	12 In		Per 25 foot length. Includes couplings.	hour	\$1.70
8361	Hose, Suction	Diameter	16 In		Per 25 foot length. Includes couplings.	hour	\$3.15
8380	Loader, Crawler	Bucket Capacity	0.5 CY	to 32	Includes bucket.	hour	\$14.66

Board of Trustees Regular Meeting - New Business - Consent Agenda

8381	Loader, Crawler	Bucket Capacity	1 CY	to 60	Includes bucket.	hour	\$34.30
8382	Loader, Crawler	Bucket Capacity	2 CY	to 118	Includes bucket.	hour	\$68.10
8383	Loader, Crawler	Bucket Capacity	3 CY	to 178	Includes bucket.	hour	\$101.30
8384	Loader, Crawler	Bucket Capacity	4 CY	to 238	Includes bucket.	hour	\$120.00
8390	Loader, Wheel	Bucket Capacity	0.5 CY	to 38		hour	\$20.10
8391	Loader, Wheel	Bucket Capacity	1 CY	to 60		hour	\$36.90
8392	Loader, Wheel	Bucket Capacity	2 CY	to 105	CAT-926	hour	\$35.50
8393	Loader, Wheel	Bucket Capacity	3 CY	to 152		hour	\$43.85
8394	Loader, Wheel	Bucket Capacity	4 CY	to 200		hour	\$59.30
8395	Loader, Wheel	Bucket Capacity	5 CY	to 250		hour	\$64.00
8396	Loader, Wheel	Bucket Capacity	6 CY	to 305		hour	\$104.00
8397	Loader, Wheel	Bucket Capacity	7 CY	to 360		hour	\$124.50
8398	Loader, Wheel	Bucket Capacity	8 CY	to 530		hour	\$171.40
8401	Loader, Tractor, Wheel	Bucket Capacity	0.87 CY	to 80	Case 580 Super L	hour	\$33.73
8410	Mixer, Concrete Portable	Batching Capacity	10 Cft			hour	\$3.05
8411	Mixer, Concrete Portable	Batching Capacity	12 Cft	11		hour	\$4.00
8412	Mixer, Concrete, Trailer Mntd	Batching Capacity	11 Cft	to 10		hour	\$12.70
8413	Mixer, Concrete, Trailer Mntd	Batching Capacity	16 Cft	to 25		hour	\$19.60
8419	Breaker, Pavement Hand-Held	Weight	25-90 Lbs			hour	\$1.10
8420	Breaker, Pavement			to 70		hour	\$57.45
8423	Spreader, Chip	Spread Hopper Width	12.5 Ft	to 152		hour	\$85.85
8424	Spreader, Chip	Spread Hopper Width	16.5 Ft	to 215		hour	\$116.60
8425	Spreader, Chip, Mntd	Hopper Size	8 Ft	to 8	Trailer & truck mounted.	hour	\$4.60
8430	Paver, Asphalt, Towed				Does not include Prime Mover.	hour	\$12.40
8431	Paver, Asphalt			to 50	Includes wheel and crawler equipment.	hour	\$73.76
8432	Paver, Asphalt			to 125	Includes wheel and crawler equipment.	hour	\$95.10
8433	Paver, Asphalt			to 175	Includes wheel and crawler equipment.	hour	\$126.80
8434	Paver, Asphalt		35,000Lbs & Over	to 250	Includes wheel and crawler equipment.	hour	\$209.65
8436	Pick-up, Asphalt			to 110		hour	\$96.85
8437	Pick-up, Asphalt			to 150		hour	\$135.00
8438	Pick-up, Asphalt			to 200		hour	\$93.50
8439	Pick-up, Asphalt			to 275		hour	\$204.00
8440	Striper	Paint Capacity	40 Gal	to 22		hour	\$16.20
8441	Striper	Paint Capacity	90 Gal	to 60		hour	\$22.90
8442	Striper	Paint Capacity	120 Gal	to 122		hour	\$42.60
8445	Striper, Truck Mntd	Paint Capacity	120 Gal	to 460		hour	\$78.60
8446	Striper, Walk-behind	Paint Capacity	12 Gal			hour	\$4.00
8447	Paver accessory -Belt Extension	2002 Leeboy Conveyor Belt Extension			crawler	hour	\$32.50
8450	Plow, Snow, Grader Mntd	Width	to 10 Ft		Include Grader for total cost	hour	\$28.00
8451	Plow, Snow, Grader Mntd	Width	to 14 Ft		Include Grader for total cost	hour	\$32.90
8452	Plow, Truck Mntd	Width	to 15 Ft		Include truck for total cost	hour	\$24.35
8453	Plow, Truck Mntd	Width	to 15 Ft		With leveling wing. Include truck for total cost	hour	\$40.80
8455	Spreader, Sand	Mounting	Tailgate, Chassis			hour	\$7.35
8456	Spreader, Sand	Mounting	Dump Body			hour	\$10.45
8457	Spreader, Sand	Mounting	Truck (10yd)			hour	\$13.15
8458	Spreader, Chemical	Capacity	5 CY	to 4	Trailer & truck mounted.	hour	\$6.00
8469	Pump - Trash Pump	10 MTC	2" Pump	to 7	10,000 gph	hour	\$7.25
8470	Pump	Centrifugal, 8M pump	2" - 10,000 gal/hr.	to 4.5	Hoses not included.	hour	\$6.10
8471	Pump	Diaphragm pump	2" - 3,000 gal/hr.	to 6	Hoses not included.	hour	\$6.75
8472	Pump	Centrifugal, 18M pump	3" - 18,000 gal/hr. pump	to 10	Hoses not included.	hour	\$7.99
8473	Pump			to 15	Hoses not included.	hour	\$10.30
8474	Pump			to 25	Hoses not included.	hour	\$13.60
8475	Pump			to 40	Hoses not included.	hour	\$16.65
8476	Pump	4" - 40,000 gal/hr.	4" - 40,000 gal/hr.	to 60	Hoses not included.	hour	\$27.10



Board of Trustees Regular Meeting - New Business - Consent Agenda

8477	Pump			to 95	Hoses not included.	hour	\$32.00
8478	Pump			to 140	Hoses not included.	hour	\$41.50
8479	Pump			to 200	Hoses not included.	hour	\$49.90
8480	Pump			to 275	Does not include Hoses.	hour	\$66.85
8481	Pump			to 350	Does not include Hoses.	hour	\$82.00
8482	Pump			to 425	Does not include Hoses.	hour	\$96.60
8483	Pump			to 500	Does not include Hoses.	hour	\$114.00
8484	Pump			to 575	Does not include Hoses.	hour	\$133.30
8485	Pump			to 650	Does not include Hoses.	hour	\$154.70
8486	Aerial Lift, Truck Mntd	Max. Platform Height	40 Ft		Add this rate to truck rate for total lift and truck rate	hour	\$11.38
8487	Aerial Lift, Truck Mntd	Max. Platform Height	61 Ft		Add this rate to truck rate for total lift and truck rate	hour	\$20.54
8488	Aerial Lift, Truck Mntd	Max. Platform Height	80 Ft		Add this rate to truck rate for total lift and truck rate	hour	\$39.00
8489	Aerial Lift, Truck Mntd	Max. Platform Load - 600Lbs	81 Ft -100 Ft. Ht.		Add this rate to truck rate for total lift and truck rate	hour	\$39.50
8490	Aerial Lift, Self-Propelled	Max. Platform Height	37 Ft. Ht.	to 15	Articulated, Telescoping, Scissor.	hour	\$8.95
8491	Aerial Lift, Self-Propelled	Max. Platform Height	60 Ft. Ht.	to 30	Articulated, Telescoping, Scissor.	hour	\$16.10
8492	Aerial Lift, Self-Propelled	Max. Platform Height	70 Ft. Ht.	to 50	Articulated, Telescoping, Scissor.	hour	\$29.26
8493	Aerial Lift, Self-Propelled	Max. Platform Height	125 Ft. Ht.	to 85	Articulated and Telescoping.	hour	\$55.65
8494	Aerial Lift, Self-Propelled	Max. Platform Height	150 Ft. Ht.	to 130	Articulated and Telescoping.	hour	\$70.15
8495	I.C. Aerial Lift, Self-Propelled	Max. Platform Load - 500 Lbs	75"x155", 40Ft Ht.	to 80	2000 Lbs Capacity	hour	\$28.95
8496	Crane, Truck Mntd	Max. Lift Capacity	24000 Lbs		Include truck rate for total cost	hour	\$14.90
8497	Crane, Truck Mntd	Max. Lift Capacity	36000 Lbs		Include truck rate for total cost	hour	\$22.40
8498	Crane, Truck Mntd	Max. Lift Capacity	60000 Lbs		Include truck rate for total cost	hour	\$36.50
8499	Pump - Trash-Pump	CPB Rating - 10MTC	10000 gal/Hr	7	Self- Priming Trash Pump	hour	\$7.55
8500	Crane	Max. Lift Capacity	8 MT	to 80		hour	\$38.70
8501	Crane	Max. Lift Capacity	15 MT	to 150		hour	\$66.90
8502	Crane	Max. Lift Capacity	50 MT	to 200		hour	\$90.00
8503	Crane	Max. Lift Capacity	70 MT	to 300		hour	\$178.60
8504	Crane	Max. Lift Capacity	110 MT	to 350		hour	\$243.20
8510	Saw, Concrete	Blade Diameter	14 In	to 14		hour	\$7.20
8511	Saw, Concrete	Blade Diameter	26 In	to 35		hour	\$12.00
8512	Saw, Concrete	Blade Diameter	48 In	to 65		hour	\$25.10
8513	Saw, Rock			to 100		hour	\$33.50
8514	Saw, Rock			to 200		hour	\$63.00
8517	Jackhammer (Dry)	Weight Class	25-45 Lbs			hour	\$1.66
8518	Jackhammer (Wet)	Weight Class	30-55 Lbs			hour	\$1.84
8521	Scraper	Scraper Capacity	16 CY	to 250		hour	\$107.15
8522	Scraper	Scraper Capacity	23 CY	to 365		hour	\$155.50
8523	Scraper	Scraper Capacity	34 CY	to 475		hour	\$270.00
8524	Scraper	Scraper Capacity	44 CY	to 600		hour	\$265.70
8540	Loader, Skid-Steer	Operating Capacity	1000 Lbs	to 35		hour	\$14.15
8541	Loader, Skid-Steer	Operating Capacity	2000 Lbs	to 65		hour	\$37.00
8542	Loader, Skid-Steer	Operating Capacity	3000 Lbs	to 85		hour	\$36.05
8550	Snow Blower, Truck Mntd	Capacity	600 Tph	to 75	Does not include truck	hour	\$34.60
8551	Snow Blower, Truck Mntd	Capacity	1400 Tph	to 200	Does not include truck	hour	\$94.00
8552	Snow Blower, Truck Mntd	Capacity	2000 Tph	to 340	Does not include truck	hour	\$142.50
8553	Snow Blower, Truck Mntd	Capacity	2500 Tph	to 400	Does not include truck	hour	\$154.80
8558	Snow Thrower, Walk Behind	Cutting Width	25 in	to 5		hour	\$2.80
8559	Snow Thrower, Walk Behind	Cutting Width	60 in	to 15		hour	\$14.10
8560	Snow Blower	Capacity	2,000 Tph	to 400		hour	\$234.00
8561	Snow Blower	Capacity	2,500 Tph	to 500		hour	\$255.00
8562	Snow Blower	Capacity	3,500 Tph	to 600		hour	\$284.00

Board of Trustees Regular Meeting - New Business - Consent Agenda

8569	Dust Control De-Ice Unit	1300-2000 gal	173"Lx98"Wx51"H	5.5	Hydro Pump w/100' 1/2" hose	hour	\$3.45
8570	Loader-Backhoe, Wheel	Loader Bucket Capacity	0.5 CY	to 40	Loader and Backhoe Buckets included.	hour	\$22.15
8571	Loader-Backhoe, Wheel	Loader Bucket Capacity	1 CY	to 70	Loader and Backhoe Buckets included.	hour	\$29.50
8572	Loader-Backhoe, Wheel	Loader Bucket Capacity	1.5 CY	to 95	Loader and Backhoe Buckets included.	hour	\$38.60
8573	Loader-Backhoe, Wheel	Loader Bucket Capacity	1.75 CY	to 115	Loader and Backhoe Buckets included.	hour	\$47.77
8580	Distributor, Asphalt	Tank Capacity	500 Gal		burners, insulated tank, and circulating spray bar.	hour	\$14.76
8581	Distributor, Asphalt	Tank Capacity	1000 Gal		burners, insulated tank, and circulating spray bar. Include	hour	\$21.30
8582	Distributor, Asphalt	Tank Capacity	4000 Gal		burners, insulated tank, and circulating spray bar. Include	hour	\$30.15
8583	Distributor	ETNYRE Oil Distributor Model - PB348		300		hour	\$41.60
8584	Distributor	ETNYRE Quad Chip Spreader		280		hour	\$83.20
8590	Trailer, Dump	Capacity	20 CY		Does not include Prime Mover.	hour	\$11.36
8591	Trailer, Dump	Capacity	30 CY		Does not include Prime Mover.	hour	\$13.10
8600	Trailer, Equipment	Capacity	30 Tons			hour	\$14.15
8601	Trailer, Equipment	Capacity	40 Tons			hour	\$15.50
8602	Trailer, Equipment	Capacity	60 Tons			hour	\$18.85
8603	Trailer, Equipment	Capacity	120 Tons			hour	\$28.35
8610	Trailer, Water	Tank Capacity	4000 Gal		with sump and a rear spraybar.	hour	\$13.50
8611	Trailer, Water	Tank Capacity	6000 Gal		with sump and a rear spraybar.	hour	\$16.55
8612	Trailer, Water	Tank Capacity	10000 Gal		with sump and a rear spraybar.	hour	\$19.20
8613	Trailer, Water	Tank Capacity	14000 Gal		with sump and a rear spraybar.	hour	\$23.77
8614	Truck- Water Tanker	1000 gal. tank		175		hour	\$33.35
8620	Tub Grinder			to 440		hour	\$95.35
8621	Tub Grinder			to 630		hour	\$143.65
8622	Tub Grinder			to 760		hour	\$183.60
8623	Tub Grinder			to 1000		hour	\$322.00
8627	Horizontal Grinder	Model HG6000		630		hour	\$57.36
8628	Stump Grinder	1988 Vermeer SC-112		102		hour	\$47.00
8629	Stump Grinder	24" grinding wheel		110		hour	\$45.00
8630	Sprayer, Seed	Working Capacity	750 Gal	to 30	Does not include Prime Mover.	hour	\$14.00
8631	Sprayer, Seed	Working Capacity	1250 Gal	to 50	Trailer & truck mounted. Does not include Prime Mover.	hour	\$19.80
8632	Sprayer, Seed	Working Capacity	3500 Gal	to 115	Does not include Prime Mover.	hour	\$29.25
8633	Mulcher, Trailer Mntd	Working Capacity	7 TPH	to 35		hour	\$14.10
8634	Mulcher, Trailer Mntd	Working Capacity	10 TPH	to 55		hour	\$20.80
8635	Mulcher, Trailer Mntd	Working Capacity	20 TPH	to 120		hour	\$29.45
8636	Scraper	Soil Recycler WR 2400	w 317 gal fuel tank	563		hour	\$239.85
8637	Trailer CAT	Double Belly Bottom-dump Trailer	26 CY of soil in one dump	330	13 CY of soil each berry	hour	\$92.33
8638	Rake	Barber Beach Sand Rake 600HDr, towed				hour	\$15.40
8639	Chipper	Wildcat 626 Cougar Trommel Screen chipper w belt		125		hour	\$34.30
8640	Trailer, Office	Trailer Size	8' x 24'		Cargo Size 16ft	hour	\$1.95
8641	Trailer, Office	Trailer Size	8' x 32'		Cargo Size 24ft	hour	\$2.30
8642	Trailer, Office	Trailer Size	10' x 32'		Cargo Size 20ft	hour	\$2.65
8643	Trailer	Haz-Mat Equipment trailer	8'x18'			hour	\$37.75
8644	Trailer, Covered Utility Trailer	(7' X 16')				hour	\$5.65
8645	Trailer, Dodge Ram	8' x 24' shower trailer- 12 showers		101		hour	\$29.45
8646	Trailer, Dodge	32' flatbed water				hour	\$27.90
8650	Trencher			to 40	Wheel Mounted. Chain and Wheel.	hour	\$16.30

Board of Trustees Regular Meeting - New Business - Consent Agenda

8651	Trencher			to 85	Wheel Mounted. Chain and Wheel.	hour	\$24.70
8654	Trencher accessories	2008 Griswold Trenchbox				hour	\$1.90
8660	Plow, Cable	Plow Depth	24 in	to 30		hour	\$12.00
8661	Plow, Cable	Plow Depth	36 in	to 65		hour	\$37.45
8662	Plow, Cable	Plow Depth	48 in	to 110		hour	\$41.25
8670	Derrick, Hydraulic Digger	Max. Boom Length	60 Ft		alignment attachment. Include truck rate	hour	\$34.15
8671	Derrick, Hydraulic Digger	Max. Boom Length	90 Ft		alignment attachment. Include truck rate	hour	\$54.66
8680	Truck, Concrete Mixer	Mixer Capacity	13 CY	to 300		hour	\$82.35
8684	Truck, Fire	100 Ft Ladder				hour	\$100.00
8690	Truck, Fire	Pump Capacity	1000 GPM			hour	\$68.00
8691	Truck, Fire	Pump Capacity	1250 GPM			hour	\$72.25
8692	Truck, Fire	Pump Capacity	1500 GPM			hour	\$78.90
8693	Truck, Fire	Pump Capacity	2000 GPM			hour	\$81.40
8694	Truck, Fire Ladder	Ladder length	75 FT			hour	\$117.10
8695	Truck, Fire Ladder	Ladder length	150 FT			hour	\$142.75
8696	Truck, Fire	No Ladder		330	Rescure Equipment	hour	\$93.47
8700	Truck, Flatbed	Maximum Gvw	15000 Lbs	to 200		hour	\$20.60
8701	Truck, Flatbed	Maximum Gvw	25000 Lbs	to 275		hour	\$35.00
8702	Truck, Flatbed	Maximum Gvw	30000 Lbs	to 300		hour	\$27.10
8703	Truck, Flatbed	Maximum Gvw	45000 Lbs	to 380		hour	\$44.70
8708	Trailer, semi	48ft to 53ft, flat-bed, freight, two axle	50,000+ gwvr			hour	\$8.45
8709	Trailer, semi	enclosed 48 ft to 53 ft, two axles	50,000+ gwvr			hour	\$9.50
8710	Trailer, semi	28ft, single axle, freight	25,000 gwvr			hour	\$9.70
8711	Flat bed utility trailer	6 ton				hour	\$3.10
8712	Cleaner, Sewer/Catch Basin	Hopper Capacity	5 CY		Truck Mounted.	hour	\$24.80
8713	Cleaner, Sewer/Catch Basin	Hopper Capacity	14 CY		Truck Mounted.	hour	\$31.30
8714	Vactor	800 Gal Spoils/400 Gal Water	500/800 gal	49		hour	\$82.75
8715	Truck, Hydro Vac	model LP555DT				hour	\$18.00
8716	Leaf Vac	Tow by Truck 22,000 cfm capacity		85	Leaf Vac + Truck Code 8811	hour	\$51.25
8717	Truck, Vacuum	60,000 GVW		400		hour	\$74.20
8719	Litter Picker	model 2007 Barber			towed by tractor	hour	\$9.60
8720	Truck, Dump	Struck Capacity	8 CY	to 220		hour	\$48.90
8721	Truck, Dump	Struck Capacity	10 CY	to 320		hour	\$60.77
8722	Truck, Dump	Struck Capacity	12 CY	to 400		hour	\$67.70
8723	Truck, Dump	Struck Capacity	18 CY	to 400		hour	\$75.50
8724	Truck, Dump, Off Highway	Struck Capacity	28 CY	to 450		hour	\$121.20
8725	Truck, Dump	Struck Capacity	14 CY	to 400		hour	\$77.80
8730	Truck, Garbage	Capacity	25 CY	to 255		hour	\$48.50
8731	Truck, Garbage	Capacity	32 CY	to 325		hour	\$55.90
8733	E-BAM Services	Environmental Beta Attenuation Air Monitor			Powered by Solar System	hour	\$3.00
8734	Attenuator, safety	that can stop a vehicle at 60 mph				hour	\$5.50
8735	Truck, Attenuator	2004 Truck Mounted for 60 mph				hour	\$3.85
8736	Truck, tow	1987 Chevy Kodiak 70		175		hour	\$27.70
8744	Van, Custom	Special Service Canteen Truck		350		hour	\$18.00
8745	Van, step	model MT10FD		300		hour	\$21.25
8746	Van-up to 15 passenger	light duty, class 1		225-300		hour	\$20.00
8747	Van-up to 15 passenger	light duty, class 2		225-300		hour	\$20.15
8748	Van-cargo	light duty, class 1		225 - 300		hour	\$22.25
8749	Van-cargo	light duty, class 2		225-300		hour	\$22.25
8750	Vehicle, Small			to 30		hour	\$6.40
8753	Vehicle, Recreational			to 10		hour	\$2.80
8755	Golf Cart	Capacity	2 person			hour	\$3.75
8761	Vibrator, Concrete			to 4		hour	\$1.60
8770	Welder, Portable			to 16	Includes ground cable and lead cable.	hour	\$3.10

Board of Trustees Regular Meeting - New Business - Consent Agenda

8771	Welder, Portable			to 34	Includes ground cable and lead cable.	hour	\$6.80
8772	Welder, Portable			to 50	Includes ground cable and lead cable.	hour	\$10.00
8773	Welder, Portable			to 80	Includes ground cable and lead cable.	hour	\$13.76
8780	Truck, Water	Tank Capacity	2500 Gal	to 175	Include pump and rear spray system.	hour	\$28.70
8781	Truck, Water	Tank Capacity	4000 Gal	to 250	Include pump and rear spray system.	hour	\$50.00
8788	Container & roll off truck	30 yds				hour	\$23.05
8789	Truck, Tractor	1997 Freightliner F120		430		hour	\$54.90
8790	Truck, Tractor	4 x 2	25000 lbs	to 210		hour	\$42.40
8791	Truck, Tractor	4 x 2	35000 lbs	to 330		hour	\$46.00
8792	Truck, Tractor	6 x 2	45000 lbs	to 360		hour	\$52.75
8794	Truck, freight	Enclosed w/lift gate. Medium duty class 5	gvwr 16000-19500 Lbs			hour	\$23.25
8795	Truck, backhoe carrier	Three axle, class 8, heavy duty	over 33000Lbs			hour	\$34.50
8796	Truck, freight	Eenclosed w/lift gate. Heavy duty, class	7, 26,001 to 33,000 lbs gvwr			hour	\$31.00
8798	Truck	Tilt and roll-back, two axle, class 7 heavy duty,	to 33,000 gvwr			hour	\$32.00
8799	Truck,	Tilt and roll back, three axle. class 8 heavy duty	over 33,001+ gvwr			hour	\$40.60
8800	Truck, Pickup				When transporting people.	mile	\$0.54
8801	Truck, Pickup	1/2-ton Pickup Truck	4x2-Axle	160		hour	\$12.30
8802	Truck, Pickup	1-ton Pickup Truck	4x2-Axle	234		hour	\$17.65
8803	Truck, Pickup	1 1/4-ton Pickup Truck	4x2-Axle	260		hour	\$19.85
8804	Truck, Pickup	1 1/2-ton Pickup Truck	4x2-Axle	300		hour	\$22.25
8805	Truck, Pickup	1 3/4-ton Pickup Truck	4x2-Axle	300		hour	\$23.10
8806	Truck, Pickup	3/4-ton Pickup Truck	4x2-Axle	165		hour	\$13.40
8807	Truck, Pickup	3/4-ton Pickup Truck	4x4-Axle	285	Crew	hour	\$20.80
8808	Truck, Pickup	1-ton Pickup Truck	4x4-Axle	340	Crew	hour	\$22.85
8809	Truck, Pickup	1 1/4-ton Pickup Truck	4x4-Axle	360	Crew	hour	\$26.40
8810	Truck, Pickup	1 1/2-ton Pickup Truck	4x4-Axle	362	Crew	hour	\$26.75
8811	Truck, Pickup	1 3/4-ton Pickup Truck	4x4-Axle	362	Crew	hour	\$27.50
8820	Skidder accessory	2005 JCB Grapple Claw				hour	\$1.75
8821	Forklift, accessory	2005 ACS Grapple Bucket				hour	\$1.50
8822	Truck, Loader	Debris/Log (Knuckleboom Loader/Truck)		230		hour	\$52.26
8823	Chipper- Wood Recycler	Cat 16 engine		700		hour	\$115.00
8824	Skidder	model Cat 525B		up to 160		hour	\$62.90
8825	Skidder	40K lbs- model Cat 525C		161 and up		hour	\$118.77
8840	Truck, service	fuel and lube	up to 26,000 gvwr	215-225		hour	\$38.65
8841	Truck, fuel	2009 International 1,800 gal. storage tank		200		hour	\$30.50
8842	Mobile Command Trailer	(8' X 28') with 7.5 KW Generator				hour	\$14.66
8843	Mobile Response Trailer	(8' X 31') with 4.5 KW Generator?				hour	\$13.60
8844	Mobile Command Center	(unified) (RV) Ulitimaster MP-35	43 FT Long with Generator	400		hour	\$75.00
8845	Mobile Command Post Vehicle	(RV) (In- Motion)	22-Ft Long	340		hour	\$31.00
8846	Mobile Command Post Vehicle	(RV) (Stationary) w/9.6 KW Generator	22-Ft Long	340		hour	\$19.25
8847	Mobile Command Center (Trailer)	48'x8' Trailer, Fully Equiped Mobile Command Center	48-Ft Long			hour	\$29.45
8848	Mobile Command Center (Trailer)	48'x8' When being Moved w/Truck Tractor		310		hour	\$48.90
8849	Mobile Command Center	43'x8.5' x 13.5'H with self 30kw Generator				hour	\$52.00
8850	Mobile Command Center	2007-Freightliner MT-55, (RV)		260		hour	\$45.50
8851	Mobile Command Van	1990- Ford Econoline-Communication Van		230		hour	\$41.00
8852	Mobile Command Center	47.5' X 8.75 Fully Equip' (In motion) (RV)		410		hour	\$65.30
8853	Mobile Command Center	47.5' X 8.75 Fully Equip' (Stationary)		410		hour	\$45.00

Board of Trustees Regular Meeting - New Business - Consent Agenda

8854	Mobile Command Vehicle	53' X 8.75 Fully Equip		480-550		hour	\$96.20
8870	Light Tower	Terex/Amida AL 4000. with (4) 500 watt lights	w/10kw power unit	13.5		hour	\$10.68
8871	Light Tower	2004 Allmand				hour	\$6.30
8872	SandBagger Machine	(Spider) automatic		4.5		hour	\$48.75
8900	Helicopter	OH-58 KIOWA (Military) is the same as "Bell-206B3		420		hour	\$474.00
8901	Helicopter	OH-58 KIOWA (Military) is the same as "Bell-206BR		420		hour	\$496.00
8902	Helicopter	Model Bell 206-L3 Jet Range Helicopter		650	Jet Range III-Helicopter	hour	\$582.00
8903	Helicopter	Model Bell 206L1 Long Ranger		650	Long Ranger	hour	\$596.00
8904	Helicopter	Model Bell 206LT Long Range Twinranger		450	Twinranger	hour	\$780.00
8905	Helicopter	Model Bell 407 EMS- Ambulance		250		hour	\$626.00
8906	Piper-Fixed wing	Model Navajo PA-31		310		hour	\$456.00
8907	Piper-Fixed wing	PA-31-350, Navajo Chieftn twin engine		350		hour	\$487.00
8908	Sikorsky Helicopter	Model UH-60 (Blackhawk) medium lift	Medium Lift	1890	Fire Fighter Same as S70C	hour	\$2,945.00
8909	Helicopter	Model UH-A (Blackhawk) Medium lift	Medium Lift	1890	Fire Fighter	hour	\$5,504.00
8910	Boeing Helicopter	Model CH-47 (Chinook) heavy lift	Heavy Lift	2850	Fire Fighter	hour	\$10,750.00
8911	Helicopter- light utility	Model Bell 407GX - 7 seater	7-Seaters	675	Passenger Aircraft	hour	\$621.00
8912	Helicopter- light utility	Model Bell 206L- 7 seater	7-Seaters	420	Passenger Aircraft	hour	\$596.00
8913	Helicopter	Model Bell-206L4		726		hour	\$576.00
8914	King Air 200 Turboprop Aircraft	Blackhawk King Air B200XP61		669		hour	\$1,316.00
8915	Turboprops Blackhawk Aircraft	Blackhawk Caravan XP42 A		850		hour	\$697.00
8916	Turboprops Blackhawk Aircraft	King Air C90 XP135 A		550		hour	\$1,075.00
8917	Aerostar Piston Aircraft	Aerostar 601P		290		hour	\$447.00
8943	Wire Puller Machine	Overhead Wire Pulling Machine		30	Overhead/Underground Wire Pulling Machine	hour	\$19.85
8944	Wire Tensioning Machine	3000 Lbs			Overhead Wire Tensioning Machine	hour	\$14.50
8945	Aerial Lift	model 2008 Genie Scissor Lift				hour	\$6.30

**Agenda Item: FL 107**

**USF Board of Trustees**  
December 4, 2018

**Issue:** Thresholds for Approval of Expenditures by University Direct Support Organizations (“DSO”)

---

**Proposed action:** Recommend to the USF Board of Trustees for approval the attached amendment to USF System Regulation 13.002- Direct Support Organizations and Health Services Support Organization

---

**Executive Summary:**

This agenda item is to approve an amendment to the USF System Regulation 13.002 Direct Support Organizations and Health Services Support Organization.

Florida Statute §1004.28 and the proposed Florida Board of Governors Regulation 9.011 requires the USF Board of Trustees to set thresholds for approval of purchases, acquisitions, projects, and issuance of debt by DSOs.

The proposed amendment to USF System Regulation 13.002 requires the USF Board of Trustees Finance Committee Chair to approve any of the above expenditures equal to or greater than One Million Dollars (\$1,000,000) and the USF Board of Trustees Finance Committee to approve any of the above expenditures equal to or greater than Two Million Dollars (\$2,000,000).

For your review, we have included:

1. Florida Statute §1004.28
2. Proposed Florida Board of Governors Regulation 9.011
3. Redlined USF System Regulation 13.002 with recommended changes

**Financial Impact:** n/a

---

**Strategic Goal(s) Item Supports:** USF System Strategic Goal No 4: Sound financial management to establish a strong and sustainable economic base in support of USF’s continued academic advancement.

**Committee Review Date:** Finance Committee - 10/29/2018

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

**USF System or Institution specific:** USF System wide

**Prepared by:** Hilary Black, Senior Associate General Counsel



## REGULATION

✓USF System    USF    USFSP    USFSM

**Number:** USF13.002  
**Title:** Direct Support Organizations and Health Services Support Organizations  
**Responsible Office:** USF System Services

Date of Origin: 11-20-03

Date Last Amended: 9-4-18

Date Last Reviewed: 9-4-18

(1) An organization seeking to receive, hold, invest and administer property and to make expenditures to, or for, the benefit of the University of South Florida System (“USF System”) may request approval by the University of South Florida Board of Trustees (“Board”) to become a direct-support organization, as provided in [Section 1004.28, Florida Statutes](#). An organization seeking to enter into arrangements with other entities as providers in other integrated health care systems or similar entities for the exclusive benefit of the USF System may request approval by the Board to become a health services support organization, as provided in [Section 1004.29, Florida Statutes](#). In no case shall the USF System have any responsibility for acts, debts, liabilities, and obligations incurred or assumed by a health services support organization.

(2) Upon approval by the Board, a direct-support organization or health services support organization (“Support Organization[s]”) shall be certified and authorized to use the property, facilities and personnel services of the USF System to the extent permissible by applicable law, the conditions prescribed by regulations, and internal management memoranda of the USF System.

(3) The Articles of Incorporation and Bylaws of a Support Organization of the USF System and all amendments of such Articles or Bylaws shall be recommended and presented by the President of the USF System (“President”) to the Board for review and approval.

- a) The Articles or Bylaws, as applicable, of a Support Organization shall require the appointment of at least one representative to the Support Organization’s board of directors and its executive committee by the Board Chair. The Board Chair’s representative(s) may be selected by the Board Chair from the existing membership of the Support Organization’s board of directors or its executive committee.

- b) The Articles or Bylaws, as applicable, of a Support Organization shall require the President, or his or her designee, serve on the Support Organization's board of directors and its executive committee.
- c) The Board shall approve all other appointments to the board of directors of each Support Organization.

(4) Operating budgets of Support Organizations shall be prepared at least annually, approved by the organization's governing board, and presented by the President to the Board for review and approval.

(5) Expenditure plans of Support Organizations shall be reviewed and approved quarterly by the President or designee; said designee shall be a vice president, provost or other duly authorized senior officer of the USF System reporting directly to the President and having operational responsibility on behalf of the USF System for the Support Organization.

(6) Thresholds for approval of purchases, acquisitions, projects and issuance of debt by Support Organizations shall be set by the Board. The Chair of the Finance Committee of the Board shall approve purchases, acquisitions, projects and issuance of debt by Support Organizations that total equal to or greater than one million dollars (\$1,000,000). The Finance Committee of the Board shall approve purchases, acquisitions, project and issuance of debt by the Support Organizations that total equal to or greater than two million dollars (\$2,000,000).

(7) All debt issued by a Support Organization is subject to the State University System Debt Management Guidelines and all public-private partnership transactions involving a Support Organization are subject to the State University System Public-Private Partnership Guidelines.

(8) Support Organizations shall provide for an annual financial audit and management letter as prescribed by, and in accordance with, applicable law, regulations (including USF Regulation 13.002, Direct-Support Organizations and Health Services Support Organizations) and internal management memoranda. The letter shall be forwarded to the Board for review, oversight and approval. The Board shall have the right to inspect and audit the books and records of Support Organizations, which must be made available to the Board upon request.

- (9) Support Organizations shall adopt the following policies:
- a) Conflict of Interest and Financial Code of Ethics Policy
  - b) Expenditure Policy
  - c) Signatory Authority Policy
  - d) Procurement Policy (to include supplier diversity)



- e) Travel Policy
- f) Internal Controls and Internal Audit Policy
- g) Workplace Discrimination and Retaliation Policy
- h) Public Appearance Policy

Support Organizations may adopt such other policies and procedures deemed appropriate by their board of directors. Each Support Organization shall certify to the Board that all of the above policies are adopted and then reviewed on an annual basis.

(10) The Board is authorized to revoke certification of an organization as a Support Organization of the USF System if it determines, in its sole discretion, that the organization is no longer serving the best interest of the USF System. If certification is revoked, the Board shall determine the disposition of the Support Organization's assets and liabilities in accordance with applicable laws, the Support Organization's Articles of Incorporation and Bylaws.

(11) A Support Organization is prohibited from giving, either directly or indirectly, any gift to a political committee as defined in [Section 106.011, Florida Statutes](#).

(12) A Support Organization is prohibited from receiving state funds for Support Organization travel expenses.

*Authority: Art. IX, Sec. 7, Fla. Constitution; BOG Regulations 1.001, 9.011; Sections 1004.28, 1004.29, F.S.*

*History: New (BOT approval) 11-20-03, Formerly 6C4-13.002, F.A.C., Amended 9-10-09, 10-24-12, 8-17-15 (technical), 9-4-18.*

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

Select Year:  

## The 2018 Florida Statutes

---

[Title XLVIII](#)  
K-20 EDUCATION CODE

[Chapter 1004](#)  
PUBLIC POSTSECONDARY EDUCATION

[View Entire Chapter](#)

### **1004.28 Direct-support organizations; use of property; board of directors; activities; audit; facilities.—**

(1) DEFINITIONS.—For the purposes of this section:

(a) “University direct-support organization” means an organization which is:

1. A Florida corporation not for profit incorporated under the provisions of chapter 617 and approved by the Department of State.
2. Organized and operated exclusively to receive, hold, invest, and administer property and to make expenditures to or for the benefit of a state university in Florida or for the benefit of a research and development park or research and development authority affiliated with a state university and organized under part V of chapter 159.
3. An organization that a state university board of trustees, after review, has certified to be operating in a manner consistent with the goals of the university and in the best interest of the state. Any organization that is denied certification by the board of trustees shall not use the name of the university that it serves.

(b) “Personal services” includes full-time or part-time personnel as well as payroll processing.

(c) “Property” does not include student fee revenues collected pursuant to s. [1009.24](#).

(2) USE OF PROPERTY.—

(a) Each state university board of trustees is authorized to permit the use of property, facilities, and personal services at any state university by any university direct-support organization, and, subject to the provisions of this section, direct-support organizations may establish accounts with the State Board of Administration for investment of funds pursuant to part IV of chapter 218.

(b) The board of trustees, in accordance with regulations and guidelines of the Board of Governors, shall prescribe by regulation conditions with which a university direct-support organization must comply in order to use property, facilities, or personal services at any state university, including that personal services must comply with s. [1012.976](#). Such regulations shall provide for budget and audit review and oversight by the board of trustees, including thresholds for approval of purchases, acquisitions, projects, and issuance of debt. No later than July 1, 2019, the transfer of a state appropriation by the board of trustees to any direct-support organization may only include funds pledged for capital projects. Beginning July 1, 2019, and annually thereafter, each university board of trustees shall report to the Legislature the amount of state appropriations transferred to any direct-support organization during the previous fiscal year, the purpose for which the funds were transferred, and the remaining balance of any funds transferred.

(c) The board of trustees may not transfer any funds to and shall not permit the use of property, facilities, or personal services at any state university by any university direct-support organization that does not provide equal employment opportunities to all persons regardless of race, color, religion, gender, age, or national origin.

(d) The board of trustees may not permit the use of state funds for travel expenses by any university direct-support organization.

(3) BOARD OF DIRECTORS.—The chair of the university board of trustees shall appoint at least one representative to the board of directors and the executive committee of any direct-support organization established under this section. The president of the university for which the direct-support organization is established, or his or her designee, shall also serve on the board of directors and the executive committee of any

direct-support organization established to benefit that university. The university board of trustees shall approve all appointments to any direct-support organization not authorized by this subsection.

(4) **ACTIVITIES; RESTRICTION.**—A university direct-support organization is prohibited from giving, either directly or indirectly, any gift to a political committee as defined in s. 106.011 for any purpose.

(5) **ANNUAL AUDIT; PUBLIC RECORDS EXEMPTION; PUBLIC MEETINGS EXEMPTION.**—

(a) Each direct-support organization shall provide for an annual financial audit of its accounts and records to be conducted by an independent certified public accountant in accordance with rules adopted by the Auditor General pursuant to s. 11.45(8) and by the university board of trustees. The annual audit report shall be submitted, within 9 months after the end of the fiscal year, to the Auditor General and the Board of Governors for review. The Board of Governors, the university board of trustees, the Auditor General, and the Office of Program Policy Analysis and Government Accountability shall have the authority to require and receive from the organization or from its independent auditor any records relative to the operation of the organization. The identity of donors who desire to remain anonymous shall be protected, and that anonymity shall be maintained in the auditor's report.

(b) Other than the auditor's report, management letter, any records related to the expenditure of state funds, and any financial records related to the expenditure of private funds for travel, all records of the organization and any supplemental data requested by the Board of Governors, the university board of trustees, the Auditor General, and the Office of Program Policy Analysis and Government Accountability shall be confidential and exempt from s. 119.07(1).

(c) Any portion of a meeting of the board of directors of the organization, or of the executive committee or other committees of such board, at which any proposal seeking research funding from the organization or a plan or program for either initiating or supporting research is discussed is exempt from s. 286.011 and s. 24(b), Art. I of the State Constitution. This paragraph is subject to the Open Government Sunset Review Act in accordance with s. 119.15 and shall stand repealed on October 2, 2019, unless reviewed and saved from repeal through reenactment by the Legislature.

(6) **FACILITIES.**—Each direct-support organization is authorized to enter into agreements to finance, design and construct, lease, lease-purchase, purchase, or operate facilities necessary and desirable to serve the needs and purposes of the university, as determined by the systemwide strategic plan adopted by the Board of Governors. Such agreements are subject to the provisions of ss. 1010.62 and 1013.171.

(7) **ANNUAL BUDGETS AND REPORTS.**—Each direct-support organization shall submit to the university president and the Board of Governors its federal Internal Revenue Service Application for Recognition of Exemption form (Form 1023) and its federal Internal Revenue Service Return of Organization Exempt from Income Tax form (Form 990).

**History.**—s. 172, ch. 2002-387; s. 173, ch. 2007-5; s. 89, ch. 2007-217; s. 31, ch. 2013-37; s. 1, ch. 2014-27; s. 7, ch. 2018-4.

### 9.011 University Direct Support Organizations and Health Services Support Organizations

(1) University boards of trustees may establish direct support organizations (“DSO”) and health services support organizations and certify them to use university property, facilities and personal services. Such support organizations shall be organized and operated to serve the best interests or missions of the university, including a university’s research, education and service missions, and may receive, hold, invest, and administer property and make expenditures to or for the benefit of the university or for the benefit of a research and development park or research and development authority affiliated with a university.

(2) Each board of trustees shall establish by regulation conditions with which a support organization must comply in order to use university property, facilities, or personal services and such additional conditions, controls, and requirements for support organizations as each board deems appropriate to provide for budget and audit review and oversight. In addition, the regulation must include the following conditions:

- (a) The establishment of appropriate thresholds that delineate when approval by the board of trustees is required for the purchase of goods and services by a DSO.
- (b) All debt issued by a DSO is subject to the State University System Debt Management Guidelines and all public-private partnership transactions involving a DSO are subject to the State University System Public-Private Partnership Guidelines.
- (c) The establishment of appropriate thresholds that delineate when approval is required by the board of trustees for the acquisition of real property and the construction or renovation of facilities by a DSO.
- (d) University personal services used by a DSO are subject to the remuneration requirements set forth in section 1012.976, Florida Statutes.
- (e) A DSO is prohibited from using state funds for travel expenses incurred by the DSO.
- (f) A DSO is prohibited from giving, either directly, or indirectly, any gift to a political committee as defined in section. 106.011, Florida Statutes, for any purpose.

(23) The Director or Chief ~~Executive~~ Operating Officer of the support organization shall report to the University President or designee.

(34) Operating budgets of support organizations shall be prepared at least annually, and approved by the organization’s governing board and the university board of trustees ~~or designee~~. Significant changes in planned expenditures in the approved budget must be reported to the university board of trustees ~~or designee~~ as soon as practicable but no later than the deadline established by a board of trustees.

(45) Support organizations shall provide for an annual audit conducted pursuant to university regulations or policies. The annual audit report shall be submitted to the university board of trustees for review. The ~~approved~~ audit report shall be submitted to the Board of Governors, and the Auditor General. The university board of trustees or designee, the Board of Governors, the Auditor General, and the Office of Program and Policy Analysis and Government Accountability may require and receive any records relative to the operation of a support organization from the organization or its independent auditors.

(56) Each support organization shall submit its federal Internal Revenue Service application for Recognition of Exemption form (Form 1023) and its federal Internal Revenue Service Return of Organization Exempt from Income Tax form (Form 990) to the university board of trustees or designee at the times required by the applicable regulation or policy of the board of trustees. Copies of such forms shall be provided by each university to the Board of Governors.

(7) As of July 1, 2019, any transfer of a state appropriation to a DSO is limited to funds pledged for capital projects.

- (a) This regulation does not prohibit the transfer of non-state funds between university DSOs, or the transfer of non-state funds to the DSO, as long as the original source of funding was not a state appropriation.
- (b) A DSO may transfer funds and provide the use of DSO property, facilities or personal services without any charge to the university.
- (c) Effective for fiscal 2018-2019, and annually thereafter, each university will report to the Legislature and the Board of Governors all transfers of state funds to each university DSO, using the format and instructions specified by the Chancellor.

(8) A support organization shall provide equal employment opportunities to all persons, regardless of race, color, national origin, sex, religion, age, disability, marital status, veteran status, or any other basis protected by law.

(89) The chair of the university board of trustees shall appoint at least one representative to each DSO board of directors and executive committee (if any). The university president or designee shall also serve on the board of directors and executive committee of each DSO. The university board of trustees shall approve all appointments to any DSO board other than the chair's representative(s) or the president or president's designee. The chair's designee may not be the university president; nor may the chair and president appoint the same person to represent both the chair and the president on any one DSO board.

(610) University boards of trustees shall decertify a support organization if the university board of trustees or designee determines that the organization is no longer serving the best interest or mission of the university and decertification is appropriate.

In decertifying a support organization, the board of trustees shall require an accounting of the organization's assets and liabilities and take such reasonable action as necessary to secure the return of all university property and facilities as requested by the university.

Authority: Section 7(d), Art. IX, Fla. Const., History – Formerly 6C-3.12, 11-18-70, Amended and Renumber 12-17-74, Amended 4-14-76, 6-25-80, 8-11-85, Formerly 6C-9.11, Amended 9-28-86, 2-13-89, 4-10-90, 12-9-91, 8-1-94, 4-16-96, Amended and Renumbered 8-6-09, Amended XX-XX-XX.

**Agenda Item: FL 108**

**USF Board of Trustees**  
December 4, 2018

**Issue:** Presidential Position Description

---

**Proposed action:** Approval of Presidential Position Description to find USF's 7<sup>th</sup> President

---

**Executive Summary:**

President Genshaft will be retiring from her position as President/CEO of USF effective July 1, 2019. To find her replacement, the Board of Trustees, in accordance with Florida Board of Governors regulation, convened a 15-person search committee and hired the firm Greenwood/Asher & Associates to assist in facilitating the search and identifying candidates to become USF's 7<sup>th</sup> President.

The Presidential Position Description outlines desired qualifications for USF's next President and was finalized during the Presidential Search Committee's workshop/meeting on November 29, 2018. Committee Chair Muma and consultants from Greenwood/Asher went on a listening tour where they visited all campuses on November 15 (USFSP and USFSM) and 28 (USFT); they met with respective campus leadership, including faculty, staff and students. In addition, an online community input survey was sent to over 60,000 constituents and made available on the USF website. A total of 777 responses were collected:

- 128 from alumni/community members
- 131 from faculty
- 351 from students (undergraduate and graduate)
- 153 from staff
- 14 from non-designated

The Presidential Search Committee is seeking the Board's approval of the Presidential Position Description so potential candidates can begin to be identified.

---

**Supporting Documentation Online:**

Yes

No

[Presidential Position Description](#)

[Community Input Survey Results](#)

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

**Prepared by:** Travis Miller, Office of the President



The successful candidate must have the vision, commitment and leadership skills to achieve the university's ambitions for sustained preeminence and to lead a world-class faculty. They must also show a commitment to foster the growing national reputation of the University of South Florida, which consists of campuses in multiple locations in Tampa, St. Petersburg and Sarasota-Manatee, with synergy in all aspects of its education, research and service mission in a changing global economy and higher education environment. Lastly, the successful candidate must be committed to continue the university's success in serving a broad socioeconomic cross section of society with equal student performance. The search committee will consider candidates under the totality of the following **desired** qualifications:

- Has an academic background and credentials, including Ph.D., or highest degree in chosen academic field.
- Demonstrates a record of meaningful accomplishments in senior level leadership and decision-making in a complex research university and has a strong record of innovation and transformation.
- A record of building excellent leadership teams and organizing complex systems around core missions.
- Has experience at an AAU institution.
- Has experience in an administrative leadership position at a major research university and in successfully leading the development and implementation of a strategic plan in a complex multi-campus institution.
- Has proven success and passion to lead a research one university to new levels of academic accomplishment and research excellence. Is committed to attracting, developing and retaining world-class faculty, both domestic and international, who are at the core of the university's mission and success.
- Is committed to multi-disciplinary approaches of a preeminent, public, research-intensive university.
- Has the commitment, vision, entrepreneurial skills, and ability to foster growth of the research enterprise and the infrastructure to support it, ensuring its quality and competitiveness, as well as its contribution to economic development. Has proven success in raising funds from private sources, federal and state government and industry.
- Appreciates and is committed to fostering an exceptional, well-balanced and varied student experience, i.e., undergraduate, graduate, and international; in academics; in research; in co-curricular opportunities; in diverse social, multicultural and service experiences; and in residential and work activities. Relates well to, and understands the issues facing today's students.



- Will have respect and influence among peer and aspirant peer organizations and institutions.
- Exercises the highest integrity at all times and demonstrates a commitment to the diverse needs of the university community.
- A proven strong commitment to inclusion, diversity and equity.
- Demonstrates success working in a multi-campus environment with teaching sites with unique identities, preferably at a public university. Has the commitment to enhance state and community college partnerships and enrich transfer student access.
- Has the commitment to the importance of regionalism within a metropolitan area.
- Understands the complexity and interrelationships of university health science centers, affiliated teaching hospitals and practice group, and the communities they serve, and has the vision to foster success in the academic health endeavor in a changing health care environment.
- Is able to identify and recruit high quality talent committed to excellence at all levels, and has a record of building, empowering and mentoring a strong, skilled and collaborative leadership team.
- Understands major intercollegiate athletics programs and their role within the university fabric, and is enthusiastic about and committed to fostering the programs' integrity, accountability to the university and to NCAA compliance, the academic excellence and personal development of student athletes, as well as the programs' competitiveness.
- Is recognized as a national and international scholar of distinction with a proven record of distinguished academic, scholarly and professional accomplishment. Ability to forge relationships and partnerships on the local, national and global level.
- Has an appreciation for the importance of working cooperatively within the governance structure of the State University System of Florida including the ability to work with elected officials and policy makers to advance the university, at the local, state and federal level.
- Reflects visionary and transformative thinking and global perspectives about higher education and its role in society; thinks creatively about how to foster access, affordability, and excellence in education, including (a) leveraging innovative modalities, techniques and research to promote effective learning and student engagement, and (b) preparing students for success in all aspects of life and to make meaningful contributions to society.
- Has passion and intellectual energy to be involved in all aspects of university life and to fulfill the university's unique commitment to serve the State of Florida, including through education, research, economic development, and global partnerships.
- Proven success in building strong external community relationships. Appreciates and is committed to leveraging the passion of the USF alumni base and becoming a part of USF and its culture.
- Has a record of fiscal acumen and sound fiscal leadership. Has a sophisticated understanding of the fiscal complexity and structure of academic research and multi-campus institutions; can lead development of new and creative funding models; appreciation of data analytics; and can optimize resources in a changing global economy and public higher education environment.
- Vision and the commitment to include the university community in shaping the university's future.

- Comprehension of higher education issues/trends and the ability to bring those into focus throughout USF.
- Strong executive skills with a demonstrated commitment to inclusive and collaborative decision-making processes.
- Effective communication skills, written and oral along with active listening skills.

DRAFT

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Community**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
USF's next President must above all be of the highest integrity and have the respect of her/his colleagues in their chosen academic field. The ability to effectively interact with a diverse audience of USF stakeholders; students, faculty, alumni, donors, the business community and elected officials is a must!	Gaining access to the top 25 research universities in the nation.	Continuing to advance the research opportunities for the University and partnerships with innovation companies.	As a USF Charter Class graduate and past President of the USF National Alumni Association I have watched with great pride as our University has grown in stature and respect among other institutions of higher education, our next President must keep USF on that track.
Emotional intelligence. Critical listening skills. An ability to not freak out faculty with poor communication and knee jerk decisions. And the ability to raise a billion dollars - not in deferred gifts with national stakeholders.	The new branding guide is awful and disjointed. The surrounding areas are dangerous and USF concentrates recruiting in the tri country area. That needs to change. The campus also needs many beautification projects and a new Greek park. The existing Greek park is aesthetically not in line with a research university who wants to compete with its peers.		Please hire someone who can raise some money but more importantly build national partnerships, get us into a better conference, build more structures that are aesthetically pleasing, and help clean up the surrounding areas. No one cares about preeminence if you're worried about getting mugged walking to your dorm room at night.
Visionary and big picture thinker. Strong legislative relationships and track record. Public speaking and ability to connect with a broad base of audiences is key. Track record of Public-Private partnership development. Can help Tampa maximize it's path to becoming one of America's next great technology hubs. Leads by example, has a strong moral compass. Technologically savvy. Has entered new roles in the past with big shoes to fill and isn't fazed by it.	1. Disruption of every single industry and sector. What if Amazon got into higher ed for example? We need to be innovative and think ahead. 2. Many faculty and staff with long tenures, so a big wave of retirements and turnover coming in the future. 3. Leveraging, monetizing, and licensing all of the patents we have to build financial sustainability beyond tuition and government. 4. Need for more elected USF Graduates to ensure necessary might against our friends up North.	Metropolitan location. Diversity. Research. Entrepreneurship Program. Growing and galvanizing alumni base. Leadership in Health & Sciences. Leading young University in the Nation, Pre-Eminence in Florida.	Research the top 25-50 University President's in the Country. What are the common traits/track records/etc. each exudes? President Genshaft wasn't originally a "popular" pick after Betty Castor, but clearly she was a transcending pick. Don't be afraid to focus on the right "fit" over the "big name". I think what has made each University President successful is they were the right pick at the right time. I trust the Selection Committee will make the right pick.
Honesty and fairness	Freedom of speech		
No tuition increase, no new stadium	Cost	Keeping costs down	No donations will be made if tuition increases or a stadium is built
Strong academic background. Outstanding leadership at AAU level. Successful record lobbying state legislatures. Experience in raising private capital.	Maintaining academic integrity in an increasing business-oriented model. The desperate need to increase support for humanities and liberal arts education. Increasing reliance on adjunct teachers	I hope USF avoids the trap of hiring someone with no higher education experience or hiring a politician. The academic underpinnings of a university are vital in USF continuing its mission of educational excellence.	
Ideally, the president would be in-touch with the struggles of the modern-day student. This would be somebody who understands the problem of student debt, for example, and does not want to impose unnecessary costs on students.	Job placement after graduation is a huge issue. Students do not feel that they are properly prepared to join the workforce after finishing their undergraduate degrees. Employers seem to agree, because they are not willing to hire students who do not have work experience (for entry-level jobs, no less!) There need to be more available student jobs relevant to their fields of study so that students can better develop their resumes.	USF has a wonderful student culture. There is often a strong sense of community pride among students, staff & faculty. That said, there is a significant portion of students who feel the university demands too much & provides too little. There is an opportunity to reach out to disillusioned students & address their concerns. Spending time doing anything else is often seen as a slap in the face to these students. (Nobody was asking for a new logo, for example, but cheaper textbooks would be nice.)	Most students are not going to see the email that was sent out with the link to this survey. Even fewer are going to take the time to respond to this survey. You should hold focus group meetings at the MSC & talk to students face-to-face. They will be opinionated about this if you ask them, but many do not diligently check their e-mails amidst all the assignments, studying, mental health issues, & attempts to have a social life. I cannot tell you how many students have hundreds of unread emails.
Visionary, engaging, strong supporter students, faculty and alumni.	Global competition for talented professors, students and resources. A strong president will need to understand these challenges and engage the Board, Alumni Association and current students to address these challenges and chart a path forward.	USF has an outstanding reputation and is located in a great community. USF should capitalize on these strengths to attract talented professors and students from around the world.	We are losing an outstanding president who led USF on a record-breaking path of success. Our next President needs to be enthusiastic, strong, and most of all visionary to help keep us on pace in the future.
An intelligent and involved member of an evolving community. Tampa is not stagnant and USF has changed massively under Pres. Genshaft. Our next president should be prepared to continue our growth in all departments. Including liberal arts. We have one of the best applied anthropology programs in the country.	The balance between the extremely important STEM fields and the liberal arts. Both are important programs but only one receives funding.	USF has strong recruitment across the board, continue offering opportunities to students that deserve it and they will make the university shine.	President Genshaft will be a hard act to follow, she was beloved when I was an undergrad the first time around because of her dedication and involvement. Finding someone ready to make that much of a commitment will be a challenge. Good luck!
Respected academic history, commitment to academic and institutional excellence, ability to engage and communicate to different stakeholders	Persistence and retention of underrepresented minorities	Maintaining pre-eminence	The next president must put students first as President Genshaft has done, meaning what is best for the students must be at the center of all decisions.
Someone who cares about Athletics. And being a cheerleader and throwing up the bulls sign, but really cares and puts money behind their mouth.	Figuring out how to make the next generation career-ready.	Do a few things great instead of everything average.	Best of luck! You have a tough job ahead of you, but you will do great!
Honesty and integrity, commitment and passion, able to inspire others, creativity and innovation, sincere enthusiasm, sense of humor, superior communication skills, superior listening skills, accept and take responsibility	1. Lack of funding, 2. Raising graduation rates, 3. Improvement in training of academic administrative leadership, 4. Student debt, 5. Realistic Management of Athletics	1. Location, 2. A youthful Institution not deeply steeped in past history/influences, 3. A young alumni and future donor base, 4. Newer infrastructure, 5. 19 years of proven and quality leadership from Dr. Genshaft	USF is unique and does not fit the mold of established land grant colleges or urban institutions. USF is still quite young, establishing history and traditions. USF is not a traditional institution of higher education. Somewhere is a talented individual with a vision and a plan, maybe not entrenched in an academic pedigree but recognizes potential and how to achieve it using available resources. USF has been a best kept secret of Florida. USF is in great shape and should be most attractive.
A good fundraiser, a commitment to progress at USF, and understanding that we are an urban university	The bias of our state legislature to favor UF and FSU. The new president needs to understand how to navigate the climate of education in Florida.	Our place in an urban community and location to the water	We need someone who will fight and advocate for us in Tallahassee and with the business community in Tampa
I believe the next President of USF should possess a passion for the community, have leadership qualities that allow him/her to connect with the Tampa Bay community, legislators, students, faculty, and staff, and key stakeholders. A leader that will bring the vision and mission to the forefront of the Tampa Bay community with an upward trajectory and focus on Athletics, infrastructure, and students.	One of the major challenges of USF is consolidation and fundraising for capital projects.	USF is uniquely positioned to be a University that students desire to attend because of the winning trifecta- academics, research, and athletics. USF is uniquely positioned to stand alone and not be confused with FSU and UF, but a University name that is known worldwide. With the support of the Tampa Bay community, donors, and legislators, USF will continue to thrive and grow with a focus on student experience.	
Someone who represents diversity and can add a different perspective to USF's leadership team. Someone who cares about the people & the students, employees and community. Someone who cares about environmental sustainability, and someone who is progressive and forward-thinking. Someone who will lead USF and make it known for its innovative, progressive, forward-thinking nature. I believe this will attract the youth of the world.		USF needs to continue to differentiate, innovate and lead the way. Look and listen to what the young people today care about and start adapting before other universities even notice the shift (whether that applies to technologies, ideas, art, etc.). Stay ahead of the curve.	
Leading by example is huge. We do not need someone who talks a big game but does not execute. We need someone with determination and pride. Pride for the school and what we represent. The determination in making our school nationally/globally known. We need someone who is humble and understands what the minority is going through. We need someone to focus on improving and expanding our ideology and brand.	Being able to reach and have equal education opportunity for any socioeconomic status individual. We have to educate the people who do not have the same opportunity as us. We have to empathize and reach these individuals. We also have to inform the people above us so that they can understand/empathize what the hardworking, lower class individuals go through. Understand what privilege is so that they know how much work it takes to get to a position where one has been dreaming of.	Getting our athletics to be top of the state. We have the academic side down, we have been continually expanding and have even reached pre-eminence. Now is the time to focus on our athletics so we can establish tradition and history here. People will know who we are and will not confuse us by saying UCF or FSU whenever they are in Tampa. We need to reach the general population, and sports/history of our program will do just that.	Judy has done a great job and has progressed this program tenfold. May the next president be someone who is tenacious, ambitious, prideful, yet can empathize with the diversity/status of the individuals we have here at the University of South Florida.
honesty, humility, authenticity; someone who believes in diversity; grounded in reality; non-Triumpan.	Providing funding for the less known departments so they can recruit and subsidize more diverse grad students.	strengths: location, research status, some brilliant, people-oriented instructors and professors weaknesses: an overlooked and underfunded women's basketball team; no joint M.A. or Ph.D. offered in Psychology and Applied Behavioral Analysis (it's one or the other right now); underpaid, overworked adjuncts; not enough genuine career opportunities within academic departments at USF for adjuncts. Still a lot of ageism, sexism and classism. It flies under the radar but it's rampant.	Find someone who doesn't have an inflated sense of him/herself, a good sense of humor, and a lot of common sense. Intelligence helps. Too much cheerleading over the past decade and not enough genuine accomplishments.
Honesty and Integrity. Ability to work with the Tampa Bay Community and the Florida Legislature for the benefit of USF. Someone who can unify our consolidating USF campuses.	Competing Priorities - Education / Research / Athletics / MONEY for all three....	USF's tradition as well as our future. A-lot of people are pissed about that Ambition over Tradition slogan. Get rid of it and embrace both. I'm an alumni, a staff member, a student, AND a parent of a student. I can tell you that tradition is important to us and we're finally getting to a place where we really have some.	Good Luck. This has got to be a daunting task...

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Community**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
School spirit, must be all-in with USF regardless of what school they graduated from. USF must come first and foremost. Friendly, personable, engaged with USF students, staff, faculty, and community. Should try to attend college wide functions such as Staff & Faculty Campaign, Alumni and sporting events.	Higher costs for students. Must find a way to offer more scholarships, any amount helps. Have more opportunities for work study, teaching/graduate assistants, and parking. As our population at the university grows so must the parking situation. Maybe create more parking garages especially near the center of campus where most students have classes.	Recognition. USF has become more widely known throughout the world. Must continue to grow and build on our diversity and multicultural community. We offer many degrees within many different fields, maybe we should consider creating a Law School.	The next USF President must be charismatic and involved. Be one with the community and never forget which university you work for, U-S-F!!!
The next president should be educated, professional, and have a solid background in leadership. Past experience in high profile positions is extremely beneficial.	The main challenge facing USF is financial aid for out of state and international students. There should be some form of Bright Futures for these students to be able to participate in in order to alleviate some of the financial burden that higher education presents.	A major strength of USF is its research focused faculty and staff. USF has the opportunity to be a leader in many rapidly progressing fields.	
Someone that is accepting of all, cares about students, hard working and someone who will help USF achieve even more than we already have.	I think usf needs to take course evaluations more seriously. It is really disheartening when students pay for courses and don't feel like they are learning. Some students have to pay for extra resources because there is a failure that is out of his/her control. If we want more students to come here, we have to faculty that can teach in a way that facilitates learning.	I think USF's strength is that we are diverse and open to all. We also have a lot of influence over the Tampa area in general, and it's great that the area is becoming more college friendly.	
Open-minded and forward-thinking; understands needs and values of the younger generations, such as incorporating technology and internet capabilities into student coursework as well as faculty research and teaching.	Affordability, but this is a larger national issue. Students shouldn't have to take out thousands of dollars in loans to afford school. Remote classes would allow many more students to maintain work at an 8-5 M-F type job while completing their degree online.	USF should focus on expanding it's remote degree offerings, and remote classes in general, to allow more working people access to education without compromising their ability to support themselves. Also, sustainability of the campus and its facilities should be a priority and it should be incorporated into every aspect of the university.	Pick the best candidate of course, but be diverse in your choosing. We don't need another old, white male taking a position of leadership unless he really is the best candidate. #DiverseUSF
genuine, someone who wants to be integrated into the student body and get to know their constituents.	Competition with other universities and decline in high school students entering bachelors programs	distance learning, diverse options for graduate programs, tuition costs	
Thoughtful, inclusive, and someone that acknowledges that Athletics is the front porch of the University and when your team is on National TV it is a 2-4 hour advertising commercial of the University	Lack of regard for the Alumni and Tradition.	The biggest strength of USF is the trajectory of accomplishments we have achieved in such a short time. The biggest opportunity that will propel USF to its next peak is having a President that can lead in the next NCAA Conference realignment to a Power conference with the funding that comes with it.	Ambition over tradition is an insult to the great alumni that have built this university. I have never seen a more disrespectful tag line for a Preeminent University
Someone who will replace the new logo	The terrible new logo	The old logo was a strength	Please get rid of this terrible logo
Someone who will scrap the new logo.	The hatred of the new logo.	Getting rid of the new logo.	
Someone who is spirited, honest, and wants the best for the university.	Continuing our upward growth. Getting to preeminence and all of the various donations are helping us grow, but we need to continue doing so.	Strengths are definitely the way career services is handled with all of the career fairs, etc. USF also has a large fan base, people love to cheer on our teams. Opportunities could be a stadium on campus, continued funding to academic programs.	
I would like a the new president of USF to be intelligent enough to repeal this hideous new logo the university is trying to force.	USF's major challenge is going to be trying to convince people that they didn't plagiarize Merrill Lynch's logo.	An important opportunity in USF's near future is that they could listen to their students and alumni and bring back the old branding.	The new academic logo and branding is the most embarrassing thing to ever happen to this university. The "USF" letters look like a high school student in art class drew them. "Ambition over Tradition" is a slap in the face to all Alumni who have come before. I cannot imagine how this whole brand change was approved. It's not even the correct colors.
The new president of USF should be dedicated to the students and their success first, and the university second. She/He should also be innovative and put emphasis on all subject areas not just STEM.	I think the staff of USF is hindering the school from being a better institution. The hiring process should be strict and more in depth.	USF's study abroad and STEM programs are strengths and great opportunities for USF, but the College of Arts and Sciences has potential and should not be overlooked.	I believe the new president should have a diverse background, and should be open to developing Arts and Humanities programs more. She/He should also be focused on the students and seriously listen to their concerns.
Able to understand the next generation of students. Able to unify the campus and it's community.	Retaining professors and instructors that care more about their students education and well-being instead of their research.	USF Athletics and the opportunity to have a stadium where Mosei is. Diversity on Campus. And for a better reputation given the preeminence standing!	Change the USF logo back, please!
Business-minded, aspirational but realistic, energetic, friendly. Highly respected in the Tampa Bay area and in the state of Florida. Recognizes importance of athletic competition and national recognition. Someone with Big XII connections.	USF has always been a institution of contemporary education, so maintaining the ability to adapt and not feel the need to be the same exact school as FSU and UF is important. People are not looking for the same type of University experience as they were 20, 10 or even 5 years ago - being able to adapt to these needs without sacrificing quality and prestige is incredibly important.	USF is incredibly close to reaching an academic prominence level that would put the University on the same level as some other top schools. Once we reach that point, we can switch to a maintenance attitude and shift focus on becoming top tier in other areas, such as athletics. All great sports schools had to be great academic schools first, and now we're there.	I currently work at Western Michigan University. This past year, WMU brought on the very first President in school history who comes from a non-academic background. WMU was stuck in the 20th century, and he shoved the University into the 21st almost immediately. If USF hires an academic for the next president, USF will take ten steps backwards. Do not hire an academic.  The next president needs to be able to maintain the academic standard set by Dr. G, but moving forward, athletics is the need
Dynamic. Ability to interact with community, state, and national leaders. Serious academic credentials.	Lack of understanding by state legislators.	High quality students. Large research program.	
			Hire Dr. Renu Khator from the University of Houston. Please no politicians.
Involved and inclusive. USF has always encouraged diversity in its student body and faculty. In today's climate, it is important to take a stronghold on this value.	Growth, while establishing tradition, will help to better connect Alumni.	Our athletics are growing. A football stadium on campus would increase Alumni involvement.	USF is in a unique position to grow and change with the times. To be an institution that stands in contrast with the 'good ole boys' club that is UF and FSU. Please work to find someone that is willing to help us stand as a leader, not a follower
Honest, Accountable, Hard Working	Student Debts and Classroom Size	Location and Diverse student population	USF has grown since the time I attended but it still needs more to be top-tier university. The school nerds do more on research but also classroom size and mitigating the student debt. USF is growing more and more I'm proud to be an alumni.
Local. Knows the people and businesses		Better sports conference. Growing but not raising the tuition!	More parking please.
A strong leader with 5-10 years of leadership experience in higher education. An individual who has proven their commitment to diversity, inclusivity, and protecting marginalized communities. Experience in professional leadership in extra-curricular organizations.	Hiring and retaining faculty that represent the diversity USF claims to be committed to.	Growing the football program can be a great opportunity for USF. Another great opportunity can be found in partnering with local high schools and middle schools to peak their interest in USF.	Choosing the candidate from within USF would be a plus.
Someone who embodies the spirit and tradition of USF excellence. They understand the importance of athletics AND academics. Social skills and ability to relate to, y'all to, get donations from alumni and various people is a must. They must constantly strive to fight for this school. Love Tampa	Identity	USF is primed to be an elite school. The Tampa area is one of the best in the country. We must continue academic excellence but also strive to be an athletic powerhouse. The two go hand in hand.	Don't be dumb!
Charisma. Social media presence. Strong leadership. Shared vision.	Keeping costs low while maximizing quality.	Continue to leverage medical school strengths, while continue the growth and impact of our other schools. Build athletics.	Focus on athletic success as well.
Character, innovative thinking while being observant of tradition.	The rising amount of student loan debt.	Continuing with innovation in curriculum.	
Integrity, experience, and enthusiasm for USF. Someone who is invested in the success of this university and who truly wants to be here.	Recognition, respect. Our reputation outside of the USF community does not reflect the prestige of the university, both academically and athletically. The new academic logo is unfortunately making this even worse.	Strengths: preeminent status. We need to make that widely known.	I would love to see someone who has past connections with USF or with the Tampa community. Someone who is invested in our school and dedicated to continuing our academic success while fully supporting Mike Kelly in his push towards athletic success. What I dont want is someone who looks at the opportunity as "just a job", or someone who doesn't recognize the tremendous impact athletics has on our university. Both academics and athletics are important parts of our tradition.
Innovative, transparent, tenacious towards our commitment to excellence	Being a destination campus (not just a commuter school). The surrounding neighborhoods tend to deter people from feeling like USF can truly be an inclusive campus.		

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Community**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
Continued focus on student success and the culture that has been created here to make that happen already, a strong sense of community and an ability to collaborate with the diverse community that is Tampa Bay; an ability to understand the political landscape within higher education in Florida and to work toward elevating USF within that landscape	Competing priorities for funding for bricks & mortar, for programs, for scholarships, for researchers and endowed chairs and the need to continue the efforts to expand and diversify our donor pool in an era of limited state/federal funding for education and the challenges of potential donor burnout as we transition to our next campaign.	Our students and faculty, the culture that Dr. Genshaft created around student success, USF Health and its research & innovation and affiliations with TGH & others are important strengths. As Tampa Bay grows and makes its mark on the national and global stage, we have an enormous opportunity to recruit even better students/faculty/researchers/athletes/etc.	Your task is not an easy one but Dr. Genshaft has certainly brought USF to a place where we have an opportunity to attract the best and brightest of leaders. I am excited for the future!
Culturally diverse themselves, someone with experience with young professionals and experience in leadership. Someone who knows about Southeast Florida and someone who sought higher education for themselves. A great speaker.	Higher education can sometimes still be seen as a difficult goal to accomplish. How is USF making high education a reachable goal for everyone? What are the characteristics that USF can offer someone looking into higher education?	Growing their name even further and growing in size within reason. Building up those departments that are doing well but also giving extra help to areas that have yet to flourish.	Please be sure to look into diverse candidates. It would mean a lot to both alumni and current students to know that the search will be inclusive and include diverse qualified candidates.
The ability to maintain a high caliber faculty, secure reliable state funding, improve research through funding and grants as well as ensure quality teaching is delivered to students	The stagnation of middle class wages compared to rising tuition costs	USF continues to be one of the most cost effective state schools which positions it well in an era where tuition is rising faster than inflation and wages. Preventing tuition increases should be a primary focus	Political connectedness is important but so also is commitment to quality.
Honesty, respect for educators (especially our graduate students who do most of the teaching), presence in and out of classrooms & campus events.	Faculty members and graduate student pay. Safety on campus.	To increase security (i.e.: lighted parking areas, reliable transportation across campus).	Please consider an individual that prioritizes education over sports.
Support for students of color, and undocumented students	FUNDING! Support diversity efforts and funding sources aside from student government.	THE PERSON SHOULD BE A PERSON OF COLOR, DIVERSITY, WOKE.	THE SEARCH COMMITTEE ITSELF SHOULD BE DIVERSE IN EVERY FORM.
Someone that values science, logic, and excellence but understands that students are not absolutes. A forward thinker that can look beyond the current success of the college, who will formulate and implement a long-term plan for the future while still being able to face the current challenges	Parking, lack of organic food options, new logo. Also, I believe USF is highly underrated by the community at large. Hopefully, the preminent status will help. We visited college websites, did outside research, and took many college tours before my child settled on USF. It was, hands down, more impressive that FSU & UF. I'm looking forward to the day when USF is ranked #1 in Florida.	Strengths-continue to focus on science and research. Opportunities-encouraging introverts to step out of their tech bubble and interact with others in healthy, alternative ways; otherwise, you will have a bunch of smart, miserable kids that don't have a clue how to function in the real world. If you build a new stadium on campus, please add plenty of parking and a few places for adults to gather prior to the game. Not everyone wants to tailgate in the 90 degree weather.	Good Luck! and thank you to Ms. Genshaft for her years of dedication.
Dynamic personality and excellent communication skills, stellar reputation at his/hers current school and community, significant community involvement, proven track record of meaningful accomplishments, and no baggage.	Due to the upcoming consolidation, maintaining pre-eminence is paramount.	The pre-eminent designation puts USF in top echelon of universities. The medical school, School of Engineering, the Muma Business School, College of Education are just a few of the premier colleges at USF.	Don't leave on stones unturned. Find us a President that will make a difference.
Likable, forward thinking, charismatic, driven,	Increasing tuition costs,		
Personable. It sets a tone for who we are and how we interact with each other, which permeates through our culture. I'll never forget the first time I met Judy in an elevator in the Marshall Center in my first week on campus. She embraced the opportunity to welcome me.	There must be a law school. We are in the largest non-tourism economy with major law firms, but we have yet to dig a stronghold in legal community. This is a mistake. We need to use our resources to cultivate the next wave of legal minds for the Bay Area.	Our strength is our community that wants to be great. Our best opportunity moving forward is figuring out a way to capitalize on every student's drive, ambition, and desire.	This is a huge moment for us, and I hope we find someone who sees the vision Judy laid out and continues to accelerate our momentum.
A new president that will change the logo back	Having a terrible logo	Opportunity to change the logo back	Change the logo
Someone who has a history of leading with the following qualities: transparency, accuracy, open-mindedness, innovation.	The student loan crisis is at an all-time high as a nation. USFSP does a good job at making their MBA program the most flexible and affordable. I think qualities like that will become even more important to future students so injecting that kind of thinking into other programs across campuses will be key.	Strengths: inclusiveness, diversity, an innovation. USF has a huge opportunity to lead the way in technological advances.	
Public presence, quality speaker, detailed plan/vision for the future of USF.	Funding for the arts. Particularly the performing arts don't get enough funding to be able to reach out and show how high quality our arts education is.	Strengths: our growth and how public we have been about our growth (and preeminence) Opportunities: to improve the parking situation (I understand parking is an issue at many universities, it'd be nice though). On campus football stadium.	I know this is off topic, but the new logo looks really nice! I appreciate all the time and effort that went into the creative design of the logo.
Former first generation student and a parent.	Access and increase of interventions for nontraditional students who fall behind.	Diversity. Strengthen how students who are parents are supported. Current supports aren't enough.	A diverse leader or one with a multicultural background would parallel our community.
Ambition, drive, knowledge of major research institutions, ties to the community.	Tuition cost for students.	Our science programs most specifically our allied health graduate programs and the Morsani College of Medicine.	
The next President will need to display many of the qualities that showed in the actions of Dr Genshaft: setting high but achievable goals and being accountable/dedicated to them until they are reached. Secure funding for growth from all available resources; Be a non-stop cheerleader for the school year after year. Engage students, staff and alumni to participate in all school activities and programs. Push fundraising and corporate Sponsorship. Genshaft was a master at this.	Raise the salary and benefits for non-tenored professors. Stay competitive among preeminent schools. Make USF's athletic programs more relevantâ€”get into a Power 5 conference and build an on campus football stadium. Expand the Tampa campus to include the surrounding neighborhoodâ€”buy up suitcase city land and forge additional deals with businesses like what was done with Publix. Stop wasting money on branding and image consultantsâ€”ask the marketing and PR students/staff & have a vote.	The Millennial generation is huge and USF will continue to benefit from the increased student applicants. That is a huge opportunity to pick the best incoming freshmen and plan that revenue wiselyâ€”hopefully in a discipline other than just research and patents. So many other colleges need to be brought into the 21st century.	Filling Dr Genshaft's shoes will be difficult and I wish the committee luck. Shoot for the moonâ€”USF deserves the best of the best.
Down to earth, easily approachable, proud of the university, open minded,	Freedom of speech and protection of student body.	Diversity of faculty, staff, and student body	
Someone who is personable, grounded and in touch with the students and community.	Lack of funding from the state. Balancing tuition rates to reduce tuition debt for students.	USF is headed in the right direction. We need someone who will continue the work Judy has done. As they say Ambition over Tradition.	I really would like to see a President who is as approachable as Dr. Genshaft. She was always very grounded with students, faculty and staff. I think that's so important! Students need to see the president around and showing love and passion for USF like President Judy has done. They must believe in the Green and Gold!
Someone who will get rid of the new logo	How bad our new logo is	Our old logo	Find a president who will get rid of the new logo. Thanks.
Vision and ability to create a 5 year road map for USF's future. Emotional intelligence and communication to be receptive and build bridges in community. Work ethic that is balanced by genuine connection. Unusual backgrounds can bring diversity to the role. Leadership by example.	Define the value proposition in 4 year + programs when innovation is shifting so rapidly. Also cost benefit of time and money for degree. How does the university provide more than a degree? How can the university create connections, relationships and experiences beyond a web presence. Some old school connection but agile adaptability for what future employers need. Stay ahead of the curve. The mascot redesign is terrible... very old school and not innovative at all. Scrap it.	I think Genshaft built strong connections into Tampa Bay community - it can be stronger. Stay close to the pulse of your community demographic and redefine yourself if needed. Legacy and longevity of reputation is there. Guard that. Keep supporting innovation but maybe balance with some back to basics - trade schools? We need more skilled workers.	A leader will change the culture for better or worse. Be super diligent to scrutinize each candidate thoroughly and do not rush the process. Quality is better than speed when the decision will impact the organization so strongly. All the best!
Personable. Judy's infectious personality permeated throughout the school's culture. And set the tone for who we are and how we treat people.	We are the largest university in the largest economic area in Florida not dependent on tourism, yet we do not have a law school. This is a mistake. We need to capitalize on this opportunity.	See above.	
Someone who isn't narrow minded like President Genshaft. Someone who understands academics are important but that there's so much more that goes into creating a big time University and big school culture. This needs to become a destination school	Not being the big school to go to in state. People want to go to UCF now. We take too many international students and their money in. We need to keep people at home that have school spirit and change the boring University culture. Let's make this like all other big schools.	The two big things are Athletics and Campus Life. People recognize schools from Athletics. Look at enrollment numbers from many Universities and how they spike up when they have desirable programs - schools that help fund them. Also, campus life is a big one. Something we've severely lacked. All our students go to other campuses' each weekend to have a good time and hang cause we have NOTHING here. Burgerfi is a start, but we need a 'Campus Strip' with Walgreens, Bars/restaurants, ect...	Let's get some excited, young enthusiasm in to lead us. Someone who is with the times and understands all aspects of running a desirable University. The old school logic of Judy must go.
A dynamic leader, someone with a bias to action, who genuinely cares for students and will make the decisions with the students and faculty best interest in mind. I also want someone who will advocate for minorities, as a female minority Hispanic alumnae of USF. I chose to attend the school because it had the perfect fit of leaders, faculty and staff who were vested in the success of students, and as a minority, I had ample support to succeed at USF. I want the same experience for others.	Having minorities fully integrated into campus activities beyond the circles that they are comfortable in, better resources to help students thrive on campus (better counselors, professors who care and are not treating students as consumers), staff who can support college students in the face of stressful college situations.	Great research opportunities, wonderful faculty and mentors who care about their students Get faculty to Manage a classroom appropriately, how to teach in an age of distraction, getting more students to attend office hours, making sure that faculty are not 'helicopter professors' - be more of a guide on the side and give students more freedom and control Reduce housing costs, improve parking, improve the student experience and then let's strategize to add a student stadium, etc.	Don't focus on finding the next Judy, focus on someone who will be the right fit. I love Judy, but we can't replicate her. USF needs someone who will drive the momentum that has been created from prior years, someone who will appreciate the hard work of the entire USF community and can inspire and bring others along with them in propelling the university to greater heights.

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Community**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
I think it is important that a new USF President be able to continue advancing USF as a top-choice university in the state. They need to continue to raise the profile of the university through their academic credentials, political and community connections, and dedication to data-driven policy implementation. I would hope that in addition to being able to build strong community connections in the Tampa Bay area and in Tallahassee, that the President would also have extensive academic experience.	Political interference at the state level and a die-hard and laser-like focus on nothing but the 4-year graduation rate, often at the expense of other academic qualifiers (like research, outside the classroom learning, faculty independence, and data on what students are actually learning and using after graduation). USF needs a President that can easily meet the need for strong graduation rates without losing sight of all the other great things happening at the university.	The USF brand is currently strong and only growing, especially the branding being driven by athletics. If USF could abandon the god-awful "academics branding" that was recently rolled out and focus on promoting a single brand and identity, it would be better positioned for recruitment of high-performing students.	Please avoid selecting a President based on political connections alone. I hope USF will hire a President that has a strong academic background that fully grasps the complexity of the job and the need to balance many competing priorities.
A strong record of success at a top tier school bigger than USF. This way, the proven leadership and skills can be put into immediate implementation here. We want to continue our upward trajectory without sliding backwards due to a learning curve.	Brand recognition. Our university has tremendous successes, but we need to market more throughout the nation. Fire the new marketing team and have ONE logo for the school- our iconic 400 USF and put that everywhere. Push the brand and promote our progress on and off the athletic fields.	We are in a great economic market. We should continue to partner with the big organizations in town and throughout the state to assist in improving our campus and creating job opportunities for students.	USF has been very well led by Dr. Genshaft. She has built upon the foundation laid by her predecessors and has taken this university to new heights. We should go high for the next president. Go for someone who has significant success at this level and who is passionate about their abilities and to the future of USF.
Ambitious. Level-headed. Fearless. Trustworthy. Team oriented.	Cost of education/lack of ways to pay for it other than student loans.	Keep moving forward, but never forget where we started. Stay humble and kind. Accept students from an array of diverse situations. Acknowledge short comings, grow from mistakes, and keep an open ear to the students	The next president should believe in each student and each college's mission. Promote all aspects of USF life. Stay open to change and differing opinions
Politically connected in Tallahassee and able to really engage various Tampa Bay/local stakeholders.	Inclusion into the American Association of Universities	The academic profile continues to be on an upward trajectory. There still seems to be a "disconnect" between USF and it being Tampa Bay's public university, so there's opportunity to improve there.	Tampa Bay generally embraces universities located elsewhere in the state, and USF still remains a bit of an afterthought. The next president should be tasked with ensuring Tallahassee's movers and shakers continue funding our university properly, and that the local community continues buying into what USF is doing.
Supportive of and involved with diversity initiatives and committees which promote them. Ambitious, innovative attitude, with knowledge and perspective of historical traditions which have helped USF become what it is today, as well as traditions which may require a new vision.	Funding for diversity initiatives and committees. Salaries for adjunct instructors. Criteria for promotion of administrative employees, including but not limited to specific academic credentials.	USF Health now resonates with other academic health institutions of equal and greater history and reputation. There is significant opportunity to grow the resources and impact of health disciplines across USF Health, including Nursing and Public Health, similar to how Medicine has expanded.	It is integral that our next president have substantive, evidence-based portfolio in higher education, ideally in Florida, and who is eager to move USF forward in the spirit of inclusivity, diversity, and innovation and modern practices.
Our perspective clearly isn't important since the university hasn't responded to the overwhelming backlash from the new logo and motto	Our perspective clearly isn't important since the university hasn't responded to the overwhelming backlash from the new logo and motto	Our perspective clearly isn't important since the university hasn't responded to the overwhelming backlash from the new logo and motto	Our perspective clearly isn't important since the university hasn't responded to the overwhelming backlash from the new logo and motto
Academic gravitas (e.g. National Academy member, PBK), politically savvy, dynamic leadership, committed to university life and student success.	Preeminence performance metrics; continue positive trajectory in times of shrinking resources due to the unfunded consolidation mandate. Demoralized faculty due to high expectations and diminished capacity (support/infrastructure) to accelerate research productivity. Poor morale saturates the USF System as we struggle in this climate of uncertainty. A genuine investment (from the State) to build research capacities on regional campuses will demonstrate value in the USF System and allow growth.	Dedication to focus on the future of Higher Ed, continuing to reinvent ourselves to stay ahead of the curve, providing relevant and rigorous education while keenly aware of the economic and entrepreneurial impact of research and innovation. World class faculty attracts high caliber grad students and post docs, who serve as role models and mentors for undergraduates, and bring creative solutions and agile thinking to labs and classrooms. Spark initiatives promotes a culture of startups patents.	There are a number of presidential searches currently underway. From the candidate perspective, USF is under the cloud of consolidation. What is our contingency plan for a possibly failed search the first time around? Is there an opportunity to extend Judy Genshaft's appointment for 6-9 mos.? Are there incentives (pay for performance bonuses) to entice high caliber candidates to seriously consider shepherding USF through this period of institutional change? Can the BOG invest in regionals?
An academic, not a politician, lawyer, or business leader. A woman and person of color would be better to choose from. Diversity is important. Science is what is driving the grant funding, so a strong background there would be important.	Reducing the actual cost of earning a 4 year degree.	Gender equity and parity is an opportunity not a strength. Also better faculty vetting and accountability of both staff and faculty is not good enough When you do have a problem, admit it and deal with it and do better next time! You often fall short on those 3 - and I mean often, check the papers and what isn't in the papers. Seek LEEDS and AAAS SEACHange status. Campus initiatives such as green campus, commuter services and shuttles and athletics are a big draw. Make those better.	
Someone who has the Tampa Bay Community's interest at heart. Now that we have increased the school's status, I think we can focus on cultivating programs that propel tomorrow's generation of talent and intuition-starting right here with local public middle, high, and elementary school students.	Cost if higher education is too long lasting and frequently outweigh the long term payoff. USF should offer (or enhance) more 2 + 2 bachelor and 3+2 graduate professional programs such as Pharmacy, ARNP, and PA-C.	Stemming from answer 2, the president should consider the potential to entice high schoolers to those programs as well as reach out to trade programs and employers to offer paths toward bachelor degrees. (They may want to promote efforts to keep the cost of housing and living down to allow students who graduate from here to afford to live and work here in Tampa-students are less likely to stay if the cost doesn't meet the pay or social satisfaction). It's also important to draw talent	I think a great quality in a president includes one that has the Tampa Community's future as a priority.
A non-political and distinguished leader in the education field that has been a proven track-record of successful results over the years. Must be able to deal with political aspects of the office as well as provide leadership to grow USF to the next level of objectives in the coming years. An inside candidate who is working with the consolidation issues would have an true advantage in trying to get all three campuses working in a positive manner to create a culture of unity and communications.	USF has two major advantages. First it is largely an urban university and also it is the best value for the money of most any school in the nation. It will become the #1 university in the state over time. The challenges are how to address the in-class versus online balance of needs while maintaining a high quality education. Also, continuing excellent research efforts as well as attracting more high level and important research efforts in all fields will distinguish the university world-wide.	Connecting the university to the communities it serves as well as developing break through and innovative research that will impact positively our way of life as an example that our communities can follow and learn from. Fostering collaboration in addressing complex problems faced by communities that are difficult to solve without a holistic and comprehensive approach to solving problems. Because of the diversity of skills of the university, there is no problem too difficult to solve.	The Legislature has thrown a difficult task of taking three campuses and merging the university as one unified body, but it must be done to make us stronger in the end. Leadership from within who understands the issues and can work with the solutions to bring a transparent and positive culture is critical to achieving the next step in the growth of the university. Positive engagement and a full understanding of the issues is better dealt with by somebody already in the university I believe.
An individual who is able to balance the financial needs of the University with the myriad needs of its students (e.g., social/emotional, safety and financial needs). An individual who values transparency, is approachable and collaborative. A leader who values and holds its academic staff accountable for, first & foremost, TEACHING and MENTORING its students, not bringing in more research funding.	(1) Making higher education affordable for students so that they are not forced to accumulate tens of thousands of dollars in debt. (2) Refocusing the role of professors as mentors and educators, not revenue generators through their research. (3) Affordable housing options for low-income students so that they do not end up homeless and living in their car while trying to maintain full-time employment at a minimum-wage job.	USF's long-standing strengths include: (1) creating a diverse, international student body in an environment that values all political/religious views, races and ethnicities; and (2) focus on creating community partnerships which bridge the gap between academia and real world practitioners. More, now than ever, USF needs to capitalize on these strengths as a beacon in academia to address social, racial and financial inequities.	As a 1986 Alumni & current CEO of a major nonprofit organization in CA, I challenge you to identify a leader with the vision to build a model university that balances the financial needs of the University with the holistic needs of students. I support building a football stadium, as that will build USF's brand as a major university, not to mention generate substantial revenue. Equally important are the needs of students. No USF student should ever face homelessness while obtaining a degree!
Diversity, inclusivity and sensitivity to what is going on in our country, in our city and on the campus.	Staying focused on being on the current edge of technology and education as the industry booms and the learners demand more digitized learning.	We are in a great place and have such a diverse learning environment and rich resources to draw from to deepen the roots and grow the school and services offered.	Be open, don't hurry, look for the best to take USF forward!
I desire a candidate that has a proven track record of successfully fighting bears or other large predatory mammals (including marine mammals such as Orcas).	Have you seen the new logo? Gross.	Strengths: Having a Pollo Tropical on the premises. Opportunities: Adjunct faculty pay and benefits (they were truly some of the best instructors I had during my time at USF)	Find a candidate that is focused on all majors, not just STEM, and puts students, education, and faculty above all else (yes, that means our football team too).
Integrity, passion	Recognition as a preeminent university. Convincing our community that we are no longer a commuter school. Recruiting the high level local students.	Bringing our football program to the next level without sacrificing our integrity.	Dump the new education logo and colors. This is diluting our ability to be recognized, we took 10 steps back with this. "A Tradition of Ambition". We wear USF when we travel and have seen the progression of recognition all over the country over the past 20 years. Don't throw that away and start over.
Courage, equality, dedication, community Tampa presence of 15+ years	Tradition Sense of community Retention after graduation Increase in scholarships and financial aid Offering Busch Gardens, Lightning ticket, Buc's student discounts	Opportunities to get involved On campus housing and dining Job opportunities on campus	
Continued support of research, athletics, and student success. An eagerness to be a Bull and the ability to support USF in the legislature, BOG, and BOT.	Having been an employee, I think the biggest challenges are: 1) infrastructure (being a relatively new school, it often feels like USF is building the ship after it has sailed), 2) crony-ism (the Provost has been there entirely too long and has hired his "pets" rather than those who can really get the job done), 3) Focus on accreditation (this will be a huge challenge with the consolidation).	Strength - good people who are eager to do the best for students. Opportunities - "clean house" and put the RIGHT people in positions, rather than just those who are simply friends of the Provost.	I respect and like Dr. Genshaft and feel she has always loved USF. She is student-centered and gets results. It is my sincere hope that a new President means that these things will continue, but I also hope that the new President will be allowed to bring in a new Provost, which will help USF immensely!
A vested interest in continuing the forward thinking, as exemplified by Judy Genshaft, that is the hallmark at USF and involvement with the local and diverse Tampa community.	To continue to offer excellent educational opportunities to its diverse student body through hiring top notch faculty, building more bridges with the Tampa communities and offering assistance to more students through the USF Foundation.	USF's strengths are its location, diverse student population and the high academic achievements of its colleges/schools especially Medicine, Business, Engineering, Music and the Arts. Supporting all of these allows USF to offer the best opportunities to its students!	USF is a young university still creating itself. It needs a leader who recognizes this and is totally committed to continue reaching ever forward. As a leader that person must be willing to work with faculty, staff, student body and the local community to move USF toward its continuing quest to be the best! GO BULLS!

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Community**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
Leadership, strength, and commitment to the alumni. I always want a president who is committed to bringing our athletic program to the next level. We are too big of a university to be in a subpar AAC conference.	Keep doing what we're doing	Important opportunities would be to expand the data science programs and offer more advanced STEM programs	GET AN ON-CAMPUS STADIUM FOR THE FOOTBALL TEAM
Person of color. Experience. Interest in promoting more programs outside of stem.	Cost. Career resources that actually cater to the interests of students.	Invest in more academic connections, not so much on athletics. Offer stronger courses and a variant of disciplines like other schools in Florida.	Try not to find a uber millionaire. A person of the people would be much better suited to work for the students.
Someone who listens to students and alumni, works to address concerns. Someone who is excited about USF.	Alumni and community engagement.	Preeminence.	I would love to have a president who actually listens and cares about what alumni and students are saying. Someone who recognizes the importance having engaged alumni, and how that relates to donors. Someone who will not try to micromanage every department.
Without saying, the next president needs to be a leader with energy who can jump in immediately and build on the momentum that is happening RIGHT NOW as the school continues to build its academic profile. The president becomes the face of USF, and therefore should be a charismatic - yet down-to-earth - personality who can rally any constituency and build pride in the university. We need someone who can tell the USF story and share a clear vision of where we're headed.	USF has made amazing strides to improve its academic profile, but I'm not sure it has done an equal job telling that story much outside the immediate Tampa Bay area. The university has always had a perception problem and that hasn't changed a whole lot despite what I see as a transformation of the actual USF experience. I believe there's still a disconnect between what many people think USF is and the reality.	Like it or not, football impacts perception for colleges our size. I work at one of the area's top private high schools, and the recognition and interest in UCF among students - good students - has gone from near ZERO to significant over the past few years. We sent a national merit scholar there last year who has to drive past USF to get there! It shouldn't happen. Recruit the best! An on-campus stadium would help. Also, continue to build and modernize the campus infrastructure. It matters.	My daughter is a 1st semester freshman in the USF Honors College and is a Provost Scholar. I have been thoroughly impressed with the entire experience so far. She had out-of-state offers from colleges generally considered more "prestigious" but chose USF. That says a lot. Great strides have been made by the university and the next president must be someone who can continue that momentum and also be willing to push the campus community to reach even higher. I wish the search committee the best!
I would like a president that doesn't change our academic logo without ANY input from alumni.	Our horrible academic logo.	Our old academic logo, athletics, and the City of Tampa.	Please change our logo back. There was nothing wrong with the old one. The new one doesn't even have our school colors in it. What was Judy thinking?!
definitely should be selected from within USF. This person would have a feel for the university that an outsider would not have. They would have experienced the growing pains of attaining preeminence, Phi Beta Kappa and all of the wonderful achievements of the past few years. This person would have the loyalty that an outsider would not have.	Lack of proper funding to accomplish their goals.	Given the proper funding, USF will become the leading research university in FL.	This person should not be chosen or chosen because of political beliefs.
A president that can continue the legacy that Dr. Genshaft left behind with a renewed energy and greater push forward. A transparent person and administration that will continue USF's great research, focus on improving our USNWR rankings, tougher admission standards, and lower tuition.	Keeping tuition prices low so future alumni aren't burdened with debt and can actually afford to donate back to the university. With that, cuts to higher education by the state legislator is a major challenge to USF and universities across the country.	USF currently has a great opportunity at national and world wide attention through its athletics department. Athletics is a key element in advertising for our university to continue to attract the best incoming academic classes possible. It's important to find a balance between what athletics can do for the university and continuing the great mission the university is living via academics and research, etc.	While age itself should not really be considered. If the dream candidate is not available, go for an older person with more experience who might retire after a handful of years so we have another shot at the dream candidate.
Transparency, humility, communication, ambition			
Someone who values the role the university plays ok workforce development and invests in career management services for students, as well as employer development efforts.	Remaining relevant and nimble		
Someone who will change the logo back.	Your new logo is a hot mess and a total embarrassment.	USF&E" you now have the opportunity to listen to your community and admit you screwed up. Then, make it right.	THIS LOGO IS A DISASTER
Integrity, excellence, academic	The new logo, the new font, and a new athletics conference.	Engineering, research	USF first.
Change the logo. Innovation while keeping traditions. Change the logo or make the president and all administrative staff wear highlighter yellow and green uniform. Keep costs for students down, ex fees and tuition. Change the logo.	Stupid logo and spending money on the wrong things like a new stupid logo	To get a better logo	Keep costs low and change the logo.
Must agree to remove the ridiculous new logo on day two of the job.	The new academic logo.	Strengths? Ha. As a &#x2013;research&#x2013; university, we dropped the ball with our joke of a new logo and the developmental process used to create and approve it.	The new bull logo has to go.
Someone who actually has experience in the field of education. While college does revolve around money, it should not be treated like just another business opportunity.  They should also be someone who is open about what decisions are being made, why they're making them, and be able to explain how it benefits those attending. A president should best serve the interests of those attending.	Hiring actual qualified teachers for high level courses, and not just researchers. Just because someone is knowledgeable in their content area does not mean that they are able to teach.  It is the job of each and every instructor to convey the content of their course in a way that every student can understand. If they cannot, there should be a system in place, much like with public education for k-12, to make sure that they are putting the education of their students first.	USF offers such a wide variety of resources, both in the educational and recreational spectrum. The library has a plethora of information readily available in addition to tutors and a place to study 24/7. The fitness center reminds students that a healthy body is equally important as a healthy mind.  As for opportunities, the wide variety of majors offered by USF is strengthened by the reputation of the university itself. All that is needed is a president who puts education first, money second.	
Smart, innovative, respectful, educated, fiscally responsible, visible, engaged with students, support teachers and supplying classroom with tools to do so. Civic minded, well connected in the community, state, nationally. Able to make business connections and establish sustained relationships.	Students being able to gain employment after achieving a baccalaureate degree. Combine all three campuses. Rising USF status in college ranking	Diversity. A bright and energetic campus that is filled with activity. Opportunities for engagement, research, educational growth. Scientific exploration and innovation. Appreciation of teachers and even more it's students. Have an active and successful athletic sports. Bring in great faculty and teachers.	So much effort, focus, and work went into gaining preminent status. The next president should be sure to maintain that wonderful recognition and build upon that. Have a larger presence on national and world stage. Combine all three campuses. Have an active and presence in the Tampa Bay community.
	Providing a balance of equal and unbiased political ideology in academia. Higher education should prepare students for the real world, not coddle them with safe spaces.		The next president needs to go all in on athletics with a 100% focus on major conference affiliation. Judy never seemed to get it. Also, needs to build USF's image as Tampa's home team. Tampa still feels like UF and FSU country. Take a page from the Tampa Bay Lightning. Their brand is everywhere around town and they have become the real hometown team. Flood the community with our brand.
A president who believes in the business of maintaining and building the research h reputation of USF but who also has a love for and believes in building the schools Athletic programs as well!	Handling its growth is a major challenge upcoming for USF.	Take Advantage of the growth occurring in the Tampa Bay area and work to keep the most talented students from this area here for academics and sports	Please survey the community about the new Logo, the University community should vote on it, many people dont like it!
I'd really like someone like Judy Genshaft. She is engaging with the students and focused on student success. She is very committed to fundraising as well. She understands both research and teaching are important for a successful faculty member. The biggest issue I believe is that we want someone who will continue what Judy has done and continue to move us forward, but not someone trying to make their mark on the University by making significant changes.	Lack of funding from the state makes fundraising critical. Balancing the desire to be a top research university while still focusing on teaching is a difficult balance. And engaging the student of the future in the digital era will be a challenge.	Strengths - Location in a major metropolitan area. Many passionate faculty and staff members. Lots of great things happening at USF. Opportunities - Competing for funding against much older state universities with well connected alumni. Getting the word out of all the great things happening at USF. The merger of the St. Pete and Sarasota colleges will be a challenge.	I know it is easier said than done, but we need another Judy Genshaft. We need a President who isn't just focused on one or a few areas, like sciences/medical/engineering, etc. We need a President that understands the value of the business school and other areas as well.
The next leader of USF needs to be someone that can inspire others to do great things. USF is a very large university and they need to be able to inspire others to do great things.	USF needs to be ready for the future of education. Online education is one of the changes that many school have managed over the past 10 years. I feel that universities have to get ready for giving student credits for the current experiences. Many times students are waisting money on classes that they do not need because they already have the knowledge.	USF is in a great location in Tampa, FL. I attending USF back in the late 90's and early 2000's. After leaving I moved back to Michigan to be closer to family. I do think the university needs to develop a program with the city to keep graduates local. By doing this the university can create a stronger local support base.	The next president of USF has some huge shoes to fill. I wish you luck as you start the journey of finding the net leader. I have moved back to Michigan after graduating, but still look back at my times at USF with a smile.
They respect their students enough that they don't try to trick them and instead give them the hard facts. Example I went to U of Chicago and they had pamphlets saying &#x201c;theft is one of the most common crimes on our campus, take care of your stuff&#x201d;. I get the impression the first half is an admission USF would never make to it's students and it would rather their stuff get stolen than &#x201c;make itself look bad&#x201d; by admitting it. Respecting the students' intelligence goes a long way in education.	Stunting personal initiative whenever it comes to university goals. Everyone is often expected to sacrifice for the good of the university, instead of doing what they're good at and improve the university in their own way, a way they may want to. It's easy for people to learn to love their university, but currently at USF it seems forced. It's almost like the university cares more about potential future students and staff than current ones. While it has merit, it hurts the currently invested.	USF does a good job of assigning priorities, if anything it does too good a job. But prioritization is important. By focusing on the medical part of campus, the USF med program improved a lot. It may have held the focus for too long though, to the detriment of other programs. Cycling through to give other programs like the business and pre-law their time in the sun should do wonders for balancing out USF and improving morale across the school.	USF is changing a lot, and that will come with some big opportunities and chances for expensive mistakes. The best way to differentiate these two in any market is by understanding the consumer; in the case of USF, the consumer is the student. It's hard to improve graduation metrics with students who are uninspired and feel defeated, when their instructors feel unappreciated and cheated, or when the occasional tenured professor stuck in the 80's shows obvious favoritism and it's not to you.
School spirit, always promoting USF, belief in all education, innovative, and supportive of school activities and sports.	So many online options. Find a way to encourage and promote the face to face learning and benefits of being on a campus. Show people why it's better.	Research on cancer and our oceans	Can I take the job? &#x2013;&#x2013;





Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Community**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
Academic and athletics. We need a football stadium and training physically. A president who takes command of the entrance requirements as many good students from IB programs are being left out. Friendly with his/her door always open (good communication). A president who can work with those fools in the state legislature and new governor. A self-starter type. Not someone to sit in ivory tower.	Funding and getting rid of this crazy requirement of passing all the state certification tests before a student can graduate with their degree in education. This is just another money maker for Pearson testing services and Jeb Bush who owns stock in the company. Get the DOE under control and remove these insane tests and costs.	Continue to move in the research university. Standout as the place to be like the Ivy league colleges. Create a law school in the spirit of a research university. Revisit the new bull logo. Strengths: A great university to be a proud graduate.	Be fair. Do not give in to outside pressures to pick a certain person
Driven, devoted, charismatic, personable, humble, determined, passionate, energetic, visionary.	Lack of recognition or respect, and support.	Preeminence, USF Health, downtown presence, affordable/competitive cost of attendance. Improve brand and national/global recognition. Win at sports.	
Transparency, consistency, communication, forward thinking, visionary, strong Morals.	As an alumnus and higher education professional, I see USF currently facing a challenge of figuring out who they are as a Preminent University. Reaching this milestone has been great. However, we need to define what this looks like for us, a part from what this looks like at UF or FSU. USF has always been strong in developing their own identity a part from that of other institutions in the state. Now that we share this common academic strength, we need to define how we create preeminence.	USF has always been strong in setting themselves a part from the "others". The reason why I chose USF is because I had the opportunity to create my college experience and not merely exist in one that was predestined for me. USF strength lies in its ingenuity, it's hunger to be BOLD, different, and outspoken. For the future, I would like to see a president continue to push boundaries on our limits, while simultaneously elevating us to a level that others have not reached.	I would like for the search committee to seek candidates who uphold our core values and speak the language of USF. USF cultivates leadership, empowers ingenuity, and fosters student success. Our President should model all of these while ensuring that they create a student-centered environment that promotes inclusivity for all. USF has always been my home as a Black gay male as I never felt that my identity wasn't appreciated. I would love to see that continued in our future leader.
Ethical, Bold and Visionary.	Not sure I believe that USF is gaining notoriety even outside of the state.	International, technology, and environmental focus are pride points for me as an alum.	I have to say, the new logo is not great. cringeworthy is more like it.
Must be a servant leader who demonstrates a growth mindset (intelligence is not a finite predetermined amount).	Funding and staffing. Keeping learning and educational pursuits as the #1 goal of the university (as opposed to being a multiversity where faculty members occasionally lecture).	USF provides a great value for students whose focus is gaining rich, quality education at a reasonable cost and in a reasonable time. Innovation and community engagement should be the catalysts for research activities.	Candidate must support all the good student success initiatives that helped USF achieve preeminence (i.e. improved advising, tutoring, counseling services)
A new president must be resolute, strong, and be willing to prioritize USF's struggles over personal advancement. Over the past 6-8 years, it has become very clear that there are actors at the state and local level who have antipathy to the idea of USF achieving the same academic ranking as UF and FSU. A strong president will win over or peacefully neutralize these anti-USF actors to allow USF to grow both academically and athletically.	The largest is the student loan crisis. While USF itself earns every dollar of its tuition revenue, there are over a trillion dollars of loans outstanding, many of which may go into default. This is a bubble and at some point the bubble will burst and it will make it harder for many of USF's target students to attend college without financial aid. USF also faces interference from certain other state schools that wish to see it fail.	USF is very good at graduating students on time despite varied backgrounds-many schools improve graduation rates by refusing admission to those from weaker socioeconomic backgrounds-USF has instead helped these students. USF does well with research and getting students into key employment areas. What could be improved is "selling the school" through a strong commitment to athletics and public relations. Not all know of USF's advancement but they should know.	USF has done well, yet not enough people know it. Here is a school that has worked hard to improve academics and research, yet many in the community still seem to regard it as a "commuter school". It's like a high tech factory with an ugly front porch. Improving athletics and PR will go a long way in improving the image of the school.
Fair and democratic leadership skills, willingness to speak with students, alumni, and community members. Willingness to broaden the impact of the University, especially through athletics.	Affordability and the quality of education being delivered on a large scale. Students struggle well after they graduate to pay for their education, and the quality of course design and instruction should not be affected when delivering to a larger number of students. Additionally, large universities can cause externalities within a community-USF should work to address both its positive and negative impacts.	Capitalizing on the growing market in Tampa and engaging with a community full of alumni from other universities. Should USF want to be taken seriously on a national and international scale it starts at home through outreach and engagement. Athletics could be a large part of this if done so correctly by using fan support quality competition to build partnerships.	As an alumni working in higher education, I see first hand how leadership impacts students and the community. While a student at USF, the community reception to the university was tepid and I would love to see this institution's perception change at the local level more so than globally. Perhaps, this means looking inward before pressing forward. Transparency in the selection process would be equally as important.
A strong academic record as a leader in a state univ system.	Continuing the growth Judy started. Also, competing with UCF. I am concerned with the future moving forward with growth or regressing back to prior to her arrival.	Research, continuing to attract high quality faculty	I was there prior to Judy arriving. The institution was weak in the sciences. She brought growth, higher standards, striving for research and building new facilities.
My daughter is a Nurse Practitioner and received her BS in Nursing at USF. The new President of USF must be concerned about the safety of students, especially those who live in the IQ Luxury Student Apartments which is across the highway from the USF Medical Library and next door to the James A. Haley Veterans' Hospital.	The safety of students at universities is a major concern of all university presidents and their staffs. Read what petition signer 578 stated about USF: Signer 578 quote: "I live at IQ Student apartments, and it is very scary having to make that U-turn, and I am scared to walk to school."	A major opportunity is increasing the safety of students. Signer 409 quote: "Agree with previous comments. This is a dangerous intersection for vehicles entering the VA Facility and for pedestrians/students trying to walk both ways across Bruce B. Downs Boulevard. Don't wait until someone dies before traffic lights are installed."	The petition web site and the YouTube web site which pertains to USF and the James A. Haley Veterans' Hospital has over 28,000 views, 740 signers and over 300 comments. Many signers are from USF. Ask your USF Internet Office Staff for the history on this petition. Google "Go Petition @ Remove the Danger," then go to YouTube, search "Tampa's Dangerous Intersection." As a USF Family Member I will be looking for my comments as provided to the State of Florida.
Visionary and ability to diversify the interests of the university.	accessing high paying jobs for graduates and meeting the needs of the workforce in the community.	Very positive name ID and great accomplishments associated with that name recognition.	Need someone that is outgoing and not an education geek- someone who can connect into the community and be knowledgeable about development.

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Faculty**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
Knowledge of and experience in higher education; commitment to the ideals of scholarship and an open society; commitment to the ideals of an inclusive campus community; commitment to a well-rounded education with roots in the liberal arts tradition; commitment to faculty and research.	Maintaining accessibility, as a public-state institution, for students from poor or lower-income backgrounds; excessive focus on "Rubrics" and short-term trends in higher education; excessive reliance on contingent faculty labor; insufficient vision as a scholarly institution.		While much of the president's job focuses on her relationship with trustees, politicians, and philanthropists, please note also that the president should be somebody the faculty can respect as the head of a scholarly institution, somebody who can articulate a vision for USF as a scholarly community, not just a degree-granting body or economic engine for the region
An actual "system" president with chancellors at USF Tampa, St. Pete, and Sarasota. Someone who has experience with multisite and system expertise.	Morale... having a president and provost that faculty and staff can trust.	Having leadership that is loyal and supportive of all USF System institutions.	Consider hiring a "System President" with chancellors for Tampa, St. Pete, Sarasota and Health. Equal voice based on site, not size, not headcount, not research dollars, or where the "System President" calls home.
Dynamic, strong research background, an academician, someone who knows how to entrust responsibility to the deans and decentralize the power structure at USF.	Infrastructure, both physical and technological; faculty burnout and lack of budget growth at the department level; continue to raise community engagement and service learning; consolidation of campuses	In a major metro market; diversity of student body	We need a leader who can shake up the Provost's Office and bring new ideas on how to backfill lots of needs that were ignored in the push to reach pre-eminence. From custodial to IT, below the surface, USF is not as bright and shiny as our pre-eminence would tell you.
Focus on the local St. Petersburg/Pinellas County communities. Understanding that research intensive-universities may not be the best way to attend to local needs. Having faculty and staff that are focused on community outreach, teaching and experiential learning opportunities is essential. Honesty and decency would also be essential as higher education is currently facing a moral crisis with sexual assaults, cover-ups, corruption and mismanagement of public funds.	Teaching the local communities, especially the historic Black and Latino neighborhoods. We have been moving away from them and they are struggling.	Partnerships with the local communities, practical research, actual education, move away from large technology providers and make better use of USF's own expertise in education practices.	Don't hire a political hack, a person with links to large education corporations (conflict of interest), or someone who doesn't understand that USF is not UF or FSU. We thrive because of our local impact, not despite it.
Connection to industry Connection to state legislature Knowledge and prior experience demonstrating improving higher education through collaboration with state government and industry National reputation to recruit donations and researchers	Expanding our reputation nationally. Most people don't know USF and can only name UF and FSU. I see even see more collaboration with UF and our public schools and libraries in south Tampa than USF		
exceptional leadership ability; exceptional higher-education advocate; commitment to students and faculty; commitment to exceptional education and scholarship; personable; cultural/global fluency; fiscally responsible;	cost of education; faculty retention;		
Qualities that support the University as a leader in global engagement. Approachable, a successful track record, vision that aligns with what makes USF unique in having such a diverse population. Embracing our impact in the Tampa Bay area and innovative. Eager to support faculty and students in their vision and create a culture that embraces interdisciplinary collaboration on and off campus.	Support of faculty and staff to place a stronger emphasis on education and the students experience to gain practical knowledge and engage in the community. With USF being placed on the edge of one of the poorest communities in Tampa as well as the St. Pete campus. I believe we should be looking at our local communities and neighborhoods as a way to influence change around the university area. Support the design of cycle tracks around campus, walkability & improve parking issues.	The fact that we have such a large campus is a strength and the local of our sister campuses. I believe our strongest attribute is the fact that many of our students are international students and very diverse population.	
We need a president who sees the value in ALL parts of the campus community – not simply the medical school or the business and STEM fields. USF needs a president who values the humanities and social sciences and is willing to actively support those fields rather than let them wither and die.	The increasing corporatization of higher education. Higher education is NOT the same as a business, and can't be treated that way, at least not purely.	USF has wonderful students, wonderful faculty, and a terrific urban location here in Tampa Bay. I think we have many opportunities to continue on the path to AAU status and to maintain the new preeminent status, but it will require a commitment of resources—not shoestring budget—to make that work.	Please, please, please find a president who will fix the terrible parking situation at USF. As a faculty member with an E permit, I often drive around for 30 minutes – no exaggeration – trying to find parking. My students are often late to class for the same reason. Please, in all seriousness, ask the candidates whether they have a plan to fix parking.  Also, please ask candidates what they will do to better support humanities and social sciences.
Someone with a strong record of academic achievement; good interpersonal skills, someone from an AAU university who could inspire the university community.	We are preeminent but we are so far behind other universities with infrastructure, technology, a graduate school without its own Dean, salaries for graduate students so low that we cannot compete for the best students, and salary scale for faculty that is low both relative to national counterparts and within the state of Florida. Challenges can only be addressed by directing money to fix immense problems that have been ignored for too long.		
National reputation in higher education Proven track record of academic accomplishment and leadership Committed to USF's academic mission; AAU membership for USF Experience in lifting institutional reputation in research, graduation rates, national prominence Ties to Florida, and if possible Tampa Bay to connect to the philanthropic community	Funding for the academic mission Diminishing state support or frozen tuition dollars (balancing student debt vs. programmatic offerings) Competing priorities: sports, health care, undergraduate, graduate education, etc.	USF has a great success story going for it; pre-eminence, growth, academics, health, all headed in right direction. Next president needs to understand how important it is to maintain our trajectory. Tapping into Tampa Bay and helping people nationally know and understand USF is more than a new shiny logo; we are a national player and a desirable destination for pre-eminent students, faculty, and staff.	Aim high! Present G. will be impossible to replicate, but we need a proven entity with a strong track record of collaboration and success. Pick someone that will be committed to USF, Tampa, and our team.
An experienced educator who has a deep understanding of and commitment to the values of the academy, and can well represent the university in the tough world we live in.	Political interference in education, and, the enormous expense and waste of short resources that need to be committed to assessing educational learning outcomes. We're getting enormous pressure from the growing cadre of administrators now, who are responding in most cases to the many state and federal mandates they receive, to teach to meet assessment needs and not to help our students grow intellectually and/or learn to become independent thinkers. There is a difference.	The USF faculty, for the most part, cares about the educational and research mission of the university. The opportunity, in my mind, is to take a stand for the integrity of the mission by rejecting any attempt to undermine the "personal" fact-to-face relationships we might have with our students and the community.	I would hope that whomever is chosen will represent the university with enormous academic integrity, grace and dignity befitting the university.
Academic (vs. business or political record). Consensus builder. Focus on culture.	Affordability for students.	Strengths: size, diversity of programs, city of Tampa Opportunities: need to hire people outside of the USF system to integrate new ideas, processes, etc.	19-year tenure was about 11 years too long. Need fresh energy and ideas. Hire an intellect who can communicate in serious, thoughtful ways.
I'd like to see someone with a disability and/or who has a background in disability advocacy serve as president at USF.	USF has grown, in part, by recruiting funded, nearly-retired or already-retired FULL professors from other universities (some of these individuals effectively come out of retirement and continue working at USF). USF does not currently have a system that successfully "grooms" its younger, tenured ASSOCIATE professors to advance forward to the FULL professor level. USF needs to make sure it can maintain a talent pool over the long term.	Population growth is surging in Florida, which means a growth in educational demands, healthcare demands, transportation demands, and business demands. USF should be leading/guiding this growth.	
Academic background & experience, an understanding of how a public research university works Ability to reach out to many stakeholders, starting within: faculty, staff, students; alumni; community; donors and potential benefactors Vision for building on what USF has already achieved: preeminence, a Phi Beta Kappa chapter Desire for inclusiveness among faculty, staff, students Ability to appoint good administrators and delegate appropriately	Drive for metrics over real quality; strong pressures to hit benchmarks decided by outside bodies Consolidation: keeping campuses' separate identities while unifying Death of new tenure-line faculty: too much teaching done by instructors & adjuncts. Tenure-line faculty do too much service, interfering w/our teaching & research. Difficulty serving grad students because so few tenure-line faculty Curricular reviews being pushed thru too fast Grad students need more financial support to succeed	Dedicated faculty with strengths in both research and teaching who rise to the occasion when faced with new challenges Dedicated staff A fairly diverse student body, esp. undergraduate; motivated to succeed Many connections with local community: businesses, governments, charities Huge variety of opportunities for students: curricular and extra-curricular, internships, study abroad, one-time and ongoing work with local organizations	In little over 2 decades, we've gone from being a local university with little national profile to a nationally-recognized research university. We need someone who understands academia to keep us as a major research, grant-winning university, and to increase our recognition. We have some nationally ranked programs; we could have more with the right administrative support. We need a president who can navigate the many controversies in higher ed, able to discern what really matters and what's hype
Being a qualified academic and articulate citizen, who understands what universities have been and are about, i.e., the investigation of life with an open and critical mind in order to ensure human survival on this planet, rather than ways of increasing the wealth of a select few of incredibly rich stockholders.	The business model as a standard against which to measure this university's functioning.	Making everyone living in the US feel welcome and respected, and finding ways to end poverty and environmental damage in this country and globally.	It may be enlightening for the committee to read about the history of universities as institutes of higher learning in Western societies and the challenges they face and have faced, such as "History of the Universities in Europe" (4 vols); Thelin, "History of American Higher Education"; Menand, "Rise of the Research University"; and Readings, "The University in Ruins." These works provide some long-term perspective.
Honesty Transparency Valuing, acknowledging and recognizing faculty for their hard work	Inability to focus on a few goals Maintaining pursuit of goals for an extended period of time Pushing students through	Faculty	USF needs to focus on the importance of all disciplines, not just the sciences There are too many initiatives that funding is put into that never come to fruition, i.e. RCM, which takes away from funding faculty lines
Hands on, roll up the sleeves person who is willing to get into trenches and ask the difficult questions that will lead to improvements. Most of the USF admin has been oriented towards dogs and pony shows, and faculty input, that could lead to real advances is neither sought or appreciated.	Serving as best as possible the intend community of taxpayer children, students.	USF has a lot of resources with regard to student interests and faculty dedication. It is slowed down by an overbearing, chain of command style administration. This is in contrast to the rule: hire smart persons and then get out of their way.	A university may be its faculty, and it may be its students, but a university is not its administration. Real progress, and national prominence for USF will come with faculty success and obvious benefits to students with that success, such as their opportunity to move onto their next goals.

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Faculty**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
S/he must be a people person—outgoing, friendly, accepting, but strong. S/he must be an excellent public speaker who is quick on his or her feet and able to make a persuasive argument in any moment's notice. S/he also must be a visionary.	Funding & recruitment of the best students.	We have the best technology and innovative faculty.	Find someone who holds our democratic ideals of life, liberty, and the pursuit of happiness in an inclusive system.
	USF needs to increase community support, level of pride, and overall recognition locally and throughout the country. We have many things to be proud of and I feel like our moral and the credibility we receive is low.		
Leadership experience in higher education, excellent communication skills, a visionary, establishing and fostering relationships, negotiation, intelligent and business-minded intellectual with strong academic background, strategic	1. Consolidation without "consuming" the two smaller campuses 2. Maintaining preeminence while nurturing a healthy teaching and research workplace and optimal learning culture 3. Attitude	USF-T, USF-SP and USF-SM each have their strengths, strategic plans, independent visions, and a shared vision for USF. The most important opportunity right now is to recognize and value the diversity among the campuses, among the students and among the communities each campus serves rather than to destroy it and replace with USF-T clones.	
Primarily, the President should be a recognized academic if the system goal is preeminence and AAU membership.	USF's major challenge is the competitive funding formula from the BOG, and tuition freeze of the Governor.	USF is becoming a modern, urban, research university. USF only lacks a law school, but otherwise is comprehensive. Multiple campuses in an urban setting is an advantage.	If you rank order the immediate challenges that will take up a new President's time over the first 3-5 years, I would put: 1.) System merger with St. Pete and Sarasota-Manatee 2.) Athletics 3.) National recognition 4.) Increased funding 5.) Various building projects at all campuses
A genuine scholar	The emphasis is on how the university <i>looks</i> and not on the education it provides. The goal is to get the students through in 4 years, and not to graduate students who have read Plato and Shakespeare, or who can identify a painting by Rembrandt or a symphony by Beethoven. The university is too engaged in selling itself to its consumers, i.e. students. Hence their seeing acceptance into a university as something to which they are entitled, rather than as an achievement.	Its location and its age in comparison to other <i>expansion</i> universities in Florida	
Embrace diversity, stand for faculty and treat faculty fair in different aspects, gain federal and state political support, attract endowment, have strategic vision.	The major challenge is to attract high quality students, especially domestic graduate students.	Closely connect with community and help build smart and connected Tampa Bay Area and make it as the showcase of new technologies and implementations.	Thank you for serving on the committee. Finding a capable and suitable president is so important to the university. Look forward to seeing the outcome.
Higher education background; fundraising experience; commitment to ALL students - understanding of the importance of social sciences and arts and not just chasing money makers	Funding; lack of adequate area transportation; right wing policies that limit government support for students	Research and innovation; leadership in migrant family, veteran, and climate change issues; continued high rates of minority students	Please don't choose a business tycoon
Familiarity with higher education rather than politics, i.e. an academic president not a politician, who can guide us through the new era of "one system" by being attuned to faculty and student needs rather than legislative whims	A lack of equitable funding and resources across the system; the maintenance of research productivity and student-centered teaching amid the increasing corporatization of higher education; the prioritization of professional schools over traditional liberal arts and sciences departments that ironically provide the bulk of general education requirements (but can only afford to do so by hiring adjuncts)	think the USF system can be a leader in civic engagement and provide the innovation and expertise needed to tackle the complex challenges of coastal living and development in the age of rapid climate change	
Some one you is a visionary, committed to student success and community engagement, is inclusive and appreciate diversity.	allocation of state funds and rising tuition rates for students. it is also harder to get NIH funding as the field is much more competitive now.	Working with the local community. Also needs to work at the state level as support, resources and funding for education seem to be dwindling - at least currently. USF is a major employer in the area and researchers and students work with local communities to create positive social change.	
Most importantly, someone with the leadership experience and ability to listen during the merger of the 3 campuses. Other qualities would be: innovative, experience with community engagement, ability to relate to the college students, fundraising experience.	The merger of the 3 campuses, keeping preeminent status	Continuing to be innovative, e.g. the NSF iCorp program.	
honesty, integrity, intelligence, experience	there is a very powerful research focus, while this is very important, we need to also focus quality, faculty retention, and to ensure the humanities are well endowed	developing humanities, developing faculty portfolios for teaching excellence, retaining STEM undergraduates to enter USF graduate programs	I would be helpful to speak with USF faculty that were once USF undergrad/grad students, such as myself, I would be happy to help in any way
Innovative, forward thinking, radical, diverse background,	Access, limited funding for faculty research	Research growth. There is a lot of top down management at USF, it would be nice to see some bottom up management.	I would like to see a minority at least considered
Someone who is well-respected in the academic community, whose work is not narrowly focused on one disciplinary area, and who has experience serving as the leader of a fairly large academic entity	Funding (including surpassing all state performance indicators), continued growth of our research profile, developing linkages with the state legislature.	Our growing research presence, the diversity of the student population, the focus on global issues	As a researcher in the area of behavioral health disparities, I would like to see greater outreach, at a coordinated campus level, to the immediate and proximate community. The old Florida Mental Health Institute was an interesting model that was very successful in being perceived as a statewide resource. Something similar to that, in the areas, say, of transportation, innovative health care, environmental interventions.....
presence / personal leadership/vision/ experience / connections/ politically savvy	need to educate people at all ages- not just post high school	location/ regional state demographics and industries	
It is important that the president have knowledge of higher education from the standpoint of faculty and student needs, preferably gained from experience working as a professor.	As the university continues to grow, maintaining a strong student-to-faculty ratio and keeping tuition affordable is key. Balancing the budget so that these remain priorities will be important because the point of a university is education.	Faculty growth and retention is key. Maintaining a good student-to-faculty ratio is something we've been working on and that we need to continue to prioritize. Strong faculty is what brings the students in and what keeps them from transferring elsewhere.	
Visionary leaders are wonderful, but often miss the mark on execution. A new president at USF needs to be able to execute vision and create sound infrastructure and systems. This is especially important as we move towards consolidation. We have a history of acting first and then assessing later; we need to assess better and plan in advance. Reign in all VPs and Deans to improve execution, eliminate silos of colleges, and create a more well-oiled machine.	We are a university that has grown much faster than systems development and infrastructure. Specifically, we need better systematic reporting, communication, assessment of outcomes, and IT across all Colleges. Specifically, our IT system is incredibly siloed and broken across all colleges at USF.  Major challenges facing USF is decreased funding from state appropriations requiring immense fundraising, changes in student demographics and changes in expectations of students regarding curriculum	Innovation in delivery of higher education and research	
Good leadership ability: Being able to articulate a vision, motivating direct reports as well as members of the university community, good political skills, the ability to relate to a variety of stakeholders, sound academic values, being able to juggle competing demands, knowing how to run a complex enterprise.	The impact of technology on education, and the temptation to just put everything on line. Maintaining quality is all we do. Research integrity in the natural and social sciences, and how money and career needs have corrupted science. Not allowing money to be the overriding consideration in decisions, e.g., equating grants with research (keep in mind grants are an important tool, but is just a tool, not the goal).	USF is an extremely strong research university with a growing reputation. Opportunities are finding ways to reward/retain/support quality faculty (high performers receive few rewards, recognition or support). This is not just about salary. It is also about workload and support services. USF has very poor infrastructure support, e.g., good pre-award, almost nonexistent post-award.	USF is on a trajectory to be a leading university nationally. The next president will have big shoes to fill in keeping the university on its current upward path. The most impactful thing Genshaft did was shifted from a focus on growth for the sake of growth to high quality.
The ability to connect with "industry" partners and to build on-campus research opportunities for researchers, teaching faculty and students would be THE most important talent. Each of our colleges needs local, regional, national, and especially global corporate partnerships.	Challenge: Relevancy to undergraduates if it doesn't adapt ALL colleges and departments to a teaching/hospital model. Research and experience successes will far surpass general knowledge, theories, and diplomas.	Continued research is the single greatest strength. That success needs to be shared across college silos that currently exist. No one knows what each other are doing on this campus, much less two new campuses. There is so much talent here that is not being used to advantage to teach those less aware.	This is an ADMIN heavy organization with a admin mentality. More does and a doing mentality are going to be key to future evolution of USF.
President Genshaft's unwavering and unyielding refusal to accept mediocrity has attracted a lot of amazing people over the past 20 years. We need more of that to attract people who would otherwise never consider USF or FL			
1) Experience working in a variety of leadership roles, preferably at an institution with diverse campuses. 2) An inclusive vision that sees the unique value of each of the USF System campuses with a goal of leveraging each campus' unique strengths to better the system as a whole.	1) Access. The university has extremely high standards that hinders access, especially for first-generation students.  2) Emphasis on research over teaching. The R1 and preeminence standards overshadow quality of student-faculty interaction and seem to push faculty to emphasize research over teaching. Revamping T&P guidelines to better reward truly inspired teaching is a must.	1) Campus diversity. Each USF campus has unique strengths that serve distinct learners. The university must do a better job emphasizing this and in supporting USFSP and USFSM.  2) Presence. USF serves a large geographic area; better resources for USFSP and USFSM will allow these campuses to expand and serve even more students.	
openess, honesty, integrity, trustworth, visionary	how to build better relationships with students and alumni who have taken a majority of classes online or in an online program	how to balance the needs of a dynamic Tampa Bay region and the campus locations	
Someone that doesn't just listen to those that are closest and loudest to them. With Consolidation, it will take a person that is comfortable reaching out to the regional campuses, who recognizes that we have our own unique strengths and challenges, and that one size doesn't always fit all	sorting out consolidation—both building the research capacity of the faculty at the regional campuses, building communication structure among all three, and not alienating the St. Petersburg and Sarasota communities	In St. Petersburg, the community has a passionate and engaged in the city and university in a very different way from the Tampa campus. We're innovative, integrated, and much more flexible than the more formal Tampa campus.	

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Faculty**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
Academic credentials: a president who has served as ranked faculty at the assistant, associate and full professor levels; a president who has served in similar academic administrative posts at public research universities of similar size and focus.	Attracting high caliber TEACHERS as well as researchers. USF cannot meet the challenges of a rapidly-changing technological future by hiring "Lecture, memorize and regurgitate" professors typical of 20th century instruction. USF must hire faculty who adopt proactively new teaching and learning technologies. The continuing demise of "box stores" in the face of Amazon should serve as a bellwether for the future of higher education: adapt and embrace new technologies or become irrelevant.	Strengths: metropolitan location and strong ties to local communities and partnerships. Opportunities: geographic location conducive to becoming a leader in effects of global climate change.	I hope you will consider a candidate's academic credentials to be of greater importance than a "business background." A university is NOT a "Business"; it is social institution grounded in the importance of producing an educated populace. I also hope you will consider a candidate who will challenge the state legislature's move to "performance-based funding" - a model that only further disenfranchises institutions devoted to educating populations often left behind in educational attainment.
Honest, hardworking, intelligent and able to produce a transparent vision.	Funding, integrity of programs and accountability of employees (specifically faculty).	Research, willingness to change and support from the community.	I do not envy your position. Please make this a process that is transparent and rigorous. Also I would ask that you remember that we are an academic institution first and a business second.
Having a female president has been great for inspiring female faculty and students—it would be great to continue the tradition. A president who understands academia from the perspective of a professor as well as from the business side would be ideal.	How to provide excellent education at a limited budget. How to compete with other universities on campus and online. How to prepare graduates for "the real world"	Strengths: diverse student body, a younger university with potentially greater opportunities to change than those with more longstanding traditions Opportunities: maximize the potential of our university by preparing students for careers that are relevant to Florida (i.e., aging-related issues, marine/ocean/tropical biology/environmentalism, etc.)	
Ideally a president who is highly ambitious, has a national and global vision, and seeks to truly fuse the different disciplines to create truly transdisciplinary work. The university has given much lip-serve to interdisciplinarity and a global vision, but the actual transformation on the ground (in that regard) is limited to non-existent.	Our brand is still regional, and we barely known nationally and internationally. Our research is treated as secondary to the teaching. To become a part of the world's leading universities, or even just in the United States, we have to address those issues.	We have pockets of good faculty, but enormous holes as well. We need an infusion of first rate, leading tenure-track researchers across the humanities, social sciences and natural sciences. We need a president who will effect that. Without such hiring of excellent people, we will not advance.	Let's not be fooled by our own PR; there is a much ground to cover. Please get a president with the ambition to match.
someone with a heart for students' personal growth; someone who is willing to listen and to consider out-of-the-box options, possibly an educator him/herself.	USF is undervaluing the power of a bilingual or trilingual brain by not investing in the World Languages Department. Most advertisement and funds go to STEM. However, those scientists need to communicate globally and not only English, but also different languages are necessary for that. Cooper Hall is one of the oldest buildings on campus; elevators are always breaking, furniture is over 12 years. WLE has no money to buy a chair.	USF can be an international power house; however, without advertising possibilities of foreign languages, that aspect of being global is neglected. Professors barely have time to finish their class work because they are also requested to work 4 credit hours more than a full 12-credit hour load. Let alone go out in the community as ambassadors volunteering to attract high school children, printing flyers and working a "second job" as a marketing specialist.	
A person with an academic, not business, background - someone who remembers the goal of the university is scholarly (both teaching AND research, not merely "student success," and certainly not the football team). A person who can position the university well with the state government - so, an academic who can schmooze politicians.	Investing in current faculty and scholarly infrastructure (library, equipment, knowledge workers, time) - this lags behind other R1s and makes this university less competitive. Investing in teaching support. Maintaining and perhaps even improving student outcomes.	USF has done some really great things with improving student graduation rates, and there are talented faculty. But, the faculty need to be invested in to make a breakthrough - you cannot expect community-engaged, thoughtful, high-end research and teaching without resources.	
Someone supportive of truly cross-disciplinary collaboration, not just STEM or business focused.	Economics: too many administrators, too little state support Silos of knowledge: too much is being invested in health, business, and science (HBS) to the exclusion of arts, humanities, and social sciences. This is contrary to what leaders in HBS encourage.	Strengths: health science and applications Opportunities: Making arts, humanities, and social sciences not just supplemental but necessary to all undergraduates. Too much specialization turns students into human drones with skills rather than people with skills and imagination to understand and then address the real problems of local, regional, national, and international scales.	There is too much a focus on STEM and business.
Must be a real scholar, or else will never be able to understand scholars and research, which drives the whole higher education enterprise. Instead of seeking out renowned scholars and paying them ridiculously high salaries, USF should be supporting the faculty we do have to PRODUCE renowned scholars. I know of one other university with such terrible support services for faculty. We must do so much clerical work there is little time for research.	Getting students to be really interested in learning. Read Rebecca Nathan's MY FRESHMAN YEAR and see how they are not here to learn but for social reasons. And they cheat a lot. And the transfer students need extra help, so this should be recognized. We need to get them enthused. Also faculty research needs to be better supported.	Strengths: urban setting, growing tech center, growing good reputation. Opportunities: take advantage of the solid departments and faculty and research that you do have, even the small-grant people and good-teacher people, to enhance visibility.	New president should be the type to go around to each building, each department, each workplace in the university and talk to everyone to see what's good and what might need changing. Should not be the type to stay in some exalted office and manage from the top down.
Someone who is committed to supporting and expanding the College of The Arts; someone who appropriately reflects the diversity of our community—a woman or person of color.	Recognizing the significance of the Fine Arts and Humanities in a forward-thinking institution of higher learning.	Our ability to support a thriving Fine Arts program.	Many thanks for your service to our community
The next USF President must guide the consolidated university to maintain and strengthen our preeminent status, and develop the USF brand as a national model for student success. The leader needs to be a whole-hearted believer in what USF is, what makes us special and what we can achieve, without being bound by past traditions in higher education.	USF is clearly "punching above its weight." We do too many things on shoestring budgets and in unsustainable ways. The President will need to find ways to develop sustainable budgets that can fund priorities such as improving upon student success and developing a world-class faculty. To do this, she or he will need to find allies locally and at the state level, by communicating our needs and being open to new partnerships that can bring resources, even if they come with expectations.	USF is defining a new role for higher education institutions. A higher education institutions needs to be a driver of innovation but it also must truly care about the students it serves. Institutions will increasingly be asked to account for the "lift" they bring, both in terms of jobs, but also in terms of life-long engagement. USF is a rare breed because it provides a huge lift relative to its peers by providing access, pairing it with success and post-graduation outcomes.	The average tenure of presidents is shrinking. Dr. Genshaft was a rarity. If we replaced her time with a series of three or four leaders, USF would not be where it is today. Perhaps more than any other quality is the necessity to find a leader who is "all in" for USF, and not someone that is looking at their administrative CV on day 1. USF is where it is because leadership saw what USF could become, believed it could be better than anyone thought, and communicated their faith in that goal.
A stellar record of academic achievement, knowledge of Florida and the Tampa Bay Area, a desire to build a real infrastructure to support research and teaching, and a desire to make USF an excellent place to work	For a public university, educating legislators about the value of a university degree and of what a university brings to the community so they stop being suspicious of and fund higher education appropriately	Continue our trajectory of excellence	Be cautious when bringing in candidates who know nothing about Florida
Entrepreneurial and focused on corporate innovation	Lack of leadership and transparency. Systemic issue with faculty who have been hear for years. Very conservative university	Growing recognition and standards raising.	We want a very progressive leader, who has experience internationally and not tied to the past. Who has a bigger vision not just regionally. Better integration of St. Petersburg. Make it a yin and yang to support a better whole.
Someone who is ethical, of high character, thoughtful, open-minded, progressive and supportive of the arts and humanities.	Undervaluing the humanities and courses that allow students to develop as whole people. If feel there is too much emphasis in finishing quickly and getting a job that pays a lot—while those things matter, becoming a person who can contribute to society, serve others, and participate in issues of social justice is equally important.		We can be supportive of the sciences without throwing the arts under the bus!
USF has strong internal leadership in the system to support a new President. What we will continue to need, after Dr. Genshaft is a continuing outward "facing" face the university. We need to continue to build our brand in Tampa Bay (where we are still unknown in many quarters), across the state (preeminence should help enormously), nationally where we are under-ranked, and internationally where our global profile is growing. We need a strong, identifiable externally engaged leader.	1) Anti-intellectualism from multiple sources - some media, some from the legislature 2) The "value of higher education" debate. This is a disingenuous narrative (the Federal data is emphatic - <a href="https://www.bls.gov/emp/chart-unemployment-earnings-education.htm">https://www.bls.gov/emp/chart-unemployment-earnings-education.htm</a> ) but we must communicate the value and challenge this argument. 3) The 4th industrial revolution - Personal educational profiles, digital delivery systems/platforms, new pedagogies, AI, etc. We must be strategic, visionary and flexible.	Strengths: Translational research and societal change, student diversity, student success and access, global commitment on campus and internationally. Opportunities surely include the grand challenges and Sustainable Development Goals of the UN. We need to bring more interdisciplinary researchers together, and have a tenure & promotion focus that rewards critical global (and "global") research.	Please note the strengths of this institution are the result of a consistent, persistent & clear focus over 15 years - see the list above. These strengths are at the heart of our institutional values and have raised our profile dramatically. The President will be handing off a hungry but well-placed global university. We need a new leader to push on and allocate resources to accelerate our focus further, NOT take us in a new direction. Please make sure the candidate's skills match our strengths!
success in running a diverse, large, public university; concern with the success of all students and providing a broad-based, critical education; concern with equitable treatment of all employees (including adjunct faculty and OPS workers); enthusiasm for USF's accomplishments and potential	Adequate funding from the state that does not require tuition hikes making students debt-ridden; resisting pressures to just train for jobs and instead focus on acquiring and evaluating information across realms of knowledge	Closing the achievement gap is an important strength; research programs, including research in the arts (creative problem solving and the ability to critically evaluate visual information are increasingly essential skills)	Find a leader that will consolidate USF's strengths while forging a bold path ahead - position us to be leaders in 21st century research and education
I hope the new president of USF embraces the cutting-edge vision of Tampa as an innovative, environmentally friendly hub currently lead by Mr. Vinik and others. To me this means the right person needs to be entrepreneurial, driven to help others and be recognized nationally as a strong leader. The new president needs to be mentally and physically tough to reach the goals set by Dr. Genshaft.	Getting to USF main campus from our satellite campuses and USF Health's new campus location makes transportation and parking a key issue. USF needs to increase research funding to attract quality faculty members.	An important strength of USF is the prime location of main campus and the availability of open space to continue to expand. The expansion of our sports programs to compete on the national stage has brought necessary media attention to our institution and allowed our academic successes to reach a broader audience. Building an on-campus stadium will further improve this opportunity.	Personally, I would be very excited to have another women lead USF. Perhaps, Dr. Khatour would consider returning to Tampa.
Our President needs to have a vision, be able to lead administrators, faculty, and staff toward that vision, and willing to entrust administrators, faculty, and staff with the resources and autonomy to best implement that vision. President Genshaft and her leadership team had the first two, but were woefully short on the latter. That has crippled innovation, leading to stagnation and disaffection.	We have done a great job of raising our standards well beyond recent investments, squeezing more out of less. However, we are now stretched extremely thin, especially in some mundane matters like faculty numbers, salary parity, and facilities and space. The next president must spend some time and money shoring up our foundations before embarking on a new vision.	The faculty and students are increasingly strong. We need to invest in them, allowing them to get stronger still. With all due respect, it's them and not the president or the leadership team who will take us to greater heights.	Thanks. It's tough duty. We appreciate it. And we'll fall in line and support your choice.
Level-headed, honest, ability to network and influence decision-makers, committed to the mission of the university, and exceptional communication skills.	Lack of sustained funding from the state at current or higher levels.		
Intimate knowledge of and experience in higher education; sense of collaboration; strong drive towards goals; appreciation of what's working (i.e., no change just for change's sake)	Consolidation	Having three campuses that each bring their unique qualities; more service to our surrounding communities	Please strongly consider someone from higher ed (as opposed to someone in politics or business). Also please consider the current trajectory of USF and find someone who is ready to keep us going!

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Faculty**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
Academic excellence. Let's get a scholar for our next president. President Genshaft has done a wonderful job positioning our university. To get to the next level, let's get a top scholar of international repute.	Achieving academic excellence when the legislature won't let us control our own purse strings.	Excellent faculty.	
Absolute honesty, dynamic speaking abilities, critical thinking ability, vision.	Cost of higher education. High School advisers are suggesting technical school over college due to cost.	Our strength is in our diversity of opportunity we offer. We need to embrace the technology of the future to help shape training of young adults and prepare them to function and contribute to society.	I would truly like to see a USF President able to see the whole picture having the ability to see how each decision has far reaching consequences.
First and foremost, an academician is necessary to move USF into the top tier of colleges and universities it aspires to be a part of.	Culture and identity - USF is a relatively young university and it is still defining its culture and identity. The next President will be instrumental in determining the future position USF will hold on the national and international stage.	USF has a great local reputation but lacks a national one. The University needs to leverage its uniqueness to attract great thinkers, primarily faculty. Great faculty attracts great students. We need to invest in our brain trust.	I truly hope the committee does not appoint a political figure. It's what everyone is expecting and it will do major damage to any academic aspirations the school has. This is the time for a great thinker and unifier and someone who will bring the gravitas and shine to University.
Innovative, welcoming, authentic, energetic, passionate about education, service and research.	bridging the gap for first generation students, losing sight of the importance of teaching critical analysis, writing and communication. As someone who teaches both graduate and undergraduate, students are making it through and still lack all three of these and they are critical for students to be successful - regardless of the technology, the students will not succeed without the ability to communicate, whether that be in 140 characters or 2,000 words essays.	Harnessing the strength of diversity, innovation in higher education (a student centered approach) and playing a role in the ongoing development of the community it impacts most. Yes, we make an impact with inventions, research, etc. but it is critical to not lose sight of why we are here - the students.	
Commitment to academics above all else, meaning the integrity of our educational programs - at all levels - must be paramount. This will involve supporting students, staff and faculty who ensure the educational mission is fulfilled by treating their needs and interests as vital to our institutional success, only recruiting administrators who share this vision of the campus, and working effectively with the community to address and further our diverse and collective academic visions.	Institutional resources are not filtering down to the micro-level; hence, faculty are doing more with less leading to burnout and students are struggling to meet their academic goals with increased debt burden (and significant personal needs). Our challenge is prioritization. Instead of truly valuing student success, we privilege graduation. Instead of faculty support, we reward external funding. Our metrics are too narrow and too corporate. Academic values need to be dominant.	The growing national reputation of USF is a strength, but it is not sustainable if all departments and individuals do not share this opportunity. How can we build reputation in all departments, and not just those that have historically been granted more resources? How can we be supportive of the whole? When is the diversity of our campus, across domains, faculty, students, staff in ALL forms (gender, race/ethnicity/nationality, (dis)ability, etc.) going to be truly valued and appreciated?	I appreciate Dr. Genshaft's support of USF, but I experience her words as not reflective of my reality as a professor. My students are having their academic goals forced into 4-year programs, disallowing double majors and creating a consumer culture. My peers manage increasingly bureaucratized work. Research is narrowly defined and rarely rewarded. I want a new president that puts academics first, and recognizes it is our academic mission that defines our important role in the community.
Foremost, the president needs to be an academic and not a politician. He or she should understand the academic environment and value scholarship. Prefer an administrator from an AAU institution.	Consolidation of campuses with different missions, with politics creeping in.	Balance teaching capacity through consolidation to reduce average class sizes; Enhance student experience; Pursue AAU mission	
Combination of business acumen and educational prowess. Able to have a vision of USF as preeminent university and challenging other national institutions in growth and development.	Continued growth and enhancement of programs without overburdening students with debt.	Excellent location, facilities and faculty. Opportunity to attract new, young faculty to continue the growth and development of programs that will lead USF into the middle of this century.	USF needs another innovative, forward-thinking individual who is not afraid to develop new partnerships and build upon established relationships.
building consensus commitment to diversity (female; race/ethnicity) deep understanding of academic modes of teaching and research	pay equity diversity aligning online environment with quality education	aligning online environment with quality education increasing diversity of faculty meeting AAU criteria	please strongly consider commitment to diversity and academic rigor
A leadership vision which can build on what Pres. Genshaft has done, and take USF to a level beyond the other Florida institutions. The new president will also need the skills to navigate the treacherous Florida political landscape. Maybe even develop a plan to take USF private, and out of the influence of the state legislature.	USF is cost competitive, but cannot stay that way and grow. USF has done a remarkable job of improving education, research and scholarship with scarce resources. Imagine what we could do with better funding.	Strengths: its faculty; its diversity; its location; and its adaptability (despite the formidable bureaucracy). Opportunities: local partnerships (public- and private-sector); expansion of programs and enrollment growth at USFSP and USFSM; links to surrounding communities for mutual benefit.	Pres. Genshaft took USF to a level many never expected was possible. The next president will have big shoes to fill. But I believe that the right person can take USF even further, academically. I would like to see someone that has ideas to improve what is substantial, and who is not reliant on "branding" or other superficial imaging. The best institutions in the U.S. got that way through quality education and knowledge creation. Not by new logos.
Strong inclusive leadership style Academic and research leader to sustain efforts for preeminence and AAU Good lobbying capability Strong fund raising potential	Maintain pre-eminence Continued growth to a strong public research university	Maintaining excellence in education and student retention/graduation	Think about a vetting process potential candidates by faculty
In addition to the traditional characteristics, the new president should have the capability to administer a major institution by assembling a competent, professional, customer responsive team to carry out the business of the institution. Accomplishing the educational and research goals is greatly facilitated by competence administrative capabilities.	Like many institutions, USF struggles with balancing its role as an educational institution responsible to the students and the community's workforce needs versus its aspiration to be a top-tier research institution where the faculty's attention is dramatically distracted from educational accomplishments.	Florida is a great laboratory in a dynamic urban area. It has a monopolistic opportunity in this region.	The institution appears to be infatuated with attaining high brow academic accomplishments oblivious to the broader needs of the community and the taxpayers. Having a robust research program is appropriate but it should not overwhelm the teaching mission or result in taxpayer subsidies for trying to buy a reputation.
minimum qualification: PhD in an academic discipline minimum 10 years as a faculty member with teaching and research responsibilities ability to speak to concerns of diverse academic areas (e.g., STEM and arts, humanities) consideration of racial/ethnic diversity ACADEMIC vision for university direction, not merely commercial and political concerns	Maintaining academic integrity across varied disciplines. Promoting QUALITY educational opportunity for students. Integrating diverse students and promoting civic knowledge and responsibility. Establishing ethical integrity in administration. Administrative responsiveness to faculty.	We have an incredibly diverse student body, and a faculty and administration that is predominantly white and male. USF has an opportunity and a responsibility to better serve the ACTUAL needs of our students for quality education and diverse representation, as well as programs and curricula that allow students to maximize their potential. Getting them in and out fast is not helpful to students in the long run.	Seek more faculty involvement with the hiring process. Faculty are the backbone of the institution, and we are generally rather disappointed with the administration here, which rarely seeks or respects faculty input.
Commitment to excellent research and education at the university. A detailed understanding of what it takes to run a top-tier research institution of higher education.	Managing multiple pressures, including financial pressures from the state legislature and pressures to both support high quality research and serve a diverse student population.	Ambitious young faculty and students.	It is important that the president understands the research and education mission of the university and is not just completely concerned with financials
Strong, data-informed leadership. Strategic long-term focus coupled with resistance to pursuing the expedient ("shiny") direction without considerable investigation and appropriate consultation. Honesty, integrity, commitment to truthful discourse. Charisma.	Declining confidence in HE's efficacy as a force for societal benefit. Short-sighted over-reliance on education's role in preparing the student for employment. We teach students to learn-how-to-learn for a productive and joyful lifetime. Anything else is feel-good and transactional.		
Strong academic background in a quantitative field, i.e., if STEM is important then let's recruit someone who understands this.	1) Recruitment and retention of the highest caliber faculty: The faculty union emphasis on leveling the ball-field and their disingenuous approach to so-called merit pay increases threatens retention by exacerbating compression/inversion. 2) Recruitment and retention of the best students. 3) Reducing wasteful bureaucratic overload, too many courses that confuse rather than guide students toward timely and productive completion. 4) Eliminating dead-end curricula such as environmental science.	It has matured to a true university. The Medical School is excellent, but such excellence must be expanded to all other Colleges, being that the measure of a great university is its success in the Arts, Sciences and Engineering, which if we are not careful may get short shrift relative to Medicine and Business.	Engage your Distinguished University Professors
A person who leads with the students, staff, faculty and community as a focus and not the numbers, metrics or what outsiders think so much. A person who leads with the heart and compassion.	That we are overlooking our students, staff, faculty and our community in order to gain more status, money and research.	A strength is that we have unique campuses and culture. An opportunity is to do more community outreach with our schools, especially Title I schools, to actually back up what our mission and goals say. We have an opportunity to build a stronger commitment to the students and the surrounding communities in real time and not just say it.	A true leader is one that has the peoples best interest at heart, not agendas, and definitely not other people's agendas. We need a leader that will help to unite the university, campuses, students, staff and faculty.
Empathy, great communication skills, optimism and a positive attitude. An inclusive leadership style and a commitment to transparency Ability to make tough decisions ability to analyze issues from all perspectives; ability to recognize all stake holders and not just one; back off mid-level administration who are encroaching on classroom experience.	affordability and student indebtedness dealing with the legislature internal competition for scarce resources when we should be working together to compete externally	fantastic location especially with consolidation great partnerships with the community innovative educational approaches including experiential learning and global opportunities	We've enjoyed many years of a leader with incredible energy and a fierce commitment to this institution - we won't be happy with less
Strong political connections in the State of Florida. Experience in academia.	academic freedom, freedom in the classroom.	we have stellar faculty and staff.	we have had a president who has been student friendly for a good many years. I worry that we are headed toward a business friendly model. We need to get back to academics.
Exceptional interpersonal skills, someone who is approachable and open to growth and ideas.	Funding. We continue to lose good faculty and are unable to recruit strong faculty due to lack of funding. We need a neuroimaging center to be competitive. We have grown so fast that we lack the appropriate infrastructure for our size and complexity.	Our size and reputation are strong. Our geographic location offers opportunities that universities in college towns do not have. We should partner with more local businesses.	Please think creatively and do not select the typical career academician.
The new president of USF must be an academic. S/he needs leadership, vision, resourcefulness and listening skills. We need less of a top-down approach and more of a cohesive, holistic university	Funding, oversight from government officials who do not understand higher education (or education at all).	USF is on an upward trajectory. We have a diverse student body, are in a major metropolitan area with good business/community ties. There is potential to grow those ties throughout the state, the nation, and the world.	The USF community needs a president who will not only build upon current success, but also someone with vision who can ensure the university meets the changing needs of students over time.
Academic credentials, fundraising abilities; someone who will not sacrifice free speech for political correctness	Money.	Medicine and health, location, diversity	Please include faculty and students in your deliberations. The university is not, and should never be run, as a business.
	Continue its rise as a major research university; continue the move away from being a "commuter campus"		

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Faculty**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
The next president should be a current or former university professor. Experience in the classroom as both a graduate student and professor is essential to understanding the primary mission of USF, which is teaching and research.	The use of contingent faculty, especially adjuncts, is a crisis that undermines both teaching and research at USF. Part-time adjuncts are now the majority of the professoriate and its fastest-growing segment. From 1975 to 2011, the number of part-time adjuncts quadrupled. We must return to 1970s-era figures so that adjuncts and visiting instructors make up no more than 10% of USF's total faculty.	USF Health should be leveraged to become the center/hub of the state's healthcare for education, research and training	The next president of USF must be committed to ending the contingency crisis and treating all faculty with fairness and equity.
Visionary and transparent	Sustainable growth and access	USF should continue its emphasis on research and community engagement. As such, it should grow research, training, and study abroad opportunities for undergraduate and graduate students. Also, continue to reduce class sizes by hiring tenure track faculty and permanent instructors.	Please make sure that the faculty, students, and staff are apprised of the search process and have opportunities to provide feedback on the candidates. While not easy to do at a large university, it's imperative that there is transparency in the process and that we all have a role in deciding on our next President.
Ideally, an academic with high level administrative experience as a Dean, Provost, or President. The new President should emphasize the importance of both the liberal Arts and STEM education, and that they are not mutually exclusive. Students that can critically think, write and communicate effectively, think globally, and have analytical skills will be more engaged citizens and productive in their work.	While USF has made great strides over the years and is now a preeminent in Florida and is being recognized as a top research university nationally and internationally, it still struggles when it comes to resources from the state. UF and FSU are favored even though USF has come a long way in a short period of time. Clearly, there are political realities at play here. USF needs to fight for even more resources to continue its upward trajectory.	strengths - community partnerships; preeminence status; faculty	
Someone who articulates a clear vision for the university; someone who partners with community members to provide a positive community view of the university; someone who strongly advocates for students and faculty with the legislature	merging of USF St Pete with USF; funding needs; football stadium; caring for the increased number of mental health challenges of students;	Strengths: Diversity, achievement, young and innovative university that is more agile than older more traditional schools, location in a big city. Opportunities: Offer more quality experiences for students, including travel and creative hands-on work in our community. To improve relationships with adjuncts and GAs, showing USF values the work these folks do.	I would like to see an out-of-the-box thinker who will focus on where USF can go rather than how to look like other universities. I also want to see someone who will continue our focus on global citizenship, as I believe our students are setting themselves apart from their peers through their international experiences.
Leadership experience in a large public university that has achieved some of the goals we have set. A reliable person who can unify students, faculty, and staff at all campuses. Prioritization of ethnic diversity as a reflection of our student population.	As USF becomes a more selective university academically, I am concerned we will lose our connection to the local community as an educational option for local students. I am also concerned we will lose some of our diversity, which is one of my favorite aspects of USF.	The Tampa Bay is an incredible resource, and USF has done well to grow and integrate itself into Tampa. Medicine and health are standouts at USF, and a way to distinguish USF from Florida and FSU. Similarly, the urban and international aspects of Tampa, and the emphasis on a diverse population, are strengths that make USF stand out. And finally, hiring and retaining excellent faculty - this is the most important.	
Someone who is academically qualified, who has worked in academic administration (e.g., a provost), and who is an effective leader familiar with the demands and possibilities of higher education and what universities are facing.	Maintaining the high quality of its faculty, and working strategically to hire and retain excellent young faculty on established tenure lines. Such an approach means reigning in administrative costs and mission creep while also reducing the use of adjuncts who don't add to preeminence, research dollars, effective student mentoring, and other key activities at USF.	preeminent funding, if we can maintain it amid consolidation; the diversity of the student body; a robust and well-funded College of Arts & Sciences in addition to areas like medicine, engineering, etc.	
Ph. D.; previous experience in administration at an AAU institution; diversity	non-competitive student-teacher ratios; stagnant faculty hiring, except in cases of instructors and adjuncts; high research demands for faculty with low institutional support; faculty that does not reflect diversity of the student body; funds directed at one or two star faculty members rather than a robust cohort of active researchers and teachers; difficulties attending consolidation; bloated administrative structure	bifurcation into medical college and the unwanted leftovers; domination of education by idiots in Tallahassee	can we fire the legislature and appoint educators to the BOT?
Someone who values subject beyond stem and is willing to take the entire university into the future, not just the medical school.	Neo-liberal corporatization of education (teaching students to value a well-rounded education)	Allowing students to engage in a diverse education (both in classes they take, as well as interactions with the student body)	
Ethical, transparent and fair. All of these qualities require a great deal of courage.	In Florida, our greatest challenge is meeting the metrics while continuing to be ethical and fair with students, who did not read the legislative rule book. Consolidation will pose increasing challenges with metrics and pre-eminence. We need a leader who will inspire and support the needed changes to meet these challenges - not someone who continues the beatings until the numbers improve.	Consolidation and a total reorganization of the system provides a tremendous opportunity for USF in the future. People need to rise above their egos and turf wars and think with very big and ambitious ideas.	Please have representatives from every campus, not just Tampa. If this is to be a president that leads all USF campuses then we need regional campus representatives at the table.
Someone with equal or higher credentials than our BoG members and presidents of all other state institutions, yet a down to earth, feet on the ground and approachable person. The credentialing part is unfortunately important since these things convey important signals to other leaders. The current UF President was for instance ex-Provost at Cornell, and such accomplishments can be important signals to BoG and other state political leaders as USF is on the verge of breaking out.	Over complicating our mission. It's quite simple, what we need to do. Aligning our resources perfectly with the objectives of delivering top notch education and producing research that makes an impact on lives.	Being young and ambitious is our greatest strength. We can't help aging, but we need to keep our culture to be innovative and edgy. Our greatest opportunity is to be so tightly woven into our growing community that we drive prosperity regionally while thinking globally. We need to see as a role model for what an urban university needs to be like.	Good luck! Really appreciate the work you are doing. But no pressure, your pick will be the single most important decision for us in the coming decade...
Someone who will recognize the value of tradition and excellence, thereby dumping the god awful rebranding of the Bulls and colors.	Branding!!	Great base for education and expansion. Having one of the largest student populations is important. Having a successful football program that is ranked nationally provides great visibility to prospective students, alumni and donors.	Fire the marketing company/officials who decided/created this new logo and color choices. I know there are MANY others that question this rebranding.
Innovative, Passionate, previous AAU experience, and goals for the university that will continue to elevate USF beyond preeminent status	Budget cuts; competing with UF and other major land grant institutions in the SE U.S. for best and brightest students; continuing to improve graduation rates and other metrics	Strengths- have grown significantly as a public university in a short amount of time; opportunity to engage more with a major metropolitan area (Tampa Bay) which other land grant institutions do not have	The next president will obviously have big shoes to fill. We need to continue building upon Dr Genshaft's forward momentum to elevate the university to be ranked as a top 50 public and also elevate our research impact on the Tampa Bay area and beyond
Someone who values teaching as a worthy and valuable enterprise. The University is not all about research, and as an institution of learning, it should be seen as a place where teaching is equally important.	Funding. Undervalued view of public education.		The new motto of "Ambition over Tradition" makes us sound like cut-throat opportunists who will do whatever it takes to get ahead without valuing who and what came before us. I hope this isn't our future. History matters. I hope, too, that our new president looks to our past, and to the past of institutions of higher learning throughout the state, in order to look ahead.
experienced, inclusive, sensitive to needs to all campuses as we head through consolidation	finances and student retention		
Academic credentials are not as important as a knowledge of and commitment to the academic mission. The president needs to be part politician - a lot of the president's job is dealing with the community and the government - which means that a lot of the academic job has to be delegated. The president needs good judgment in making appointments and needs to be able to communicate effectively.	The disconnect between Academia and the public has led not only to a constriction of resources to Academia but an outright hostility. Specific to Florida, USF has weak connections to the community, and that is how USF fell prey to legislative initiatives seizing USF Poly and later consolidating the system. Also specific to Florida, the implosion of the I-4 Corridor initiative, in which USF was to play a critical role. In STEM research, there is a lack of long-term commitment to any one thing.	Geographically, USF is a gateway connecting the USA and Latin America, an opportunity which would require a more serious commitment than the current milquetoast global citizen initiative (which doesn't even have a language requirement). USF has been able to take advantage of the buyers' market for faculty, but in the usual ways that other institutions have been doing. USF has a considerable opportunity to participate in education innovation.	There is a thread of stories in the Chronicle and Inside Higher Ed about failed and nearly failed presidencies, in part because the president acts like a Martian imposed by external forces. Faculty buy-in is essential, which means that faculty need to be involved. The Senate, the union, and other bodies should be invited to participate in the process, and not just via surveys and communiques.
- continues pushing for higher research goals like Judy Genshaft did - committed to retaining and recruiting high quality research faculty	Administrative bloat. Administrators should focus on making things better for students and faculty, not putting restrictions on them and giving them extra work.		Please find someone who will: - continue the goals and momentum that Genshaft set - combat administrative bloat, and ensure existing administration helps, rather than hinders, faculty and students
I won't pretend to have an understanding of the day-to-day life of a university president, but I will say that President Genshaft has done tremendously. Thus, I'd look to her as a template for skills and characteristics.	Honestly, I think USF is well-positioned. Perhaps one threat would be if USF became an unattractive place to work, and quality faculty, staff and administrators left. As it is, I think it's a great place to work, and it is clearly on an upward trajectory. I also know there are financial and political challenges, but other folks could speak better to those than me.	For one thing, I would like to see us continue to have a global outlook, in terms of sending students and faculty abroad, collaborating with partners overseas, and attracting and supporting international students. I think that having an international campus really adds to our students' experience. I also like seeing the focus on business intelligence and data analytics, both in terms of curriculum and in terms of administration.	
Innovative, Fair, Honest, Culturally competent, approachable, humble	Reducing costs for students (tuition); transition from college to "real world"	Strengths - state of the art; located in Center of Tampa; has a lot to offer students in the realm of colleges, majors, sports, music, etc.	Ways to reduce faculty workload to ensure properly training students are produced
Kindness, politically astute in terms of Florida politics, passionate about the role of university research to advance our society and passionate and informed about the benefits of university education. Inspirational speaker, cares about all student activities not just sports.	Retaining its status as a Research 1 preeminent institution in Florida. Growing funding from the state, inspiring emotionally intelligence leadership among the deans and senior leadership.	New senior leadership.	

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Faculty**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
Ethical decision making, no hate speech, no made up half truths, no one who has been involved in illegal money shenanigans, must be able to speak in clear full sentences, no plastic surgery, and no liars misrepresenting facts.	No care for students and faculty, only money and head count rule.	It's strength is also it's weakness, that is its youth in the spectrum of universities. It is like a toddler among grown ups. It has the opportunity to clean house just now. Try and remove the dead wood to allow for growth and stability.	Look for an educated scholar, a proven record of thought, reflection, ability lead and someone who lived through being a professor and earning rank and tenure, a leader who served at the bottom of the ladder as department chair, then some dean level, possibly a finance officer, an EEO officer, and someone who can honestly deal with the press. Possibly someone with a great sense of humor, irony, and knows the meaning of satire and critique.
Understanding the research mission of USF, appreciation of a liberal arts education, commitment to faculty success, commitment to graduate and undergraduate student success	Finding a consistent and coherent strategy for providing research startup funds for new faculty, handling 2-person (spousal) faculty hires, communicating USF's excellence in many areas (not just medicine and engineering)	Opportunities: develop a funded center on coastal/marine resilience and climate change using existing faculty talent and expertise, while searching for additional expertise Develop a plan to provide for hiring spouses at the faculty (as opposed to admin) level to improve USF's ability to attract top faculty.	I hope that the new president will appreciate all aspects of scholarship and excellence at USF, and not focus only on certain aspects (e.g. medical research and practice)
We need someone who is respected by the State Legislature and state-level elected officials. USF leadership has had a long history of being at odds with political leaders and this has hampered funding and allowed USF to put far too much attention on AAU status. We can be an institution with an international reputation that effectively serves local stakeholders.	USF needs to have closer ties with those businesses and institutions that hire our graduates. Specifically, we need to be sure that we are producing "job ready" graduates in fields that pay salaries to cover student debt and allow graduates to live productive lives.		Judy as done a great job. But it is okay to let go of the past and move in a new direction. You are not accosting her memory by letting go of the goal to be an AAU school. Why try to join the dinosaur club just before the meteorite makes them extinct? Let's make our own future separate from AAU.
The person should have a strong academic background as a faculty member, should not be a politician, and should have experience with a large public research institution. The person should be a strong supporter of tenure and understand its value in ensuring academic freedom. The person should also be articulate so that he/she represents the university well when speaking in public.	Inadequate funding for teaching students. Too much emphasis on metrics and not enough attention to what we need to make the metrics work.	The engagement of our faculty and students with the community is a major strength. It is also an opportunity for continued development.	
An academic, with an AAU pedigree, deep research experience, national academy membership and a background successfully leading large organizations.	Maintaining the relevance (i.e., future job opportunities) and (future earning power/cost) of the degree.	Need to focus on excellence in the STEM and Health care fields to build on our strengths, exploit our geography, act as a regional economic magnet and differentiate ourselves in the Florida and Southeast higher education market.	Focus on candidates with proven academic and administrative excellence, unimpeachable integrity, high energy and sunny optimism.
The new president should first of all be an academic with a PhD in a core area of traditional education in the liberal arts, social sciences, or natural sciences. The person should have had extensive experience as both a faculty member and administrator at a large, PhD granting research institution.	Preserving the mission of educating students to be citizens, against efforts to turn public institutions of learning into trade schools assessed and funded on a business model that treats monetary wealth or its metricized proxies as the sole forms of value. The fact that the system is in the hands of a govt. hostile to faculty and academic freedom. The poor preparation of incoming students. Leadership's lack of faith in faculty to do their jobs well. Administrative bloat/shrinking faculty.	The strength is the faculty and the diverse student body. The opportunity is to bring quality education in the virtues of citizenship, and the capacity for life long learning, as well as preparation for a life of work, to a large number of students from relatively unutilized backgrounds.	Please pick a president who, in addition to possessing all the obvious tools and experience in administration and fundraising, is an advocate for faculty and students, with the backbone to stand up for them against ill conceived imperatives that the Boards of governors and trustees would impose. Pick someone who will take the case for academic freedom in research and teaching to the public if necessary.
Support for educational mission of USF, over sports, business ventures, metrics, and other peripheral issues. In-depth understanding of research and teaching.	Lack of political support for broad education and critical thinking skills, application of business principles and metrics on education.	USF has a great international community of scholars and students, strengthen the global mission and local community engagement.	USF needs a leader who is willing to support education and critical thinking as core values, not sports, business ventures, patents, etc.
I would like to see a president who believed in shared governance and does not manage with all decisions and ideas hoarded into the upper administration. A president who is aware of the decades of administrative bloat that is harming higher education nationally. And one who can imagine that a robust intellectual culture on campus will benefit students and faculty much more than splashy names showing up once in a while and the occasional "world class scholar" taking a position here.	Investing in the intellectual mission of the university and balancing it with the drive to create sources of revenue. Too often in my time here the latter, in the end, is the only consideration. And yet it is possible to develop the intellectual mission of the university in ways that are not just about empty metrics and rankings. This would involve the humanities and social sciences as much as the medical school and engineering	An important, if overlooked, strength and certainly a clear opportunity, would be in the Humanities and Social sciences. For most of my time here this has been a forgotten part of the university. And yet we have a very strong faculty and students. In this moment of crisis in the humanities and social sciences nationally, it is a profound opportunity for USF to create a visionary and forward looking program here, that will lead rather than follow the detrimental trends of the past decade.	I plead with you to hire an academic for this position and avoid the recent trend nationally of hiring corporate CEOs or washed up politicians, neither of whom have the requisite skills of understanding how to lead a major research university. As so much research has shown, the last few decades, in their increasingly corporate style, have been digging a grave for the university - let USF be lead by someone pushing against this trend but able to manage the real fiscal problems confronting us.
Primary focus on education, both faculty and students. Willingness to develop and build consensus and listen to opposing points of view. Experience working in higher education at both professional and administrative ranks.	The interference of the state and federal governing bodies with the educational process. Essentially these decisions are being made by people who have never worked in education. Additionally, lack of state resources including general funding.	Maintaining preeminence and continuing to grow as a world class learning and research institution.	It is hard to lead an institution of you do not understand that institution. The President of a company should have intimate knowledge of not only the company, but the sector in which that company works. Therefore to lead an institution of higher education, the President should have credible experience working in, leading, and understanding the roles and goals of higher education.
A person who is fair, sees the big picture around issues, good at conflict resolution, knows what assets we possess, compassionate, present, easy to approach by students, staff and faculty, appreciates diversity and is an established leader with a history of success	Funding, space limitations, parking limitations, staying ahead of the global issues that impact education, maintaining high standards	Our strengths and opportunities lies in our people and their relationships with the research, education and service areas. Our diversity is a strength reflecting faculty and staff students can relate to. Our strength is in our leadership. Opportunities lies in our ideas that are supported by those leaders and the freedom to pursue innovation.	Dr. Genshaft has the ability to relate to everyone in a positive manner. She is one of a kind. Having a woman in leadership who has demonstrated great successes for many years will be hard to replace. We need someone who can bring people across our system together to do our best work in remaining a leading institution in this country and building us up.
The new president must be someone who considers the personal well-being of faculty, staff, and students more important than rankings, metrics, budgets, and institutional prestige. In other words, the new president must be radical change from Dr. Genshaft, who has chased rankings, metrics, and prestige to the detriment of academic advisors, who are overworked and understaffed, adjunct professors, who are exploited and impoverished, and students, who are nickle and dimed at every turn.	The overuse of underpaid contingent faculty is not only exploitative, it undermines our long-term missions of world-class research and teaching. USF must reduce its number of adjunct and visiting faculty, system-wide, to no more than 10% of the total faculty, and do so immediately. Furthermore, USF must stop borrowing money to fund the ambitions of administrators. We should not be raising tuition and putting students into debt in order to pay off the institution's debts.	USF has long been an engine of upward mobility for poor and minority students in Tampa Bay. That is our greatest strength. However, the current quest for prestige threatens to destroy that legacy, alter our positive campus culture, and undermine the university's place in the community. Do we really want to be like UF? The University of Florida has deep-rooted problems with its campus culture and it is alienated from the larger Alachua County community - hardly a model we should emulate.	Across the US, university presidents are making decisions out of sync with society, like trying to grow enrollment when the US has a declining birthrate and shrinking student body, or raising tuition in the face of increasing inequality and a shrinking middle class. I want to encourage the search committee to think beyond the priorities of Dr. Genshaft, and our immediate managerial headaches like consolidation, to the larger problems facing America that will impact USF sooner than many think.
Academic (outstanding researcher and teacher), excellent communicator and ability to connect with diverse student body, faculty and staff, identify stress points, maintain university's high scholarly standard, advance diversity and inclusivity. Promote university responsibly, not just photos of self and football. Promote a democratic form of governance, as at the moment the Senate has zero input and there is a lack of proper accountability through the administration and departments.	Funding: although it is "public" university, it gets less than 20% of funds from the public. Salaries: professors and other teaching staff not adequately remunerated for years. Gender and racial diversity and inclusivity. Building more and better buildings for teaching: we've had excuse that in Florida buildings can't be torn down. We lack space to offer larger classes, and yet we are a large university. Controlling size: USF was not supposed to grow more, then we have consolidation.	Research in humanities and sciences. Diverse students; we need better system for admitting qualified foreign students. Improve library; good but can improve. Improve study spaces and informal places for students to congregate. Have a world-class meeting building for university visiting guest lectures of various sizes. Increase pay for grad students and adjuncts; provide a research paid semester leave for tenure-track faculty midway in their track. Provide more research funds and better vetting.	Not a political appointee. Not someone who treats the university like a place to post her photo everywhere: look at other excellent universities and colleges. They presidents don't work that way. Not someone who intervenes to stop tenure & promotion packages at the 11th hour with no good reason (while similar packages are approved). Check these special hires that bypass usual background checks and result in having unvetted employee in leadership with sexual harassment past. Better hiring.
Forward thinking, spendthrift, politically balanced, supports athletics, considerate	How do we continue to provide high quality care, without pricing out many of our students? How do we prepare students for a job market with increasing uncertainty and where they will surely switch jobs many times in their career?	Weather, international appeal, improving medical school	We need someone who will do what's best for the university and its students, not what is best for our politicians and courts
It will be critical for the new president to understand the unique nature of USF Health within the greater USF system. It would be hugely beneficial of the new president: -had significant experience in the health space, -had a substantial record of published research, -had AAU leadership experience	Consolidation of USF system; focus on workforce development; fair and equitable distribution of performance based funding;	The move of the medical college and the Heart Institute downtown, in the midst of the Water Street Tampa project, represents an unprecedented opportunity for USF. We need a leader who can embrace and build upon this once in a generation transition.	
Someone who is willing to do right by the faculty, staff and students regardless of how it effects their bonus. Not afraid to go up against the Governor and Legislators to fight for USF. Someone who will support USF Health and understands the health care issues we face on a daily basis. We also need someone who truly supports diversity and will do their best to increase diversity of our faculty.	Funding. With the Governor and Legislators not raising tuition, it has put a hardship on our state dollars. In addition, Federal Grants are becoming more difficult to obtain. We need someone who understands the difficulty we are facing without additional funding. We can't provide salary increases without additional funds, and that affects our retention rates of our faculty. In addition, while we encourage diversity, we still our lacking.	Research, with the new Heart Institute, we have the opportunity to become a nationally recognized research institute.	
Academic or professional prominence. Intellect. Vision. Temperamentally moderate and thoughtful.	The impression among the general public that universities produce worthless training, partisanship, and debt rather than valuable skills, critical inquiry and a worthy investment. The attacks on higher education have eroded public confidence and made people doubt the value of education. This is truly alarming, in my view.	USF needs to have a leader that is respected and admired. The best universities in the country have such leaders. They are giants in their field or prominent government or community leaders. I want the public to be impressed by USF because we're impressive in so many ways. The leader of our institution will represent it in the state, the country, and the world. We need someone who is awesome, who raises our profile and commands respect.	I don't mind if we hire a non-PhD. You can have a PhD and be a very mediocre thinker and visionary. Instead, I think we need someone with gravitas and stature, who is admired for his/her intellect, character and vision.
Positive/impressive impression at BOG meetings and in the media. Distinguished in leadership. Faculty centered. Understands productive faculty needs.	State support, financially & practically (however, USF president should not be appointed due to political issues/alignments.	Growth of targeted and done intelligently.	Change is good!
Strong academic credentials with the ability to build teams across disciplines. Strong understanding of both public relations (which Pres. Genshaft grasps) and marketing (she has yet to build a good team there). Ability to work with legislature. Sharp fundraising skills. Ability to build leadership team. Willingness to cut dead wood.	Resources...from legislators, from donors, from grants. Escalating tuition costs and skyrocketing administrative salaries. Marketing and increased competition. Cheating, particularly amongst international students (but not exclusive to that group).	Ambitious faculty and staff. Rising reputation in community and amongst HEI peers. Athletics brings opportunities - but must look beyond football.	New logo is a horrible capstone to excellent career at USF but illustrates Pres. Genshaft's inability to hire and keep a strong marketing team.

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Faculty**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
Someone with impeccable academic credentials and administrative experience.	Maintaining academic standards and providing access and support for all students.	A great faculty, Phi Beta Kappa, and it's location.	I spent 26 years on the USF faculty. I love the university, and I look forward to inspired leadership from its next president.
Understanding of higher education environment, previous academic leadership experience. Ph.D. required.	Student debt. Ballooning ranks of low-level higher education employees without appropriate education in subject matter serving university roles. Circulation of elites and "friends" of those in power in high level administrative positions, again without appropriate work experience or background to know how to appropriately serve in those roles.	Building upon preeminence status. Goal should be to join AAU.	The new president needs to be able to have a solid grasp on higher education functioning. He/she should not be a politician or business person. This individual should be a person of integrity without conflicts of interest. This individual should also be able to clean house.
No complaint about the current president, but the next one should now focus on building a team culture. Currently, each sector drives hard to maximize its own independent performance in terms of specific, externally defined metrics, promulgating a strongly top-down approach and mutual isolation of respective sectors. Top managers need to work in common on shared goals, and the organizational culture needs to allow for a wider scope of participation to ensure broad commitment to shared goals.	Among many others, of course! Obviously, tenuous public funding support: need to diversify support, increase self-sufficiency without abandoning broad scope of mission. Erosion of standing: decline in unique credentialing authority, disruption by alternative credentialing in terms of employer-valued competency certifications; need to evolve educational programs to both provide high-quality education and simultaneously prepare students for success in employment markets.	Strengths: Adventurous; punch above our weight; better-than-average flexibility on the part of faculty, because not so much confined by tradition; much momentum and continuing ambition of faculty in expanding research. Very strong, focused leadership and student support mechanisms. Opportunities: Don't just try to buy outside talent; we can't afford the amount we would need by prioritizing this approach. Ensure a range of supports to further develop & strengthen faculty currently on board.	Please provide for broad opportunity for vigorous interaction with candidates, ensuring input from key sectors of the university community that you take very seriously. Best wishes; we in the trenches understand the importance and challenge of your task.
The new president should build upon current USF strength - innovation, diversity, patents	Funding is the major challenge. One of the solutions might be to grow larger number of companies based on USF technologies. Over the time this will provide additional revenue.	USF should capitalize on its investment into patents and innovation, National Academy of Inventors and entrepreneurial culture that emerged over last 5 years.	Dr. Paul Sanberg would be an excellent internal candidate.
Being able to connect with the whole campus. I got \$1,500 in moving expenses for my professor job at USF. Then I learned I had to give \$500 to the campus before I started work for my parking pass. I had to return 1/3 of my moving expenses before I got a paycheck.	Infrastructure. There literally was not a sidewalk that connected campus to MOSI. When I take an interview candidate to lunch I have to tell them we may not be able to park when we get back from lunch.	Every good professor that started with me has left the campus for other universities with more support and less pressure. I loved many things about being a professor at USF, but you did many dumb things that caused me and every other good professor I knew to leave.	You are messing up bad on the alumni networking. I left USF for a rich private school. They worry about overall happiness here, for business reasons! Alumni donate more money if they remember college as positive. USF felt very dreary and robotic to me.
That kind of thing, it may seem small and petty, but it is not. New professors are swimming in debt. It is an indicator of higher administration being totally oblivious to the realities of the people who work at USF.	Secondly, you need to have more money trickle down to professors. I was told to buy my own printer paper. My office doesn't have a phone. That is insane at a multi billion dollar institution.	This is why you have so many professors who have great research but can't speak English well. My department had not tenured a native English speaker in 10+ years. Alumni don't have warm feelings for professors they can't understand.	Dean Whatever from Arts & Sciences would openly say professors are easily replaceable. "Professors" are, but good professors are not.
High energy and an understanding of what it takes to be an AAU institution. Someone willing to make substantial changes if necessary.	State funding and a lack of ability to raise tuition.		Good luck!
Academic experience, business experience, political ingenuity, patience and emotional balance, forward thinking (entrepreneurial) yet grounded/realistic, data-driven, transparent, and a good sense of humor.	The largest issues are within the state, whether it be changing criteria, regulations or funding. National issues pertaining to the utility of education and corresponding costs. Focus on research, yet shrinking available funding.	In general the faculty, staff and students are dedicated to the institution and area, which is a huge strength. Need to stick together. Local industry needs to continue support, look for enhancing existing and new collaborations. Opportunity for external collaborations, other states and global.	Do not envy task, is heavy lift. Utilize USF community if/when possible to obtain feedback and/or guidance.
Research-oriented educator who can navigate political environment as well as negotiate with union, handle PR, lead executive team, envision new programs while slicing /changing those that no longer work. Need someone who does not manage by fear, someone who can hear ideas that might be contrary to his/her own.	Logo disaster is creating a PR issue, particularly among alumni and the University marketing team is a mess, a group that needs to be cleaned out. Funding is a never-ending challenge. Disruption in the higher education industry is ahead...need someone who can see it, forecast and envision solutions. Faculty turnover is ahead as USF faculty ages and replacements are expensive. Mergers of the campuses will create challenges and could jeopardize preeminence.	Some of the challenges are also opportunities. For instance, aging faculty means fresh, energetic young researchers can bubble up. Disruption is ahead and if USF would spend some time trying to forecast challenges and opportunities the technology of tomorrow could bring, would be a leader. Retaining good deans seems to be an issue but also presents opportunity...to bring in more deans like Limayem and DeLuca and get rid of deans like Eisenberg and Serovich.	Thank you for taking time to ask opinion. One last request - scrap this logo mess before too much money is spent needlessly.
Someone who is committed to the faculty who work tirelessly for USF	Keeping highly productive faculty		Please pick a president who supports and encourages the faculty.
That the candidate be an academic with a PhD; that the candidate have previous experience in higher education (preferably as upper management/leadership at a large public research university); ideally I would love to see a candidate that had some element of diversity to represent our extremely diverse student body and the needs of the university in the modern world	Decreased state funding; the need to distinguish ourselves from the numerous other public and research universities in Florida and across the US; the pressure from the BOG and state legislature to meet somewhat arbitrary metrics that do not allow students or faculty the space to excel in their careers	We have a tremendous asset in the diversity of our student body and the high quality of our faculty. It would be an enormous loss to this university if someone is brought in from outside academia to lead this university in a manner that seeks to transform an institution of higher education into a model of corporate efficiency that imagines the university as a trade school.	
We need a leader who cares about all disciplines in USF. Someone who will pay equal attention to the social sciences and humanities and not just focus on medicine and the natural sciences. A great University pays attention to all its components and supports the less affluent units.	Going forward, the ability of USF to sustain the preeminent status is important, given the consolidation that is about to take place. Resource constrain is a major issue that has faced USF, like most public Florida Universities. How best to focus on the core values and strategies goals of USF while avoiding the over commercialization that has come to characterize many Universities of late is a challenge. We need a leader that understands this challenge and can take USF to higher heights.	USF is a Carnegie designated community engaged high impact research University situated in a great metropolitan area with global outreach. The University focuses on student success and has high economic impact in the Tampa Bay region and Florida. Going forward, the University has the opportunity to adequately resource its faculty, especially those in the social sciences and humanities who are for the most part ignored, to enable them contribute substantially toward USF's global outreach.	Expand your search to include highly qualified diversity candidates.
			I am very disappointed to see the poor representation of women on this selection committee. Five out of 15 is very weak. Additionally, to see that the older members (not current students or recent grads) are all white men is a further cause for concern. USF is a most vibrant and diverse community and you are not including those voices to be properly represented in the search. It appears that we are on the way to electing an old white guy to lead the university.
The new president should have a very strong academic background, excellent research credentials, and ample experience managing academic units at the level of AAU.	Maintaining the core academic values of higher education, as the main mission of the university in service of the community.	Improving the research standing of the university and meeting the AAU standards, with the long-term goal of AAU membership.	
			Already responded; this is an additional note following discussion at the Tampa Faculty Senate, 11/28, re: vision in relation to changes in higher education. The search firm leader went quickly to Michael Crow as the primary exemplar of a leader defining an alternative model to AAU. But I quite agree that the AAU goal has been very productive, and we should not drop it outright, rather strive for a hybrid, fostering, too, the development of diverse approaches that will make us more adaptive.



Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Staff**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
Transparent, someone who will listen, and take into consideration the opinions of the university as a whole. Someone who will not impose just their ideas on the university community. Someone who will continue the funding efforts, but also someone that will be interested in the student, and staff community issues.	As a staff member, I am looking forward to having a president that will take care of the employees because if you have happy employees the rest of the issues are resolved more easily.		
Understanding of changing FTIC demographics, appreciation for the lived experiences of our students, emphasis on collaboration among departments, ability to find funding and resources outside of state and federal funding, desire to admit students from the Bay area and state of Florida, better staff to student ratio.	mental health of new generation, increase diversity, making USF a home for transfer and commuter students	Strengths are quality of current staff and faculty, increased investment in technology, and increased recognition in state. Opportunities include to highlight how USF is outpacing FSU and UCF, decreasing the USF shuffle through better staff ratios, and reviewing existing policies such as 36 credit hour major declaration.	
Obama's looks and personality.	outdated curriculum not preparing for the real world.	More hands on experiences.	Darren Gambrell from USFSM would be a great candidate
Engaged, community-involved, forward thinker.	budget constraints, technology innovations	Strengths: diverse culture, welcoming campus, veteran friendly opportunities: technology innovations	
Approachable; accessible; visible; collaborative; articulate	supporting research initiatives by providing funds/grants for more RAs and GA's to work with professors on their research	USF is known as a "commuter school", yet many do not attend the university due to the hindrance of commuting. There are professionals in the Tampa Bay area who do not avail of taking/auditing classes at USF, which is a loss to our university. Imagine if these professionals brought their knowledge and expertise into their classes of interest. USF must set up commuting services between their campuses, similar to BullRun, so that professionals and students can avail of activities/classes.	The person needs to have a vision of how to physically bring together the USF campuses so that students, faculty and staff understand what is developing and what is being offered on other campuses. The president needs to facilitate more integration.
Commitment to ensuring a living wage for all Staff; identifying redundancies system-wide; mandating yearly performance evaluations again with the onus and responsibility on supervisors; appropriate HR training for all supervisors (such as the Fundamentals of Leadership through Lynda.com)	current American political climate and the stifling of free speech and demonstration	this question is unclear	We need more than just a flashy figurehead to raise University funds; we need someone who cares about the folks who keep the University running
Defining strategic actions and fostering development of key personnel who will communicate and develop those actions in staff and faculty; Monitoring legislation that influences and or changes our mission; Caring for external, non USF members	Maintaining standards and improving quality. Measuring up to community and state citizens' expectations and laws that govern the work, while making sure those standards and changes result in a better educational experience for the students, future alumni of USF	Global is important. But I think local is critical. Incubation of ideas in Tampa, Sarasota, St Petersburg. Develop relationship with employers and providing business opportunities to grow small business USF alumni local entrepreneurs	Make sure this person wants to keep tuition costs low. Make sure this person wants to stay at USF for 7-10 years. It will take that time to see the fruits of this labor. Thank you!
Someone who connects with students, faculty, and staff and believes more in what we're doing rather than what is recognized from beyond the campus atmosphere. Someone who focuses on ACTUAL student success, rather than meaningless metrics to impress a system that will likely be obsolete after November.	Adaptability to today's student. The USF student body is unlike any that I've seen at any of my other universities, and USF's current ability to adapt and cater to the 2018 student is lacking extremely far behind. Someone with the foresight and experience in large, international, and non-traditional students is a must.	USF's major strength and major weakness is its diversity. Weakness, simply only in how we embrace it, both as students to one another and from the administration down. Another strength is location, availability of majors/programs, and quality of faculty/staff. An important "opportunity" for the next president is to invest in the staff/staff culture to keep them from leaving, something the past administration has lacked severely.	I'm very excited for what may lay ahead for USF if they get this search right. I believe the next candidate must be very different, if not opposite, from the current administration in investing in students and staff alike, instead of driving a metrics heavy agenda that often neglects the overall wellbeing of students, inhibits actual student success AFTER college, and neglects any efforts from faculty/staff to make students' time worthwhile on this campus.
Transparent, authentic, international perspectives, experience working in a multi-campus system, both academic and nonacademic experience.	Brand/reputation; internationalization, antiquated policies and curricula, non-cohesion in system,	Opportunity: specialize. Be known for something, rather than trying to be everything. One can excel with a focused mission and cohesive programs, but trying to be a one size fits all institution neither lends to excellence nor to reputation	While USF has made strides in metrics, the new president will need to be an exceptionally strong leader to lead the system through the execution pieces of consolidation. This will require tireless effort and someone who can champion this effort and not merely bullhead it through. The new president needs to have the ability to lead people to believing in this institution, to be a strategic leader but one that everyone in the system can also rally behind.
Integrity, honesty, devotion to mission, a sense of fairness for all of the USF community, diplomacy, belief in the value of education.	Finance- supporting staff and students equitably; Dilution of education- the incursion of business goals and models obscuring the value of the humanities; Safety- ensuring that the university maintains a non-exploitative environment that is mentally and physically safe for students and staff.	Continuing growth is important as long as the infrastructure can be developed to support the growth. Providing students a path for personal enrichment without arduous restrictions on course requirements and fixed years of schooling for education. Continuing to serve an age diverse population rather than focus on traditional undergrads.	Please hire someone who will respect all the campuses and provide for the regionals to grow with their communities and not at the expense of the Tampa campus.
Open-minded, forward-thinking, compassionate, thoughtful, risk-taker, non-traditional, collaborative	From my perspective, USF is thriving. I think the greatest challenges likely lie in internal squabbling, egos, and people stuck in out-dated modes of thinking	It's status as a world-class research institution; its forward-thinking, youthful character; and its diversity in terms of people and programs	Part of the reason USF is successful is that it is a great place to work, where people are empowered to succeed. We need a president who will continue to encourage and empower employees and promote a healthy work-life balance to maintain the positive working atmosphere and attract and retain the best employees.
A warm people centered individual with keen intellect will be needed to guide the complicated undertaking of consolidation. I am hopeful that the individual will treasure the value of a global focus to the university and want to build on our current strengths.	Salary costs to keep and attract the best and brightest individuals on our staff/faculty- but balancing that with trying to make higher ed affordable for our students.	We need to keep focused on changing job market and preparing our students for a high tech and global workforce	Please make sure the individual is not just a good interviewer but has a proven background that will help them "hit the ground running" and be a positive leader for our future.
Forward-thinking, educated, personable and well-connected within the community	The re-brand and recognition on a global scale, student loan debt, awarding scholarships, social media	Diversity, research, Preeminence	
TRANSPARANCY as well as a clear and defined track record of improving/implementing university policies in their previous institutions. Also the ability to unite all employees- a happy employee will work harder and not use phrases like "It's not my job" or "I don't know". In reference to consolidation it would be nice to have someone who can lead collaborations between all 3 campuses rather than have them compete with each other	Finding a balance of graduation rates based on quality of the students rather than quantity of students. If everyone need special accommodations to graduate- how will they perform in the workforce? This will dilute the validity of a USF degree received by those who can actually perform duties in the real world.	Leadership within the community. We should lead by example on issues like sustainability and environment... as well as provide workshops to educate the public on these issues. Strengths of USF are that many of the students are local and will stay local so their education directly impacts their community	If we want to increase the number of STEM graduates... how about we be honest about the pay in these fields. Other than technology and engineering the science and math positions in our community pay around \$12-15 per hour...including our own institution! Why go to all that hard school and training when you can pack boxes for Amazon for more money??
Someone who understands the big picture, but is not afraid to get his/her hands dirty to try and resolve some of the lesser publicized issues on campus (like lack of parking and crumbling infrastructure).	Deferred maintenance on our buildings. We have students going to classes in buildings that were built when the University was created. Bathrooms with dirty/shoddy tile, no hot water. We have been told our drinking water is acceptable for a 3rd world country.	Forget about building a stadium and work on the campus infrastructure.	
Virtuous, Inclusive, Transformative Leader	Cost of students to attend, competition with other state universities	Cohesive organization, unified mission statement, research innovation	We need a president not opposed to the idea of divestment from unethical industries- student ethos demands it
Visionary, inclusive, cheerleader for USF	We do not do a good job of getting out how great our academic programs are, especially to local potential students. Most high school students in the area think of going to UF, UCF or FSU. We could invest more locally- commercials, billboards, on campus high student opportunities- to excite of local talented teens. We are well kept secret still. USF is like the consumer reports best buy.	We have a great campus, excellent research opportunities, and a developing campus life.	I am an alumni (class of 1999 COM Ph.D. Program) as well as an admin employee in the Tech Transfer Office. I love USF and I am proud of my education and work. I want more people to know how amazing USF truly is. Not just reporting out metric stats, but a campaign of what we do right - Medicine and Engineering are so strong, as well as our business program. These programs should be promoted more.
The new president should have the ability to effectively work with the surrounding communities of the USF system campuses, the charisma to attract and retain donors, the foresight to make long-term strategies for USF's success, and previous experience as a university employee(not necessarily USF) so that they have a working idea of what's best for students, faculty, and staff.	Academically, our challenges lie in maintaining preeminence with the re-unification of the campuses in our future. Athletically, our challenges lie in making USF a "final stop" school, rather than a "stepping stone" school. We can only accomplish this by funding a football facility and, much later on, a stadium. Infrastructurally, many colleges need better computers to be able to do their best work, and our library is sorely in need of more supplies. I'd type more, but I'm out of room.	Our strengths are that we have a passionate alumni base and we have attracted some of the best and brightest this planet has to offer. Areas of opportunity are TRADITION. I know our new branding says otherwise, but we need more traditions if we want to be taken seriously, even as a newer university. The Herd of Thunder has some, and I know our Traditions office works hard, but we just need...more.	The continued success of our great University depends on your judgment and insight - PLEASE make the most of this valuable opportunity and of the trust we have placed in you. Also, if you could change the colors of the new branding (horizon is HIDEOUS), that'd be great.
Straight talk that does not spin the truth. Transparency and clarity in expectations, goals, and decision-making. Earnest respect for others across all levels of the institution. The ability to confront reality and take on the "undiscussables" in a manner that builds trust that this position understands the weight of the work it asks of his/her constituents. Commitment to accountability and a track record of achieving results without compromising values and ethics.	Access paired with the numerous performance-based funding metrics. The working student: one who works 30-40 hours/week and enrolls full-time.	USF faculty, staff, and administrators have a "can do" attitude that has served them well and will continue to do so. We are not intimidated by challenges and rise to the occasion. As research funding shifts focus to new areas such as aerospace science, USF will be there.	
I believe the 7th President of the University of South Florida should possess a vision for the university. They should have a passion for education but a greater passion for people and community! I believe they should be humble enough to listen to students, staff, faculty, and all other USF personnel. And strong enough to make courageous decisions and lead USF into unprecedented levels of success!	I believe matching talent with careers is the major challenge. Opening the minds to students of all ages to more career paths and interest.	Our diversity is definitely a strength! The location of our campuses is an absolute strength! And the path that leadership has brought us to thus far gives the opportunity to continue the trajectory of the type of university we are and can be into the future.	Brian Lamb for president!
Integrity, academic credentials, business experience, government experience, have taught in the classroom, and have years of experience in fundraising and research			
vision, creativity, ambition over tradition	Budget's are inadequate to accomplish everything we seek to accomplish.	Our focus on students and research.	Please, no politicians.

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Staff**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
Open, understanding and forward thinking in terms of Clinical Research. Thanks to our current and soon-to-be past president, we have had tremendous growth as a research pre-eminent institution. A commitment to Clinical Research, especially financial backing, is important to staffs and students alike.	Budget constraints and cuts.	Most recently, clinical research, which has the potential to give way to growth to the university and non-directly involved departments as a trickle-down effect.	Student-staff member, so I have a unique perspective and have seen USF grow in major ways over the last 6 years.
Young, innovative, trusting, transparent, student oriented, school pride, and personable.	Parking has been a challenge/issue for many years. We keep hiring new employees and admitting new students but no additional parking spaces.	continuing to be innovative and advance in technologies.	
Dynamic, Innovative, Achievement Oriented, Focused, Strategic	Balancing the competing priorities of student success and research	Maintain clarity of vision and strategic goals	Search should encourage applications from candidates that reflect the diversity in our student population
Energy, dedication to academic excellence, understanding of running a large public university, ability to help fix the problems USF is currently experiencing.	The administrative structure is highly inefficient. There is too much overhead and not enough flexibility in the system to adjust to the needs of a growing university.	USF is an excellent institution for applied studies, and excel at this above and beyond other Florida institutions. Being located in the Tampa Bay area, USF has the ability to reach out to a much larger community.	We need someone who can help guide USF through growing pains and to help fix inefficient and redundant policies in administration. They should also have a focus on both students and progressive research.
Strong vision towards the future of higher education, balanced care for students, faculty AND staff. Commitment of continuing a strive for AAU status. Fairness of all campuses and not showing so much favoritism toward Health.	Funding both at the state and community level. Consolidation will bring many challenges in that campuses do not want to re-merge. Been there, done that! The legislature should not dictate to universities but rather guide them in direction.	We are a young institution; we have many areas of opportunities in different venues to look more to current trends rather than traditions.	thank you for serving, you have a tough job to do. This open communication of asking all concerned of individual thoughts is enlightening and appreciated! This university is not just run by administrators or faculty, but staff (both Staff and Administration employees) keep the pieces together.
A young person would be refreshing, integrity and a willingness to listen to students and staff would be very beneficial.	Major points would be to retain preminent status. Somehow make the cost of education more tolerable for students.	Get a football stadium built, within financial constraints.	Please do an exhaustive search and do not settle for an inferior product, as is often done at this university.
The president is the main figure head for the organization. They need to be poised, have excellent communication skills, work well with community leaders, peer institutions, the board and the legislature to build relationships. They need to be a champion for those in the trenches doing the daily work.	The impact of disruptive technology. Moving technology platforms to the cloud, enhancing IT infrastructure in classrooms, and providing 24 X 7 support are three examples. The balance between funding cyber security and technology enhancement costs while reducing student costs is difficult. There is also a need to enhance administrative systems to remain secure and productive and retain key talent.	USF is a relatively young institution and we can be more agile than many older institutions. USF has an incredible devoted team of faculty and staff which have brought the institution numerous accolades. But this has been difficult since USF has not replaced student systems and administrative financial systems which are no longer meeting the needs of the organization.	
Personable, approachable, well educated, knowledgeable regarding issues of Florida students	Cost, lack of jobs for non-traditional degrees	Strong, academically focused school, research quality	
I would like someone from a higher education background who has spent their career in higher education. So, they are better aware of the challenges faced, compared to someone from the world of politics or the for profit business world.	Shrinking funding from the State with costs increasing and Competition from other Universities	Increasing our brand recognition to be more competitive with UF and FSU. Increasing the amount of online classes to better serve individuals currently in the workforce	Please do not hire a politician like FSU did. We are better than that.
Someone who is committed to continuing the work done by Betty Castor and Ludy Genshaft to make USF an institution that serves and represents the needs of all students, particularly those underrepresented in higher education. One of the reasons I am proud to be a Bull is that the university has been led by strong women for a generation. I would love to see the search committee select a person of color and/or person representing a gender minority to continue that history.	As USF seeks to maintain its preminent status, it must strike the balance between achieving excellence and continuing to serve a diverse student body. I would like to see a leader committed to ensuring USF serves Pell-eligible, low-income, and minority students.	USF has definitely created a name for itself regionally as a hub for innovations in technology and healthcare. I think the Tampa Bay area has the potential to grow as a leader in these areas, with USF as a driving force.  That said, one of the things USF will need to succeed in this area is a more robust public transit system. I would like to see a University president who does not shy away from speaking out about policy issues like this that impact the university.	
honesty, personable with ALL levels of students, faculty and staff, ability to say what he/she means and means what he/she says, NOT get politically involved, have the best interest of students, faculty and staff when making difficult decisions. Be fair --- no exceptions to rules.	opportunities for students to take on line classes keep costs down, as they continue to rise - for classes, activities, student involvement etc. 3. keep staff salaries competitive and hold leadership accountable for their positions/duties.	presence in a popular area, that students desire to be in connection to the Tampa/Orlando area and its wonderful attractions/locations, etc. research driven institution is a definite plus multi-cultural and diverse campus	keep the process transparent and open discussion make sure to check the background and past experiences of any top candidate to be sure upfront about any "skeletons" in a closet or any past inappropriate actions/behaviors. review financial information; does the person make sound financial decisions based on good judgment.
Th diverse student, Faculty and Staff body and identifying the growing needs and demands of the ever changing work and school environment.	Job placement and working with industry to find what skill are needed for student to be successful within the work environment.	Understanding the changing environment with regards to work, school and personal life goals/balance.	Candidate that is open to changing the standard of what work and school experience mean for a future driven society. To understand that more and more companies are allowing there work force to work form home to help with city congestion and pollution issue.
The new president needs to be USF-focused taking into account all internal constituents (i.e. faculty, staff, students) as well as the community's view of USF. I believe President Genshaft has elevated the image of USF in the Tampa Bay area to one of prominence and a valued community asset. The next president needs to have the strength and fortitude to fight for USF in Tallahassee to ensure we are considered equal with UF and FSU.	I believe the three biggest challenges facing USF right now are the consolidation process, next tier accomplishments (i.e. rankings, AAU, etc.) and maintaining a strong presence to keep us equitably aligned with the other major SUS institutions.	I believe USF has become, under President Genshaft's leadership, a valued and premier community partner / institution in the Tampa Bay area; I believe this needs to continue to be leveraged.	
Strong academic background leading a public research university at a position no lower than a Provost.	Regional campus' delusions of independence and grandeur. The new president should fold them completely under USF's leadership or cut them loose as independent universities or campuses of the local state colleges. Autonomy has not served students, USF or, in fact, the campuses well at all as evidenced by data.	R&D prowess is a major strength. Service to underrepresented students is as well. USF's best opportunity for advancement is to get consolidation right or cut the other 2 campuses loose. Too much time, money, and headaches are invested in trying to grow two independent campuses that have -- if any brand impact at all -- a negative one for USF overall. No company would spend so much time and energy focused on its tiny offshoot locations at the expense of its main HQ and respected product line.	
Besides the technical qualifications, I think it is very important to bring in a President that will improve the culture here at USF. I know our primary focus is our students, of course, but I would really love to see good open collaboration and team work between departments here at USF. I believe USF would benefit from adopting a team mentality and from my experience cultural changes such as this work better from the top down.	We are constrained by our budget in so many ways. From technology to the salaries we pay- it is a constant challenge. I also believe we should expand our college credit benefit to our immediate family. We've lost good employees who have chosen to work at other universities because they extend the benefit to family but we don't.	The caliber of faculty and staff we have at USF is a definite asset. It is one of the reasons I've chosen to stay here at USF. I love the people I work with and enjoy the flexibility we have working here vs. a corporate environment.	I think overall this University would benefit from a President that is a "people person" who values our faculty, staff and students- and not just numbers. I believe this will not only set a better culture at USF but will also assist in retention of our wonderful faculty and staff.
Continued visionary leadership; commitment to diversity and inclusion; business acumen toward efficient and effective processes; statesmanship - representing USF proudly; team-building as we become One USF; scholarship and an appreciation for both arts and sciences; highly invested in student success in all forms; supportive of both the academic faculty and the student affairs-student success services and staff; someone who listens north/south and east/west within USF.	That we don't compete to keep talent; attacks on diversity; that politicians are making decisions without data; that politicians in FL appear to "block" USF's advancements.	Our workforce community; student success outcomes; career readiness advancements; world-class programs, research, and scholarship; an undeniable spirit and ambition. Opportunities would be those things that help us to level-up as we seek to retain pre-eminence, Carnegie reclassification, AAU status, and other benchmark recognition for outstanding academics and programming.	Big shoes to fill, but also a big opportunity to bring in an innovator who also knows how to maintain balance. Thanks in advance to the committee for the important work you'll be doing for USF!
Innovative; charismatic; determined; adaptable; internationally-focused but also community-driven	decentralization; lack of effective campus-wide communication; lack of centralized repository for faculty research/activity data - not only funded activities	innovative faculty; diverse student body; high standards of excellence; strong support for global activities	Our new President must have a desire to strengthen our ties within the local business community and among our institutional partners. She/he must understand the importance of strengthening our international reputation, growing our diverse student body, and pushing our status as a global research university.
Someone who is passionate about higher education and the success of not only students but faculty and staff. Someone who has proven leadership in a similar setting. Someone who can bring new ideas to USF so we can continue to grow and have a positive impact on the community while providing quality and rigorous programs to prepare our students for future success. Someone who can break the norm of USF being just "another State School in Florida".	Honestly, the USF internal systems are the biggest problem in my opinion. We need to have more user friendly systems across USF. Our internal systems should talk to each other. We are so inefficient it blows my mind. I've worked at other universities who have amazing integrated systems and are able to help students at an alarming rate because of them.	I think we have made strides with making a name for USF in our community. I think we have some pretty strong programs but also believe we have some programs that are dated and should be reevaluated. As far as opportunities, the big one I see is an investment in employees. To be frank, we need better pay. The pay vs cost of living in Florida has increased but pay levels have not. USF invests in many things but rarely do they invest in the people who make this university function.	Best of Luck!
A willingness to listen first for perspective and understanding from others. A deep and genuine interest in furthering the education and goals of our students and alumni. A willingness to partner with USF IT to improve our efficiency and effectiveness as a university for our employees, faculty, and staff. This could include an interest in predictive analytics just as well as in new technologies, such as virtual and artificial reality programs and equipment for classrooms and campus environments.	Rising cost of education for students, our ability to be transparent with them in terms of that cost, and our ability to provide solutions for that issue that positively impact students, staff, and faculty collectively.  Also, an increasing need to focus on the sociological aspects of the campus community, specifically the students. We are attentive to the metrics that inform our ability to gain and ensure the graduation of students but need more insight into behaviors, interests, & motivations.	We have a strong new direction in the marketing arena and I believe this will continue to prove very helpful in all areas for the university. We should continue strengthening our brand and broadcasting our name in alignment with the benefits of our university to the public.	Good luck in your search! I know you will find a great leader for our university, and hope the process is seamless and the results take us in towards the next great direction.
Forward, aggressive nature to continue to bring USF forward as Dr. Genshaft did.	Obtaining external research funding. Becoming a prominent research center.	large, multi-disciplinary university. Many excellent research facilities.	Please do not select a leader who will lax about continuing to move our university forward.

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Staff**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
Innovative, Business and People Smart (balance financial with human needs), Ability to expand personal leadership style to collaborative; awareness and use of Appreciative Inquiry, Senge's work on causal loop analysis when problem solving issues	Homelessness of students - many are couch hoppers and are struggling to maintain in school. Perhaps increase the use of interns, part-time work/study programs	Opportunities - STEM (this is ongoing); use of the unique settings of the campuses to match learning opportunities (i.e. Saint Petersburg and Marine/Geological Survey, etc); Early Childhood, specifically birth to five (more research showing the impact of interventions prenatal to three for children and their caregivers) - extend research and provide learning lab for early childhood. Leadership and inclusiveness are strong on campuses and having difficult conversations leading to solutions.	
Diverse, strong leader with documented leadership capabilities.	lack of focus on a growing post traditional population. Still very FTIC focused at USF. We need to be proactive in determining best methods to ensure ALL student success.	We are preeminent and cannot turn back. Support from line staff, such as Academic Advisors (better pay, better advisor to advise ratios, specialists). Advisors made the difference in the quality enhancement movement.	Advisors and others who work directly with students keep the ship running. They deserve more appreciation than what they get.
I enjoyed Judy's drive, but I would like to see that drive in combination with someone who is a little more accessible to the population. I know that Judy was extremely busy and faced harassment from students, but I would love to see someone who can be seen around campus more frequently. And even though I appreciate the push to use data and numbers to break through barriers, I would like to see someone who emphasizes support and care for all departments, not just high achieving and noteworthy.	I think USF faces several challenges. We sit in a strange spot. USF was created to serve the local community of Tampa Bay, primarily underserved and low-income students. I think USF still does a great job of supporting these students, but I don't want to see them become lost amongst the inferiority complex that seems to plague us as we try to be on a playing field with UF and FSU. I would rather see us embrace our own identity and be unique.	I love that USF is a newer institution and leaves a large space for growth and creativity. Even though I am not a fan of the slogan "Combination over tradition," I do feel as an employee that I have room to change things and be innovative with a really amazing population of students. I think we have the opportunity to be truly unique. I would like to see us focus even more on the students.	I want to see a president that can create a really solid foundation before we keep pushing forward in some other areas. We have buildings that are falling apart, some (but not the majority) terrible faculty and advisors, we don't have enough advisors, we have a very real issue with parking, and student government continues to cut money to student life. I want to see a president who can guide their employees and gain their trust and doesn't worry so much about outside appearances right now.
A distinguished individual that cares for the growth of the university, but also cares for the students and employees. I believe this person should be from a STEM background as this I believe is where USF excels in the academic setting. This person needs to be a great speaker, motivator, and face of the campus.	The biggest challenge I see for USF will be the consolidation of all 3 campuses, while maintaining the preeminent stature we just received. Another major challenge will be working with State lawmakers to allow us to request Local Fee increases. I don't believe our university can continue to grow and keep up with inflation without raising the fees needed to pay for these programs. It will also be important to keep pushing for more E&G across the board.	I think USF is in a great position to climb to the next level of a great research university. USF has grown very fast and we need to keep the foot on the pedal to reach the strategic goals of the university.	USF is a great institution and place to work. I received my MBA from USF and currently work for this university. One thing I have learned is that the personality of the CEO/President of an organization will permeate down to the lowest employee. Please think about that as you are making your decision, as this decision will affect all stakeholders associated with USF.
A proven leader. A person who has compassion for the students and the employees of USF. A person with vision to take us into the future and build on what has already been done.	A good number of those seeking higher education (masters and PhD programs) are currently employed full time and need flexible class hours. We need to be able to meet the needs of all of our future and potential students.	Past strengths have taken us to where we are today. We have the opportunity to continue on this path and build on present successes.	Hire a person who has a vision for USF and not themselves.
Visionary leadership, collaborative problem solving, ability to inspire confidence through the challenge of consolidation, creating a bold strategic plan for the future of USF, building on what President Genshaft started.	Understanding and Embracing our identity. Too much growth, too quickly, and without strong support structures to ensure long-term success in that growth. Not enough investment in the mid-level people and systems needed to sustain the growth and demands for increase and improvement. Bringing all three campuses together into one, cohesive USF.	Strengths: Many passionate, hardworking people work here, who are rooting for USF and want to be part of a great university. Increasing investments in our academic programs. Diversity of the student body and student programming, that is not just "tip service". Opportunities: A systematic review of every operational area, assessing strengths, resources needed, and opportunities for investment and streamlining. We do a lot like we're still in 1990. It's time to upgrade.	I would like to see a president with proven success leading an organization through periods of change and growth, with a strong higher education background, preferably with experience at a metropolitan state school.
Educational background - meaning has worked in higher education - student focused - forward thinking - technology driven	Archaic record keeping system and processes - USF wastes a huge amount of paper in my opinion. For such a large institution, the technology is not good in regards to student records and registration.	Affordability	
Transparency, Integrity, Innovation authentic, capable, focused	Student Loan Debt Crisis, Safety on and around campus	Research Innovation	N/A
Understanding of research including grants, clinical trials, and intellectual property.	Faculty and staff are not adequately compensated. Compared to other public universities in the state USF employees make far less. We've lost some amazing faculty and staff because of this.		
Dedication, fairness, consistency, high standards, and is an advocate for not only students but also the faculty, staff, and patients of USF Health.	Making education and services accessible to everyone. Focus on utilization of technology for access, process efficiencies, and cost-effective solutions.	Strengths are continuous growth, advancement in research, and diverse academic programs. Opportunities are to improve the USF Physician Practice structure, foundation, culture, practice, and its standing in the community.	I would love to see the future president be someone who is local and already understands the community and USF's place in it.
Honesty, accountability, cultural competence, promote fair and equitable pay rates across USF departments, desire to foster an inclusive campus culture, desire to back student-centered initiatives	Consolidation of satellite campuses, maintaining Preeminence	Continue to provide accessible education for surrounding community, acquire AAU membership.	
Commitment to education, commitment to research, supportive of staff (not just faculty)	state funding cuts and the rising cost of tuition	keep growing the research portfolio and making more classes available online	
Forward thinking, willingness to listen to frontline employees about needs and recommendations not just senior staff. Extremely aware of the student needs, especially undergraduates who are the bulk of our population. Keeping the campus climate positive and diverse.	We buy too many software platforms that make our processes more cumbersome and less efficient. Because there is less bottom-up ability to effect change, no one is asking those that work with students where the potholes in the process are.	tap the assets you already have. Instead of hiring consulting firms and buying software, ask your frontline employees about how to become more efficient. Map the student lifecycle and processes to remove redundancies and make work easier and faster and more student friendly.	Freeman Herbowski from UMBC would be a phenomenal choice. He is very student-focused and is willing to try new things and not rest on the status quo.
Importance on collaboration among campus groups and community partners as well as other peer academic institutions. Innovative approach to problem solving and the ability to think outside of the box for challenges that may be unique to the USF community.	Resources for a robust infrastructure to keep up with the demands from a student population that has moved away from the traditional delivery of courses, more rigorous compliance and monitoring of research enterprises, and the emergence of technological advances that both create efficiencies and risk such as data breaches.	Our current rankings and standings afford us an opportunity to build a strong, knowledgeable infrastructure base that will be needed to continue our current momentum.	
transparency, someone who wants to be out in the USF community and meet the staff in different areas, someone with forward thinking	affordability, access, oversaturation	keeping in line with the 4-year graduation rates we've already been working on	
For me I want a president that understands the needs of our Veteran student population. It seems like a small population of students but they bring a lot to the table for USF. The Office of Veteran Success has been ranked in the top 5 nationally for the past 5 years. Do not lose that momentum to help take this opportunity to help those that served for all our freedom.	Not wasting the time of students with extra classes that are not needed but making sure the core classes are taught by professors who care about students success. And of course parking! :)	The opportunity to continue to be the #1 military friendly school in the US. by continuing to be the leader for community engagement to help veterans with their transition from USF into corporate America. We want to have programs that other colleges strive to be, help us do that.	
Honesty, integrity, flexibility, bold vision for the future.	Escalating tuition costs	We're a young university with a lot of room to grow and improve.	I know we place a lot of emphasis on having students graduate within a specific number of years, but I think we ought not to forget that there are non-traditional students who cannot do that. We need to appeal to those students as well. I often feel that those students are forgotten in the conversation and would hope that the new president would include them.
Someone who is engaging, determined and creative. I also think someone who wants to continue building USF's tradition and foundation is important.	Access, Finance, and realistic expectations for the student population.	Forward momentum, increasing recognition as a research institution.	
Ethical, Strong Leader, Empathetic, Humility, Inclusive, Innovative, Visionary	Changing metrics. USF's ambitious goals for growth paired with the strategy, timeline and efforts to meet those goals.	Ability to take risks due to our young age and entrepreneurial spirit	I liked how President Genshaft was very involved in a variety of affairs across departments, levels and interests. I hope the new president will embody that same level of commitment and involvement.
Friendly, warm, smart, knowledgeable, kind, transparent, and visible.	Student Government's power should be limited, refocusing on a student-first mindset across the University, enhancing structures that the University runs more of a community than a business. Employee opportunities for professional development.	The community for faculty, staff, and students.	
Someone young and dynamic who will define USF by his/her own character, and someone who can think objectively without being driven by personal idiosyncrasies or pressure from isolated political factions.		Diversity is a strength, along with research, academic health and low tuition.	
Someone that is eloquent in speech. I believe those in positions of leadership must be adept in strategic business planning and financial management. Someone that is knowledgeable in Florida's robust culture.	Finding a way to upkeep our foreign national student population amongst all of the political changes. Funding to support higher education is lacking. Hard to maintain quality staffing personnel with low wages.	I think continuing on the preeminent path is a good strategic move for the university. In order to continue on this path, USF needs to focus on infrastructure, updating instrumentation, and attracting world-class scholars and prospective students.	I think moving forward with the initiative and vision to have USF be a leader in research development will be important to enhance the accomplishments already received. Coming up with a strategic plan for USF to update infrastructure and instrumentation would be paramount for institutional growth. Enhance the overall quality of instruction by permanent faculty lines, and increasing budgetary support to departments and colleges university-wide.
Trust, inclusiveness, visionary and community minded	Keeping access to the USF System on a sustainable track to keep pace with a diversified student population.	The history of USF is still being written, so it is completely upon the University to set the right course for success of the students.	Trust is the key to a successful university president. Trust from within USF and from the community. Without that key component, USF will have a harder time reaching its goals of student success.

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Staff**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
Aside from the obvious - putting the needs of our students first and possessing a genuine love of learning - I think the essential characteristic of our new president should be judicious objectivity: being a good listener, a good communicator, permitting everyone a voice, exploring/weighting all options, drawing logical conclusions and making wise decisions for the benefit of all.	Largely depending on the outcome of the election, I suspect state funding for education may be negatively impacted in the coming years. Now that we have achieved preeminence, we must maintain our high standards to continue to compete with our peers to the north. My instincts tell me Floridians at large still regard us as "Number 3".	Apart from our reputation as a cutting-edge research institution, our strength lies in the power of our diversity. At this precarious period in our history, when we are the most polarized we've been since the Civil War, we must continue to set a shining example of what it means to be diverse: appreciating and celebrating our unique identities and drawing strength from one another by virtue of our cultural differences.	I can only speak for the "bubble" I live in at USF Health, but I imagine the same is basically true throughout the campus. We are a family here. We deeply care about and look out for one another. President Genshaft fostered this environment. I hope our new president will make the same commitment.
Besides the obvious? 1) A willingness to explore teaching TRUE life lessons to students (emotional intelligence, investing for the future, parenting, UNBIASED social responsibility, etc.) and; 2) Somebody more interested in an organic workspace aesthetic (spartan setups like what Dr Genshaft made a reality are for hospitals, not a workplace).	Moving into the next generation of educational models. Standardized curriculum and traditional lectures are proven to have alarmingly low post graduation information retention. It's because we're being taught the wrong things. Most people know it and so few are brave enough to do anything about it.	USF has the power to influence educational systems all over the country. The trick is recognizing how to influence in a way that is right for our students. We can be a forerunner of a new way of being for educational systems in America.	Government subsidy of educational costs create an opportunity for mandated curriculum, which in turn limit the ability of an institution to teach it's students something they can actually use. These are now the official way of being. These educational models no longer fit the need of our population, which is not met by learning algebra but rather by learning things like emotional intelligence and accountability. We prepare our youth for failure and make them work hard for it.
A strong leader that wants to continue USF's forward and upward trajectory	Budget cuts, millennial students, and the pressure to meet the pre-eminent requirements- retention and graduation rates!!!!	Getting into Power 5 conference (ACC instead of The American), making USF be first choice for those that would normally look at FSU and UF.	Do not make this a political game. Nor spend hundreds of thousands of dollars on this search.
Global Leader, innovative thinker, Invested in research	USF has become very risk-averse. As a result, we are not where we need to be regarding our international footprint. For a University our size, we should have at least 2 to 3 international campuses.	Our international community	Please make sure that the candidates have a strong international plan
Honest, hard working, dedicated to the mission of USF, interacts with staff and students.	I feel that since USF has become a preminent institution, that the "average" students are being forced out of an opportunity for a good education at USF. It's great that the incoming freshmen have an average GPA of 4.7, but a lot of those exceptionally smart students test well but lack the personal skills to deal with people which is so important in many fields and are not the best candidates in the workforce.	Focus more on well rounded students rather than top test scoring students. This is a great University and I hope the new president has a vision to continue our upward track to becoming one of the best universities in the nation! Just don't forget the little guys who made this university what it is today.	
Kind, humble, charitable, focused, creative, competent, strategic	Keeping degrees relevant/future-proof in an era of Internet and globalization, artificial intelligence development, and monetization of data	Opportunities would include more integration with students in the economic development of the Tampa Bay area, actively placing student teams with current development initiatives with municipal, county, and state projects as well as commercial projects like Water Street	I would encourage you to find a candidate that values the liberty of the student and faculty base to speak and associate freely and who will defend that liberty regardless of political climate.
I'm looking for someone who is innovative, but who also respects tradition. Someone who is a fantastic manager: approachable, offers good ideas, looks at all sides. Someone who wants the betterment of the university, not just while they are president, but for the future of USF.	Student challenges: high tuition costs; additional stress from outside forces (parents/children/financial) Employee challenges: lack of supervisory support; limited growth opportunities in current positions; 2% raises (only for admin, not staff), faculty raises/bonuses- not for admin./staff	Tampa is a great place. The football team is doing well. Statistics for our incoming classes are rising. We need to remember that good grades don't always mean well-rounded individuals. Many students who are graduating from undergrad are not prepared for the 'adult world'. We need to help prepare students for the job force/rejection/financial planning etc.	
Engaging, charismatic, highly intelligent and equally comfortable in the boardroom, lecture hall, and among faculty, staff, students, and community members.	THE MAJOR CHALLENGE facing USF today, is it's out of control organizational structure. The legislature has noticed this and has rightly required USF to consolidate it's accreditations. This needs to be followed by streamlining and reducing bureaucracy. USF is bloated and will not be nimble enough to deal with changing times. The new President must find a way to eliminate all the fiefdoms and get everyone on the same page.	USF's sheer size and breadth of operations/disciplines are advantages; however, the Titanic was thought to be unsinkable. Expert leadership and vigilance will allow USF to succeed. The search committee has the opportunity and responsibility to "get it right" with the selection of the next President.	Thank you for seeking input from the masses!
Qualities, hard working, motivator, trend-setter, vision-driven. Characteristics, tenacious, analytical, open and embracing. Criteria, student, faculty and "staff" success driven, taking USF to the next level of excellence, creating a curriculum that is employment driven. It is not getting students out, it is where they are placed when they graduate. Being the world leader is value-added, innovative, patented education. Be a path creator and leader.	Adhering to political status quo. Marketing other than the obvious. Providing clear statistical data of curriculum output and adaptation.	Diversity, inclusion and Intellectual eclectic culture. Open forum campus. Location. Improving on quality education. A good blend of a commuter and a traditional campus.	Although the president serves at one of the highest levels of administration, they must be one of the people. In other words, leads by example, see the hidden hues of the picture, and is willing to wade in the mud. One who can step outside the box, but still color within the lines.
The new president should have broad leadership experience and a proven record of bringing people together. A reputation of having integrity and honesty. Business experience: managing people and budgets. Community perspective and a willingness to help our underserved and minority populations through education. A passion to fight ignorance, bigotry, poverty, hunger, and our health care problems. Effective Communication.	We need to put our students and our community first. We need to increase diversity across this campus and find a way to help struggling students finish school with as little debt as possible.	USF's strength is that we are the top employer of the Tampa bay area. We have a large health care presence and can make a major impact on this community	
Student-Centered, Transparency, Open-Door, Seeking opinions of leadership/staff even if differing opinions... use those to make decisions in areas that those leaders are the "experts"	Very young institution, while housing one of nation's largest student populations. We need to refine our policies and procedures university-wide to make more seamless experiences for our students to more easily navigate.	Very young, which makes us poised to jump lightyears ahead of what many universities have taken decades to build. To do that, we need to be unified and develop stronger processes and policies to help our students and staff be more efficient and effective in their roles and paths.	
enthusiasm, drive and honesty	continuing to attract the best students and faculty and keeping it affordable so our graduates don't leave with loads of debt	building a public university that truly is the "hometown university" for Tampa Bay and beyond. We have so much to offer our community constituents but I don't always feel that is well communicated outside of the university.	
The new USF president should be a highly qualified and respected person with many years of experience in academic administration. they should be a proponent of diversity, technology, and research.	Support for first-generation college students. Having an environment that supports a diverse population of students, staff, and faculty. Diversity in race, gender, national origin, religion, socioeconomic, and political persuasion. The diversity of ideas is welcomed and celebrated.		
Integrity, impartiality, Honesty The ability to separate the duties as USF System president from those as USF campus president. This conflict of interests has created problems for satellite campuses for many years. Focus on teaching, not research and service. If the latter two are directly related to, or positively affecting the former - good. Otherwise, clearly prioritize teaching (and the quality thereof) when it comes to staffing. Maintain the integrity and distinct identity of each campus	Narrow-minded STEM focus - instead, we need to position USF as a haven for humanistic, holistic education of well-rounded, responsible earth-citizens. Legislature drives numbers and metrics; and USF buys into it with strife for preeminence. We are going down a dangerous path. Crippling financial dependencies overruling student interests and academic freedom, while staff workloads become unbearable are only the beginning... Climate change, and rising water-levels at waterfront property	The Tampa Bay area is uniquely positioned for marine and environmental science, as well as the arts. If we could now find a way to embrace ALL of our local communities and open ourselves up to servicing student populations with challenges as they explore college education, our future would be bright in terms of enrollment numbers (not entry-level test scores, and 4-year graduation rates); and a true community service relation could be established.	Ultimately, two positions should be created: a) USF system president; b) USF Tampa Regional Chancellor. The former's office and administrative cabinet should not be located in Tampa, but on one of the smaller campuses. Experience with system campuses might be a plus. Consolidation is bringing about many fears and discomforts throughout USF. Sensitive leadership and transition management will be needed.
Competent, forward thinking, open-minded, full of USF pride (one thing President Genshaft certainly never lacked!)	Identity. As a relatively young school, I think we have struggled to make an identifiable name for ourselves - and consistently changing branding attributes to this issue. Pride! As staff and a two-time alumnus of USF, I struggle with the lack of pride in not only the campus community, but the local community as well. Going into local stores and seeing gear from other SJS institutions, but no USF gear is incredibly disheartening.	Academically, the future is bright for USF. We also have the opportunity to be a Tampa namesake - which is something we should certainly capitalize on.	
Honest, academic background, woman and/or minority, budget conscious, considerate of staff, doesn't try to schedule the university as open on 12/24, good listener, willing to go up against politicians	Funding, conflicting priorities (e.g. wanting to build a new stadium while some academic buildings lack space and need major repair), difficult politicians	Diversity, room to grow,	I hope some money can be saved on a new salary and that money can be redistributed. I hope the new president is forward thinking, empathetic, and fair.
Someone who is honest, truthful, upfront, and open to the many faculty and staff that is employed for the University. Let a group of employees at all levels be part of some decision making throughout the University.	Not keeping up with technology in the workforce. We train students to be able to use computer systems and think of new ways to perform a job or task, when our Employees are having to use inadequate software that cause inefficiencies. With some investment in new software throughout the university, everyone can be on the same page and work more effectively.	Keeping the pre-eminent status for the University. Build a stadium complex for athletics to use as their own and not having to share with other sports teams. Sadly, most people know of colleges for their sports programs and not their academic reputation.	

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Staff**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
<ul style="list-style-type: none"> <li>- established pattern of integrity and follow-through</li> <li>- person who can fundraise which requires a person to be animated and charming</li> <li>- balance between being an academic, researcher, and business person</li> <li>- committed to diversity AND inclusion</li> <li>- someone who can negotiate with politicians</li> <li>- demonstrates that she/he/they value staff as well as faculty</li> </ul>	<p>Resources. We are a state institution in which most of our elected politicians graduated for other state institutions (UF or FSU) and make laws that benefit their alma maters, particularly as it relates to performance-based funding. In addition, USF does not possess the history and longevity of those institutions. The new president will have to come in, collaborate with the board of governors in considering (and potentially reconsidering) the mission and promote and grow the USF brand.</p>	<p>Strengths</p> <ul style="list-style-type: none"> <li>- USF Health</li> <li>- MUM College of Business</li> <li>- Benefits for employees (opportunities for continuing education, 16 weeks paid maternity leave for faculty)</li> <li>- Patents and research</li> <li>- continuing to hire the right people</li> </ul>	<p>The chief diversity officer of USF has been in place a short time. Might it offer that the university look to individuals who have more established track records regarding intentional inclusion (i.e. Stacy Phippen - director of OMA, chairs from the presidential advisory committees - COBA, CISOGI, etc.)</p>
<p>Hears the student voice</p> <p>Understands and supports student issues and the impact they have on shaping the future for the areas of concern</p> <p>Shows concern for staff equity and equality-beyond the faculty</p>	<p>Staff value</p> <p>Support for students of varying race, gender and sexual identity</p> <p>Affinity to the institution</p>		<p>Moral is a concern across the campus. Providing opportunities for mobility and professional growth is needed.</p>
<p>Dynamic leader with a capacity to survey the internal and external landscapes, engage academic leadership (Deans, Department Chairs) to develop a strategic path forward that unites the entire USF community. Our next President should also be able to engage our local community, municipal, county and state representatives and be a strong advocate for USF in Tallahassee and higher education in Florida.</p>	<p>The FL Legislative mandate for consolidation is out ahead of our Presidential search. USF will attract a much better pool of candidates if the new leader has an opportunity to shape the plans for consolidation - rather than implement a potentially contentious plan developed by interim leaders (no REAL leader would be attracted to that job?).</p>	<p>USF as an organization has demonstrated an incredible capacity to adapt in a relatively short period of time. I believe that is a real strength and unique in the higher education sector. We must also be careful to not over play our strength and ensure our performance can be sustained over the long term. It is entirely possible to over play a strength to the point it actually becomes a weakness. USF is at a real crossroads at this moment in time.</p>	
<p>Ability to have a strong comprehensive vision for the institution that is reflective of community engaged, student-centered mission.</p>	<p>Ability to be competitive in research funding. Increasing costs impacting student access.</p>	<p>Diverse programs with extended regional accessibility to serve large area of Florida.</p>	
<p>The new president should have a clear sense of the mission, vision and values of USF and be able to convey those ideas both on campus and off.</p>	<p>Consolidation will be the first challenge, and it must strengthen all 3 campuses and all 3 communities. Student success should remain USF overarching priority.</p>	<p>Tampa is an up and coming city. USF reflects the diversity and vitality of the community. USF's emphasis on experiential learning ties the research and global missions of the university to student success - that is a rare and valuable combo that differentiates a USF education.</p>	<p>Find someone who can energize the alumni and continue to grow research with stronger linkages to national labs and corporations. But choose someone who will put students first and foremost - that's the most important mission for the region's future.</p>
<p>Forward-thinking, leadership, community-oriented, energetic, kind, thoughtful, data-oriented, compassionate, loyal</p>	<p>Brand identity;</p> <p>Consolidation of campuses- creating one like-minded culture across all;</p> <p>Strong political energy</p> <p>Fluctuating funding</p>	<p>Energy and drive;</p> <p>Commitment to student success, access and a tremendous research enterprise;</p> <p>Loyal employees;</p> <p>Strength of faculty and academic programs;</p> <p>Consolidation of campuses</p>	
<p>Approachable, School Spirit, Devoted, Desire to know the people you serve at all levels, Able to be firm and yet compassionate, Able to interact with the community in a positive way, A cheerleader for USF and will grow the USF Family as a whole, Everyone is looked at and heard.</p>	<p>Keeping compassionate, Devoted USF employees. Our appreciation for the ones that are giving their all to the University needs to improve.</p>	<p>Research, Diversity (the capability to try something different), Not a cookie cutter school. USF is it owns</p>	<p>Include prayer in each step of the process and if there is a red flag do not ignore it. Ask President Genshaft for input. She has been leading us for 19 years. She was all in and that is the kind of leadership we need. Someone who is in it for the long haul. Being President of USF is more than a job, it is an opportunity to make a positive/ good difference. You are building a legacy.</p>
<p>I believe a person with Fortune 500-level leadership experience would be beneficial. I'm certain a quality from the business world hire would be financially difficult, however, most challenges that set organizations apart come with a significant set of challenges.</p>	<p>1. Cost in relationship to job prospects</p> <p>2. Expanded degree options from community colleges</p> <p>3. Many of America's issues (race relations, political divide) are multiplied on college campuses.</p>	<p>1. Location</p> <p>2. Momentum</p> <p>3. Powerful and growing alumni base</p>	<p>Don't settle and use every asset available.</p>
<p>Dynamic, charismatic, focused, decisive, strategic, goal oriented, and, principally, an academic.</p>	<p>Continued student success, fiscal constraints, regulations, state funding.</p>	<p>Leadership at the top, passion, tone at the top, strategic management, goal orientation, achievement orientation and personal engagement with the students. We like to win on all fronts!</p> <p>Key opportunity: AAU membership!</p>	<p>Select an academic that lead a major research university with documented achievement in the areas of fundraising, research and student success.</p>
<p>Honesty, integrity, valuing employees and students who are committed to USF, good educational background, and interested in keeping inclusion in mine for our student population.</p>	<p>We are losing international students and it is already having significant impact on many departments. What is being done to account for this loss? Another major challenge is many staff are underpaid and have the education and knowledge, but some departments pay very little and it's challenging to make ends meet. While people appreciate the wonderful benefits we have, benefits to do pay for our housing, gas, meals, bill, and student loan debt.</p>	<p>To remain an inclusive institution, to look forward to the future of higher education, and the value they place on certain staff and faculty making them feel important.</p>	
<p>The new president will need to be innovative in thinking in order to bring USF to the next level. The bar has been set high and not only will we need to maintain our status, we'll need to keep pushing. The incoming president must have a proven record of moving an organization to the next level.</p>	<p>One of the biggest challenges lies in the state system and the emphasis on performance based metrics. While the metrics are good indicators, it is challenging to provide students from all backgrounds a solid education when the emphasis and money is dependent upon specific numbers.</p>	<p>USF strengths - young but mighty. Strong alumni who are invested in USF's success. Opportunities for USF - be an innovator in research and truly focus on diversity at every level.</p>	<p>Please involve the USFSP community in the search as much as possible!</p>
<p>Passion, energy, team player but also decision-maker, background both in academia as well as business.</p>	<p>Competition and the need to reinvent the ways students get their education - transition from traditional to more practical and flexible approach - students want to get their education at their pace, on their terms, etc.</p>	<p>Our leadership - tone from the top.</p>	<p>President Genshaft has always been very visible and accessible to our students. I believe that is a great value and is not lost on our bright students. We need someone who is willing to be present at many student and staff functions.</p>
<p>I think it will be important for the new president to have experience consolidating campuses, departments and colleges if possible. Given our mandate, this seems to be critical.</p>	<p>Being able to clearly articulate the benefit of a higher education degree from a full-service major institution vs junior institutions or other educational options. Being able to fund higher education properly without undue pressure on the students.</p>		
<p>Very sensitive to diversity</p>	<p>The lack of diversity</p>		
<p>A president should have high personal values, ethics, flexibility, compassion, integrity, and empathy. He/she should value the employees, believe that the employees and their contributions are the engine of the university, support diversity, and be in tune with the university community. It is important to have effective leadership and communication skills, academic credentials, experience, ability to develop a solid strategic plan, and experience working/dealing with the state government.</p>	<p>The increase in tuition costs vs the value of a college degree. Also, trying to reach new goals without providing enough support to faculty and other staff to facilitate their participation to move the university to new levels. In addition, giving students too much power to decide the future of the faculty through the evaluations. The funding support from the government is really a challenge. It is important to find new ways to go around this and get what we need.</p>	<p>USF has been improving their outcomes and moving to a different level. Employees need to know more about how their work is related to these changes, how they can contribute to the university growth, and the value of those contributions. We need more information, more teamwork, more administrative support, and feel that the work is valued. That will help to continue improving the university and what the university offers and show what the university community is capable of doing.</p>	<p>I believe it is important for USF employees to have a sense of fairness, have access to resources, and feel that their opinions and contributions are valued and acknowledged. The progress of the university depends largely on how people feel about their workplace, the opportunities available, and hope for a better future.</p>
<p>transparency, equal treatment for all 3 campuses, and 2 separate positions: Chancellor of USF Tampa and a USF System President</p>	<p>brand recognition outside of Florida, focus on preeminence taking us away from meeting the needs of our communities, access</p>	<p>An opportunity is definitely consolidation and the treatment of the 3 institutions. A strength used to be that USFSP and USF Sarasota-Manatee can offer different higher education opportunities for different kinds of students. However, the long standing efforts from Tampa to make them into something they are not closes the door for those students and limits our recruiting pool.</p>	<p>USFSP and USF Sarasota-Manatee can offer different higher education opportunities for different kinds of students. Trying to make them into something they are not closes the door for those students and limits our recruiting pool.</p>
<p>Charismatic, active and inclusive with staff and student populations</p>	<p>Being competitive with other area employers to obtain top talent for staff and faculty. Keeping the campus up to date technologically and socially, developing new ways to help students have a well rounded, safe and fun life on campus or off. Have off campus shuttles that take groups of students living on campus to various Tampa Bay locations like outlet malls, St Pete beaches, downtown St Pete, Orlando, or Tampa, Concert venues, etc. at a low cost (i.e. like Super Shuttles at military bases).</p>	<p>Metropolitan location, Preeminence, great Research programs</p>	<p>Now that we have preeminence, we should work toward making USF as popular as UF and FSU. We have the advantage of having a LOT of culture, beaches and events year round the others don't, that should attract students to want to live in the Tampa Bay area.</p>
<p>Previous experience as a leader within a multi-campus system.</p>	<p>Consolidation</p>	<p>Strengths: Research profile</p> <p>Opportunities: To re-evaluate and revise the current USF System structure that calls for all "system" officials and initiatives to be physically located at USF Tampa.</p>	<p>The regional institutions have been plagued by frequent and disruptive turnover in key administrative positions for years. This is a direct result of the USF System structure that favors USF Tampa over the regional/branch campuses. Unless we have a new model for System president, the turnover will continue and any momentum and initiatives will be lost once again.</p>
<p>Passionate about serving as the "face" of USF well beyond campus boundaries. Like President Genshaft, we need someone who is highly engaged with the chamber, economic development orgs. We need someone who understands how to work with state/nat'l politicians. We need someone who can continue championing USF among other HEIs as well as champion research AND teaching. Sadly, we also need someone who better understands marketing (will kill the new logo and listen to alumni, students who loathe it).</p>	<p>Sadly, almost all go back to \$\$ . In my opinion, the top issues are:</p> <p>Funding for things beyond athletics and dorms (aging buildings, need for more Physical Plant employees with better pay, need for more counselors)</p> <p>Hiring faculty - replacing those aging out is, contrary to tradition, costing more. Quite a few faculty are retiring and replacing them with researchers is expensive. Need to ensure that the researchers are also good TEACHERS. These are not mutually exclusive.</p> <p>Competition/Market</p>	<p>USF has become a powerhouse in Tampa Bay. But there is much more to do. Its reputation locally is fairly good but its reputation beyond Florida is nonexistent. The opportunity is there for an excellent marketing campaign (current mktg team awful)</p> <p>USF's alumni are finally getting to the point where more have the financial means to give back - if they are only asked in a way that is beyond "give us money." There is capacity but there needs to be more concerted effort to engage alumni regularly.</p>	<p>This is a very big job. We need someone with significant experience in higher education who understands nuances, complexities: faculty unions, community engagement, marketing, student recruitment, faculty-staff relations, student focus. There is so much to this job. We are grateful that you are giving this the attention it deserves [and that you actually asked for employee insight beyond the deans]. President Genshaft stepped into big shoes but the ones she are leaving behind are even bigger.</p>

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Staff**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
I am looking for a new president who will be versed in the changing landscape of higher education, while understanding the balance needed to manage the political environment of the state of Florida. In addition, I would like the president who values the curricular and co-curricular aspects of the University of South Florida. Additional qualities: warm and welcoming, strong academic profile in research and educational.	Major challenges include: connection of major to career readiness employment; cost of a degree. One of the major challenges for our students is having the flexibility to work a part-time/full-time job and still progress in their degree attainment in a timely manner.	Opportunity - the consolidation of 3 campuses into one should create an opportunity to be a robust experience in the bay area.	My hope is the campus community will be invited in to meet and interview the final candidates.
We need someone who is strategic but still understanding of the human element - we need someone who cares as much about the internal operations of the campus and institution (and the employees) as much as they care about reaching metrics for more money. We need someone who has a goal in mind and is clear about when it will be reached - not just endless goal seeking.	We lack identity. It seems like the answer to "who are we" is just about being better than the other state universities. Can we just find our own identity and finally be happy with who we are?	We now have incredibly focused and talented students and staff. However, always chasing the new shiny ball is leaving everyone dizzy.	Please find someone who cares about people first.
Student Centered. Focused on supporting the educational goals not just preeminence. Looking at the full pictures not just the financial. Ability to strike that difficult balance.	Financial struggles for the institutions and students.		
Commitment to student success; embrace the USF ethos of excellence; have a vision for the future	Funding for special projects such as Morsani College of Medicine and Football Complex	USF is poised to surpass its current achievements - visibility through research and development; excellence in academics and athletics - a new energetic visual representation	Students are the beating heart of USF; a new leader must understand there is no university without students to learn, achieve and go forward to share their education with the world
Someone who can build upon Dr. Genshaft's incredible legacy, and who understands the need to align our people (HR), processes (finance, operations) and tools (IT) for success. This includes a recognition of the critical importance of changing our campus culture to support the delivery of an excellent customer journey for our students, and an understanding that our brand reputation is based on how our customers feel when they engage with USF.	We need to be realistic about what the market demands - both what students and their families are expecting us to deliver, and what employers need. This includes helping students develop strong critical thinking skills; prepare for a global economy; recognize the need for lifelong learning; and develop resiliency in the face of rapid change.	Strengths would be empathetic, competent, hardworking employees. Opportunities include modernizing the technology infrastructure; hiring fewer, higher skilled, higher paid employees to help USF modernize its tools and processes; helping all employees understand that removing friction from the customer journey is everyone's job.	I wish you the best of luck in this search. USF is filled with talented people who are passionate about what we do, and we look forward to the next chapter.
Someone who believes in plentiful parking	Parking	Strengths: academics Opportunities: parking, and dumb new logo	Please, please, please build more parking garages.
President Genshaft has been an incredible cheerleader and public relations machine for USF. She was weaker in areas related to faculty governance, research leadership. Perhaps she simply has a weak provost. We need someone who will continue to do all that she did for USF and it's national and international image (well, everything except the new logo, which is just plain awful, in my opinion)... as well as develop stronger relationships with faculty that are beyond surface-level cheerleading.	USF does not have a good marketing team at the top levels. Many of its challenges could be fixed by addressing this issue. Other units are going AROUND the top marketing team because it is just that bad (example: Innovative dedication is spearheading bits and pieces of big mktg campaigns). Until USF can fix this aspect, it's reputational challenges will continue. Funding, student safety, and an aging infrastructure are also big challenges. And we can forget the legislature!	Research emphasis is clear but teaching has suffered in some areas. Location and community engagement is big strength but conveying that message through effective marketing is a challenge. Funding and donor relations... always a challenge. USF has tremendous alumni base but does not do a great job of communicating with them other than when asking for money. Need to tell more stories about successful alumni but that means you have to KNOW them. Faculty hiring is going to be challenge.	
A leader by example, relates well to all people, visionary	Costs of education and attracting the good students while not alienating students from opportunities of going to college	Strengths are location, being innovative and growing as a research institution, and the development of the downtown medical school	I believe we need a president that will focus on the things that are windows for this university that will help raise its profile and continue to grow and be innovative. I believe those 3 things are research, medical school and athletics. Doing well in those things will have a trickle down effect on all the departments of academics and scholarly activity. I believe the qualifications of someone like Dr. Renu Khator would be ideal and someone who is familiar with USF
Significant leadership experience in research focused higher education environment. Ability to engage students, alumni, donors and community members. Ability to unify an educational system. Experience with a system as opposed to a single campus is a plus.	Identifying and securing funding in an uncertain political climate. Continued achievement of preeminent status. Attracting high quality students and faculty. Meeting needs of international students.	High quality students and faculty. Positive relationships within the community. Leverage alumni to support the institution b	
Someone who has an ACADEMIC and business background, and has experience working with government. Someone who is supportive of the staff that works to keep things running smoothly at the University. Someone who has a vision to keep the university moving forward but looking out for students, staff and faculty - making USF a better place for all while striving to move the university up in ranks and other aspects. Someone who listens to all sides before making decisions.	Keeping excellent Faculty and Staff to provide a great place for students to better themselves and complete their goals. Funding all around - from salaries for staff and faculty to needing funding to build for more classrooms, meeting spaces, and staff areas and parking. Keeping USF a well rounded university to keep us in the fore front that will keep students wanting to attend here.		The new president needs to have an ACADEMIC and business background, and have experience working with government. Interested in making sure Staff and Faculty are compensated correctly for their work. Someone who has a mission to keep USF moving in the right direction and willing to work for it.
A president who considers the needs of the faculty, staff and students. Someone who see the value in providing realistic work loads and compensation for employees as well as the importance of the student experience.	Adjunct crisis, student mental health, chronic understaffing in departments such as advising	The diversity of USF!	
USF's next president should be a team player - someone who is focused on students, and wants to foster USF's relationship with Tampa Bay. To be able to foster relationships locally, nationally, and internationally, the president should be a "people person" who understands the importance of building community.		As the city of Tampa and the surrounding community grows, USF should strive to continue to be an integral part of that growth. National and international rankings matter, but we first must be a positive influence locally.	As a large, bureaucratic institution, USF needs to invest in resources (both technological and human) that are able to be dynamic and responsive to the rapidly changing needs of the community. Each individual department and unit at USF impacts others, and it is imperative that systems are put in place that allow faculty, staff, administration, and students to work together seamlessly. Ideally, our new president will implement system wide changes to reduce confusion and create efficiencies.
The new president needs to understand and prioritize diversity, not just when it comes to the numbers but ensuring our diverse student and faculty populations are receiving the same quality of education and experiences. The president needs to be high energy and charismatic to lead such a large university and be the face of USF. S/he also needs to know how to balance the requests/needs of various campus stakeholders and be able to mediate a solution that is satisfactory to all parties.	USF has a large population of international students and today's political climate is increasingly antagonistic to non-citizens and the idea of diversity. We need to continue to support our diverse student/faculty population and be an example to the country for the benefits of internationalization and globalization.	Our international student population is a huge asset. These students add diverse viewpoints, intercultural exchange, and build bridges throughout the world with USF and the US. We need to capitalize more on the opportunity to send domestic students abroad to reciprocate this type of exchange and so they can experience globalization firsthand.	Thank you for your efforts in this search!
Strong academic background that will have authority and respect from faculty. Excellent communication abilities, commitment to students. Commitment to global education and outreach. Ambition. Drive. Tenacity.	reduced or stagnant State and Federal funding. Political interference in universities. For USF, consolidation is going to be a challenge for us. It will create some new opportunities, but it will be painful getting there.	USF is an amazing place that does so much with so little. We derive strength from the diversity of our students and our connections to the world around us.	While the President of the University is a State employee, politics should be absent from the selection of a President who, we hope, will build upon the incredible foundation that USF has for years to come.
It is important that the new president have direct experience in higher education. There have been several examples at other universities where business or political leaders were brought in as presidents, and they were unprepared for the unique challenges that higher education presents.	Balancing the desire to maintain increased funding from the state via meeting "the metrics" with doing what is actually in the best interest of our students as future members of our society.	USF's growth and achievements over the last ten or so years has been phenomenal. Going forward, it will be key to maintain and improve, while also establishing traditions on campus. Many students, staff, and faculty have noted that this university does not have a following of the brand or loyalty like many other institutions do (like UF, UCF, etc.).	
Visionary, Collaborative, Integrity, Open-minded, Scholarly, Savvy (political and business), Polished, Highest Standards	1) Overcoming the lack of representation in the state legislature and leadership. 2) Changing funding requirements, particularly for aging facilities and infrastructure. 3) Breaking down silos and adjusting to changes in pedagogy and workplace development.	We have great people that want to do great things that are often constrained by leadership that is slowly reactive as opposed to proactive and responsive.	
I would like our new president to have a solid track record of leadership experience and a portfolio of interdisciplinary projects and initiatives. I think they will be critical as we try to find ways to consolidate and collaborate across the different campuses within the USF system.	Critical challenge- system-wide consolidation Other important areas to address- Lack of cohesion across departments/system, minimal technical infrastructure, poor support for University staff (no maternity leave), limited resources for online/hybrid course improvement	I think system-wide consolidation is an incredible opportunity, but it requires an administration knowledgeable in mergers and building teams. There is incredible research being conducted on this campus, but it doesn't necessarily translate to the students. How can we bridge that gap?	I think most faculty and staff on campus are very, very nervous about system-wide consolidation. The new president will be critical for creating collaboration and building trust. This is an opportunity, but it could easily become toxic and create more division.
Someone who has been an university president or a provost with proven records. Additionally, a great fundraiser and someone who cares for student success and not only research. USF did not get to where we are today by only securing research funds and research faculty. We need to value student learning and student success. Someone who is not coming from only business experiences. Someone who is willing to grow the university so it is recognized and known nationwide.	Welcoming students from all backgrounds, nationalities, and ethnicity. It is important to strengthen our support for LGBTQ+ students, international students, Latino students, students of color, and women. Additionally, students are still graduating with huge amounts of student loans, and I believe we can do something to reduce the cost of education/price that students pay for.	Strengths: new Era; New marketing; revitalized school pride; strong football team Opportunities: build a stadium on campus, reduce cost of education, focus even more on diversity and inclusion matters of all; equitable and better wages for all employees. We are losing a lot of amazing professionals because other schools are paying more than USF (including UF and FSU).	I was in a search committee for a chancellor for a higher education system in the Midwest and our biggest challenge was hiring someone who was not a college president or supervised higher ed leaders. My recommendation is that USF does not make the same mistake by hiring someone who has not been an administrator in higher education or a faculty member.

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Staff**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
big picture, mission driven, available to students, alum, staff, and community, experience at a large state university system, detail oriented, sees future higher education trends, creative to solve campus issues (parking as an example), knows the university and programs i.e. research programs, community engagement projects, etc. Non-academic units and programs support student and community success-support these other projects just like you support credit hour generating funds	student loan debt, finishing degrees (difficult for students who are also working to pay bills), non-traditional students, online learning vs. classroom experiences, short history and smaller alum base for endowments and scholarships	community collaboratives/partnerships, campus that works together from all areas to support student success, corporate support and downtown Tampa (and St. Pete) growth	as a staff person I would love to see the future president engage with projects and departments. visit each college regularly, host meetings with Deans and admin in their buildings on campus; coffee meet and greets in each college monthly,
A leader that can effectively coordinate conflicting priorities. Having a focus on community education.	Keeping costs under control. Ensuring that the focus of the university stays on education.	Opportunities--to broaden the involvement in the greater Tampa Bay area. Expansion of on-line/hybrid programing for continuing education.	
Progressive, innovative, tenacious, reliable, passionate, knowledgeable about and experienced in advancing a research university in rankings and perception.	Name recognition, we are currently structured so that every project or collaboration is about who pays for it which is limiting, making the public understand what percent of operating budget comes from state support vs tuition vs research expenditure vs private support.	Passionate faculty and staff, young university eager to prove itself on the national stage, world class educational opportunities available to everyone.	
*Ability to navigate political waters, network, become integral part of Tampa Bay "movers and shakers" (or come from that group). *Understanding of faculty needs/goals/motivations/structure; ability to motivate/encourage/lead researchers AND teachers. *Desire and willingness to interact with "little people" (staff) who work hard and make things happen for significantly less pay than faculty. *Earnest desire to help students. Ability to shape reputation. Willingness to restructure administration	Funding is always going to be a challenge. Recruitment of students. Replacing retiring faculty. Resources for technology. Consolidation. Reputation/marketing/public relations. Student safety.	Students: their stories, their successes. Faculty: some are very, very good at what they do. The changing of the guard with some of the retirements is a mixed bag (some good ones are going but so are some who really needed to go years ago). Location Downtown opportunities TV opportunities that athletics brings Consolidation brings opportunities but it will be very difficult. Need a president who can LEAD it instead of just "being here" as the worker bees make it happen.	USF's marketing is a mess - and this impacts everything from reputation (legislators, prospective students, donors). Efforts across the campus are inconsistent. Some areas (business, health, athletics) have good people/resources. Others get no attention whatsoever and have equally compelling stories (social work, criminology, architecture). The provost skirts UCM by tacking Innovative Education w/ special projects. UCM has created a mess w/ the logo. Our competition is gaining as result.
Forward thinking person who still values the knowledge gained through past experience. I think it is important they can help bring us forward as a university without forgetting USF's roots as a commuter, community school which has provided educational opportunities for many who haven't always had access to premiere universities.	funding (state and grants), an aging infrastructure (physical and technical), entrenched practices that are not the best for the student, lack of systems thinking as represented by the political silos many are unwilling to dismantle, speed of innovation and our inability to keep up across a university this large and diverse, funding tied to achievement that may leave minorities behind, possibly unstable metrics for maintaining preeminence, consolidation and it's effect on preeminence	USF has a diverse student population with equivalent graduation rates, new technology to streamline some processes and provide more information are beginning to take shape, increasing research funding, a staff that is willing to stick around and work hard. Opportunities to lead others in our treatment of adjunct faculty, expand our medical school, utilize technology and expertise in process improvements across traditional silos.	We need someone who will respect USF for our achievements, spend time assessing who we are, then make wise decisions on how we need to change for improvement. Not someone who wants to come in and make us like whatever university they led before.
Integrity. Leadership Relationship builder	Consolidation Preeminence Mental Health	History of improvement and growth Opportunities through consolidation to make all of the campuses stronger and more effective	We need a leader that can bring the campuses together in a positive win-win-win We need a leader that's integrity is proven, they must be trusted We need a leader that will communicate and be transparent
Very outgoing and friendly demeanor. Should be able to speak more than one language. Should have an open door policy. Should consider and act on input from students, staff and USF community.	Providing programs that meet the demand of the outside world in as far as professional careers.	We are growing in the "research" world and we need to continue working on growing even more in order to become #1.	We need someone that will fight for the students and staff. Keep tuition low as much as possible and keep good staff on board by recognizing their strengths and commitment to the university and increasing salary to meet the high cost of living in Florida. This is a university that has a diverse student population, however, it doesn't show in the hiring of staff and faculty.
Transparency, fairness, and a strong business acumen.	Change without vision, and vision without change.	Strengths: Hiring some of the best talent in higher education. Opportunities: Give that talent the positions of power they need so they can effectively and efficiently push USF forward.	Thank you for your hard work on this project!
Honesty, Transparency and Open mindedness.	Infrastructure. The main Tampa campus has a lot of older building that are in need of renovation or renewal. Funding to do these has come at the cost of newer building not on the main campus lately, or so it seems.	The Marine Science program and some others like that seem to have an abundance of opportunity. Also, I would love to see USF become a leader in alternative energy sources for Florida.	USF doesn't need a cheerleader. We need more of a mentoring type leader.
Experience in health, leader experience in academics, a published researcher, a National Academy member, AAU leadership experience.	National prominence for the sake of our research and health programs, not just football.	USF has the opportunity to become the most important research university in Florida, if not the southern United States. We need to harness and leverage our dominance in Health, primarily medicine and medical research.	Dr. Genshaft has done a fantastic job of leading USF from a commuter school to a high impact research institution. The next president needs to lead us into the AAU, and should therefore be someone who has led a college at the AAU.
High degree of integrity and respect for others; Demonstrated courtesy and professionalism; Enthusiasm; Recognition of the strengths of others; Appreciation of the importance of Health Sciences; Demonstrated AAU leadership; National reputation	Continuing to advance AAU membership and national reputation	Current momentum and progress; support and enthusiasm across the Tampa Bay community; USF Health evolving status and strengths, particularly downtown; Growing recognition of current leadership	Please ensure the selected candidate has the highest order of integrity, above all.
A respect for research and fact-based decision making and the truth is the paramount value. A person who values the whole university community. An understanding that we are here first to help young adults become productive, aware and well-prepared citizens, and then to further the well-being of all people through relevant research. The cynical acceptance of lying and manipulating people has taken root as acceptable business practice on the national scene. Long-term, this is a destructive trend.	Higher education in general is being denigrated as without value. This false message of course impacts USF. Run-away cost for those who want to attend college, and reduction in state support. Staying up-to-date when the speed of information gets faster and more complex every day - staying up-to-date with digital resources.	Strengths: USF's location in the desirable Tampa Bay area. USF's Health programs and the relationships with area health-care facilities. The dedication of the administration, faculty and staff to the success of our students as a primary mission and goal.	Stay true to the public-service mission of a public university.
They should be an academic - holding a PhD - and spent their time in higher education teaching and performing administrative responsibilities.	Quality vs. quantity, access, graduation rates	Continued focus on innovation and research, but establishing and maintaining traditions and a consistent brand/identity.	I would like for USF to be featured as one of the top places to work in Tampa Bay. That being said, having a President who is much more accessible to both students AND staff is very important.
Student centered and focused, attention to diversity and inclusion efforts - our actions as an institution need to match what the makeup of our students is, someone who recognizes the talent of staff at the institution and is open to promoting from within, someone with a strong background in higher education administration, someone who is politically savvy and well connected - a person who will position the University to be AAU	Funding, campus safety, political threats,	Strengths: employees are hard working, our academic programs are growing, the caliber of our student is stronger, we are finally preeminent, more recognizable name nationally; opportunities: helping staff feel more valued, growing our student life opportunities as they are a retention tool, continued partnerships for internships and career readiness for students, too focused on our high achieving students - let's find ways to enhance those who are not and tell their story too	While we are getting preeminence funds it feels like we are continuously losing funds in other areas - we need to increase our fundraising efforts, students are not as patient as they use to be and our institutional practices need to evolve, too metric focused - we've forgotten how to be relational with students, there are also a lot of political implications associated with consolidating our campuses and we need someone with experience in building collaborative environments
strong leadership, experience with multi-site campuses, national involvement in profession, commitment to students and their success, compassion for our undergraduate student population	funding from the state and rising costs for students, ability for graduates to get fairly compensated jobs in the fields of their choice	strengths are student body characteristics and unique metropolitan community challenges are uniting the three campuses in an appropriate way that does not undermine the mission or prove detrimental to the communities we serve in these three cities	major concerns right now are the unification of the three campuses and saving undergraduate students well by ensuring they graduate on time and get jobs or enter grad/prof schools would love to see another woman as president, interested in someone who can continue to achieve the BOT's goals and connect with students/staff/faculty
The new president should have both academic and student life experience. Often students and faculty have more resources compared to staff. With the political state, the new president should be an inclusive voice, providing a safe campus to the marginalized population. Both politically minded to be a voice in FL and US while being engaged with USF everyday people.	There are many resources for Black and Latinx students, staff, and faculty such as on the presidential advisory committee yet little for the AAPI as this is a growing population. More focus on diversity and inclusion education, training, and support for staff so we can support our students. USF has strong academics yet can focus more on the student affairs and support through staff and advisors.	USF is research focused which helps students and faculty.	A diverse president would make USF more relevant and progressive.
An individual who has accomplished mastery of a specific field of study. Someone who is published and has conducted research. A leader that can build consensus in a collaborative effort to advance a concept.			
When I think of the "ideal" new President I think of three words; Advocate, Community, Fundraising. Advocate: I desire the new president of USF to be an individual that is knowledgeable not only about the great things happening at USF Tampa but at USF Sarasota - Manatee and USF St. Petersburg as well. This means having a "physical" presence on those campuses Community: We need someone that can help change the "culture" of how our staff feel underappreciated Fundraising: Speaks for itself.	Some of the major issues facing higher education today are the following: Perceived "need" of pursuing a degree post-high school, DACA students, DREAMers, and Undocumented Students. The need for our students to feel safe on our college campuses, not only our students but our faculty and staff as well.	I think one of the strengths for USF is the fact that this is not the first time we have faced a situation much like this with consolidation. Let's take what we learned from our previous experiences and the experiences of institutions similar to ours and provide an identifiable action plan and vision.  An opportunity for USF is that we have great students, staff, and faculty at our USF St. Petersburg and USF Sarasota - Manatee campuses. Let's use their knowledge and best practices to inform.	My hope is that the search committee will have equitable representation from all three of our campuses, the community, and beyond.
We need a leader who demonstrates strength in relationship building. Since they will inherit the consolidated USF System we need someone who understand the intricacies of the unique campus identities/cultures and can help the entire USF community successfully navigate this change.	USF has two major challenges in my opinion. One - it's so big no one knows who is responsible for what. Consolidation has brought tight to this situation in many departments across the system and internally at each campus. Second - student success. Defining and establishing policies that facilitate student success are key. Differing faculty and staff perspectives of what student success looks like allows many students to fall through the cracks and feel as if USF doesn't care about them.	Consolidation will help to unify the USF vision across the entire Tampa Bay region. Instead of competing to recruit and retain students, we have the opportunity to have regional presence and encourage students to find the best fit.	This person has got to know what they're getting themselves involved in. This is a difficult time for a leadership change at the highest level. If we want to be stronger at the end of this we need someone to lead us who has a commitment to the entire system and is prepared to navigate USF with insights of our history and future.

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Staff**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
Someone who is open minded, organized, fiscally savvy and knows that it isn't just students and faculty that make a large university run. I would love to see someone with both an educational and military type background be a consideration.	Morale among staff. Economic responsibility. Our lack of a football stadium makes it difficult for a strong student support. PARKING is one of the biggest issues, in my honest opinion.	USF's national and global reputation seems to be on the rise, growth, our new preminent status.	Obviously I am a staff member, and from our (my) perspective, we seem to be the lowest on this totem pole. We go long periods of time without raises, we have to FIGHT for everything we get, we are under appreciated, under paid, undervalued and yet we are still loyal to USF and we want what's best for ALL. I hope our next President will see the value in ALL of USF, from faculty to students and staff.
			While it is not a sexy topic, I strongly recommend that the incoming president have an interest in and launch an initiative around streamlining business processes. It appears as if USF grew so fast that there has not been sufficient time/energy/resources to invest in business process improvement. Systems, processes, and procedures are behind the times and wasteful of time and treasure. A robust and thoughtful "lean" or Six Sigma initiative could, over time, save a great deal of money.
Ability to communicate vision, while leading by example to ensure that USF is a supportive and equitable employer, from the top down.	Financial resources that limit staffing when there are so many priorities, goals, and students that need support to achieve their goals.	Strengths - energy, spirit, a burgeoning profile on the national stage due to campus investment. Opportunities - we can be reactionary, not planning out office moves or changes in personnel, resulting in avoidable uses of resources. Some lack of staffing or financial resources for staffing the front line, that then overburden existing staff.	President Genshaft has taken USF to a level of visibility and success; we are now looking for an individual to expand on the current success. The individual does not have to external. Sometimes it's good for morale to see existing leaders be tapped for promotion.
I would like to see a president specifically committed to Access and disability accommodations.	Tolerance and appreciation of difference among students and faculty; balancing the reality of metrics with the need to respond to individual situations with compassion and flexibility		
USF has to be their passion. They have to want the well-being of this university in all regards: our commitment to sustainability, our alumni, our students, our veterans, our branding and our teams in the offices and on the fields. The safety and happiness of campus as a whole are very important. We, of course, are used to having a president that excites students so much that they begin to chant (i.e., "Ju-dyl-Ju-dyl-Ju-dyl"). Someone with the power to push USF forward but stay humble as well.	USF's new branding is no secret challenge, and with stakeholders left and right being made to feel like their opinions are worthless is disheartening. The art itself has grown on me, but what's upsetting is the messaging from the unified voice of USF's top tier, which is essentially, "Stop whining." The new president should be able to say (or make those in charge of branding and social media say) that they understand many folks don't like it and wish that they did, but they believe in it.	USF has put a lot of its resources and faith into overall research and USF Health as a unit, so those should continue to be USF's academic strengths. However, USF's commitment to diversity and inclusion is a loud and proud voice, and I hope that that continues because it's what allows USF Bulls to feel like a family while still being themselves.	Please find a president who is here for USF and not just for that next step in their career. Its been great having a president who bleeds green and gold and truly cares for her students and that's what I want to see again. Folks from other universities have confessed to not even knowing their alma mater president's name or face, and that's just not USF. We have to keep the tradition going culturally while also pushing forward with our academics, research, rankings and job placement.
Approachability, willingness to communicate directly with their campus community especially when a national or local tragedy occurs. The willingness to be in community with their faculty, staff, and students during challenging times and sharing community with us. Someone who will take a stand and be a public and outspoken advocate for social justice. Someone who will be social media savvy and include that in their communication to their constituents.	Staff and student morale. A President who can come in and provide leadership that comes from a place of care and concern for their university community and engender that in their leadership would be of great benefit. As a preminent institution USF is in a great place as an institution, hence, not too many challenges there. A focus on building and supporting professional development of the staff team would be beneficial for long term gain and sustainability of staff and institutional success.	Our ability to be nimble but while we can get to reaching goals set out how are we sustaining them and not moving to each new shiny ball every other month. Some sustainability is healthy amidst the change that is truly the only constant at USF. opportunities: 1) Support for staff and students from marginalized populations 2) Staff morale is low because people don't feel valued at USF 3) Bringing value and demonstrating value towards staff.	President Genshaft made things happen for USF. She was on a mission and achieved all goals plus more put in front of her. She was BULLISH is everything she did and it paid off. A new president with a community oriented demeanor would be great. A leader that represents marginalized populations would be amazing. No matter who the new president is they should take a close look at the diversity of their executive leadership.
Honesty, high regard for not just academic staff but supporting staff as well. Humanistic approach to problem solving. Should be passionate about growing the university - not stifling its growth. Wants to push towards innovation and research.	Developing unity across colleges. Quality of online classes	Research, startup incubatory Growth, innovation, business/ entrepreneurship	
Open, transparent communication. Desire to see whole picture and ability to navigate politics within USF/Higher Education and those within community - local to global.	Diversify our student population. Supplying enough support to our student populations. As I mostly work with International students, I would also add that there is not one singular office, dedicated to holistically supporting International students.	We are so young, yet so accomplished. Ability to adapt and craft our narrative. Strong educational foundations. Growing global brand recognition.	
A research university without a real commitment with the betterment of its community is just empty words. It seems just like the ethic conduct USF distributed but has never stood up against the current political climate haters against diversity, Latinos, and peoples of color in general.	Defunding from the government and massive students debt.	To become a Hispanic/Black Serving institution	Transparency
The following are some qualities, characteristics and criteria desired in a new president for USF that include being compassionate, a visionary, and an advocate for technological advances. I would like to keep the work and life balance that was given to employees by the means of floating holidays.	The major challenges facing USF is funding for adjunct professors, and staff. This population is under paid and receive food stamps and do not have health benefits. Another issue is the electricity outages across campus and many locations do not have back up generators.	The most important strengths and opportunities for USF includes the College of Medicine. This project must continue. We must learn from the mistakes from the CAMLS project. Anticipate market changes with a fast changing industry. Technology is expensive. We must have funding ideas that are cost efficient and effective to keep the initiatives striving. We also must have a safeguard for internal activities to prevent audit criticisms.	It would be nice if another woman president is hired.
Honesty, determination, and energy.	Rising cost of tuition for students (they have to work multiple jobs) and low staff wages/raises.	Cutting edge research, grants, and job growth opportunities.	
Empathy, courage and drive. The new USF president should consider the future and how the University fits into the country and the world as we move forward. The new USF president should have the drive to make USF truly green and make changes to accommodate for climate change along with the demands and needs of the students, staff and faculty. Also, staff and faculty should be respected and supported equally. Genius doesn't happen without needing to take the trash out.	We're facing the challenge of less students being able to afford college. They don't want to get into debt. We need to continue to develop and fund programs like the Textbook Affordability Program. We also need to make sure the students are graduating in a field that they can apply to the job field/market. So many students graduate in the four years but they can't get a job that will support them and help them pay back loans.	Renewable energy and engineering/research to help facilitate the changes our country needs to make.	
People person, well-rounded person, caring, delightful, communicator and definitely a leader. Willing to uphold and facilitate for the university in helping others to reach their highest goal.	Guiding and ensuring the university to reach a better retention rate.	Hope for better employment for staff and faculty. Students to reach their highest goal.	Please consider someone who's is caring and people person and most important able to communicate in general outside the box with all walks of life.



Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Students**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
Someone who is passionate about higher education, business savvy, and well connected within Tampa Bay and the state of Florida. Someone who has a clear vision for the university for years to come. Someone with a great presence, because our current president is extremely visible on campus and is somewhat of a celebrity to students. A president should be a model, ambassador, and an advocate of this University at all times.	Lack of support and funding from the state government. As well as our relationships with those governments.	I think important strengths are USF's connection to the Tampa Bay community and great opportunities are ways to expand our athletics department which could gain USF a wider audience.	Thank you for livestreaming the meetings. I look forward to continuing to watch the process.
Someone who is people centered, connected to student nerds, not a business-oriented professor	Too much change too quickly.	The student body is strong, passionate, diverse, and entrained in the TB area	Search for a person of color who will care for the student needs. Representation matters here at usf
I would like to see someone who is mindful of not only the students, but also the staff when making major decisions regarding campus life/activity.	I do not see any major challenges but as stated before, I feel that the students and faculty need to be more involved in major USF decisions.	An important strength for USF is its student body. We are all a diverse group of individuals who are able to create many opportunities for USF as an institution of higher learning.	
prioritizes off-campus student needs, such as more parking and NO FOOTBALL STADIUM.	Too much focus on sports and not enough on making sure that the sciences have working equipment.	science.	
They must hate the new USF logo and change it back	The new logo being ugly	Changing the logo back	Change the logo back
inclusiveness, Greek supportive, advanced education in administration	Not enough parking, expensive parking passes for a non-guaranteed spot and some of the most involved and high GPA students are in Greek life and the community needs to be recognized more.	expansion, a stadium, more graduate programs.	
Accessible, approachable, reliable, open	Continuing to change USF's reputation as a primarily commuter school to a university with tradition and a strong sense of community	USF's location in Tampa is a strength with regards to opportunities that are available to students.	The new president should continue growing USF's presence in Tampa but should make sure to get student input on changes.
Someone who will change the logo back.	Tradition overpowering ambition	A football stadium More reliable policies	
Respectful, involved	Tuition, more scholarship opportunities	Diversity is one of the biggest strengths.	Pick someone who is widely involved at USF. Someone who can be seen around campus frequently, not only at the stage at graduation or on a screen in orientation.
Sobriety- unlike our current, clearly high at all times, President Judy Genshaft.	Cost, rape, and racism	Our support of Veteran students is great. Mental Health and addressing the college rape culture need some help.	Good luck- I doubt I'll like who you pick, sadly.
strong track record in managing a university	Expanding and modernizing the university. Renovating and developing the surrounding community	Size and our current peak of academic and athletic achievement	
Someone who is not afraid to be truthful, even if it means not being politically correct.			I would love to go to a school we're as a conservative I don't feel like I am a targeted minority. I would love to go to a school we're professors aren't pushing their own liberal beliefs onto young students. Let students figure it out on their own.
Honest, Future-Oriented, Younger Age (30-40), Able to communicate across multiple networks, Prior experience/education (graduate-level, at least) for this position.	Financial Resources, Sustainability	Technological Development, Abroad Opportunities, Organization Funding and Support,	
A selfless person who cares for the greater good and not their own. Someone who sees a future in every student and is willing to help them. Somebody who isn't in it for the money	Financial aid. Our students are in massive debt. Scholarships are very selective, where is the money going? Maybe the 800,000 dollar salary to the president.	More focus on student finances and support and less on building new things that we don't need	Please consider a humble person. Somebody who came from NOTHING. Many of us have come from nothing and are trying to crawl every inch to success
Someone who remembers being a student and the struggles, specially as a graduate student	attracting top students or talented researchers, most people do not even know where USF is, just google it, University of San Francisco shows up first.	USF is fairly young and can learn a great deal from other universities, I suggest USF follow success in meaningful ways, rather than just money	For the love of god, when building new buildings, follow a uniform architecture, if you show the USF campus to someone, there is nothing unique about it. every building talks a different language, there is no harmony
We need that Judy-esque factor. When she walks into the room you can tell she's repoin the bull pride. Her face screams USF we need that.	Cost of living, parking, competitive curriculum.	Football games w UF, Research opportunities, Study abroad.	We need representation of our diversity at USF please do not pick and old 60+ white guy that cannot relate to his students. Judy was and will always be a light for women telling us what's possible for our future, use this search as an opportunity to employ an individual that mobilize a future generation of Bulls!
Someone who cares about the students and their needs and concerns.	Something needs to be done about the limited parking. You sometimes feel as if you're hunting for a spot and having to follow students to take their spot. Some of the lots are also very small. I have a small compact car and sometimes can barely fit in a spot! Also, the price of the students and employee parking stickers are way too high. I have heard from various people that we pay way too much for the parking that is offered to us.	I have found that USF offers great financial aid!!	
Student-minded. Not just focused on metrics and truly cares about the advancement and progression of student life. Pushing for graduation is nice and all but if a person is doing two degrees and is graduating in three years and needs to take an extra semester, it shouldn't be an issue.	We're growing so fast and while we are riding on the momentum, I think we're at risk of moving too fast and burning out.	Opportunities with partnering with more Tampa Bay community businesses. The main strength of USF is its location and ability to harness the support of the community.	While the goals are the university are important, please remember the students are the most important part. We are not just assets. We are people.
Someone with as much bull pride as President Genshaft	Increasing costs for students	Growing university and an increasing reputation	
Someone who actually makes sure the teachers are paid better. Cut funding to sports (they're useless), and won't build a stadium on campus. Won't take a big paycheck.	Parking, and the main exit of campus needs the right turn lane extended. Most teachers don't teach, because they are forced to do research and students have to teach themselves.		Get someone better than Judy, she helped on paper but did nothing to improve the school for the students or teachers. Fix the chairs in the classrooms there are a lot of broken ones and no one seems to care except the students who don't have a seat for class.
Personable, wanting to be apart of the community, young with new ideas	Holding our status but continuing to rise, College tuition prices	Being able to tell us apart, Continuing to grow and get our name out there, being a top university known around the country, bringing in our of state students, building up our campus	Someone young!!!!!!!!! Having someone with a young mindset and is understanding about who we are as students and what we face and what we want, we have a huge impact and we want our voices heard, we do not feel as though we are heard or have any input on the decisions that go on.
Puts the students before anything.	Our budget cuts really sucked.	I think that if we keep growing and making achievements that's the best we can do.	Good luck.
Someone who actually asks the students at her school if they like the Merrill Lynch look alike logo before implementing it. Which students were asked about the logo and how many because it wasn't enough. It's ugly.	USF and college in general is too expensive. Put more focus into hiring quality professors, lowering tuition and other fees instead of charging more to put towards your football stadium. Not everyone cares about your football stadium.		
integrity/ethics, apolitical objectivity, credentials, visionary thinking	politics and straying from education as a form of enlightenment and growth of one's mind to churning out money-making machines; religious influence over science, corruption/lack of integrity, Transitioning higher level courses especially into online courses	strengths - institutional knowledge; opportunities - international	
Someone who is understanding and sympathetic to the needs of the graduate students	High fees and low pay for graduate students; excessive overhead paid to USF out of awarded grants; excessively high salaries paid to upper administration; too many administrative positions that are essentially useless; spending thousands of dollars on a "new" logo that is ugly and completely unnecessary (the old one was fine)	Take the opportunity with a new president to lower the upper administrative salaries, get rid of the useless administrative jobs, and don't waste millions of dollars on a football stadium when the Bucs stadium is sufficient	
	Someone selfless and not money hungry	I think we need to grow our student body and our bull pride	I did not like Judy, she was payed way too much for the little positive impact if any positive impact at all, she took money away from necessary programs and gave it to herself. The new logo is disgusting and I really hope USF can turn its self around.
USF needs someone who is determined to show the world all that we do and we need someone that will lead the students by listening to them and taking their input into consideration to implement changes that students want to see. We have come so far that we can't stop now. We need someone to take the bull by the horns and keep the momentum going.	USF is very underestimated even though we are excelling in many different areas. We aren't recognized for all that we do and that is a struggle for all involved including faculty and students.	We definitely are a strong research institution and now that we are pre-eminent, we have a lot to offer students and faculty. Personally, choosing USF as my college was the best decision I have ever made and it's because we have so many opportunities for students including resources offered to us, academics and research opportunities.	Please take into consideration people who are for the students and who is ready to take on a university in such a time of re-branding.
Equally valuing teaching, research, and grants when it comes to tenure and promotion.	Not enough focus on instructors being good at instructing. I can't tell you how many times I hear horror stories of STEM professors being experts of content, but cannot teach very well. They seem to rely on antiquated pedagogies and rules. When a policy or practice is obviously harming students, the attitude is "I went through it, not it's your turn".	Partnerships with local organizations helps my side of campus (social sciences) get data for our projects which in turns help the organizations we partner with.	
Female of colour.	Students' needs. Students pay too much for parking to struggle so much to find it. Many of my students are late for class because of parking and it is impeding their abilities to learn.		I want to see USF hire someone who will listen to students and put them first. More focus on academics and ARTS. The English department needs more resources and opportunities for students.
I think the new president of USF should be strong, independent person who knows what direction the university need to go.	I think the rising costs of education for students is one of the top challenges.	I think the biggest strength of USF is its research power. As USF gains national and international recognition for research the value of the students' degrees from USF goes up.	

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Students**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
Someone who embraces diversity, maybe even from a minority ethnicity. Supportive of The Arts Proven track record of university success	Providing more funding to students	Commitment to research	The president should be free from political ties and focuses on what is best for the students at USF, on all campuses. He/She should be willing and committed to the high level of success achieved under the current president and have a mission to do even more. Additional scholarships and fellowships are greatly needed at USF.
Responsible, hard-working, driven, well educated	Growing its intellectual base.	Easy access to internships and work experience.	The president should focus on making USF a more academically prestigious college.
An evident and genuine caring for student success. Research/STEM background and focus. Kind-hearted. Philanthropic. Again, truly caring about each and every student, individually.	The current "motto" plastered on many billboards in the Tampa area "achievement over tradition" is a little concerning to me. I've always loved how forward-thinking, innovative, and constantly growing USF has been during my time here, but I think the mindset expressed in that motto is similar to of the downfalls I've experienced while being a student here. There isn't much emphasis on tradition or making new traditions which is a quality that would make students feel like bulls for life.	The college of engineering! As a student of the college, of course, I may be biased, however maximizing on this college would truly be a great opportunity for USF. The College of Engineering has already grown and improved so much and with the recent addition of the competitive and innovative Medical Engineering, has the opportunity to grow so much more and be a true selling point for many people when considering their options of Florida Engineering Universities.	
Someone who focuses on propelling USF, not just as a university, but propelling it's students further into the future as well as making students proud to call USF Home	Driving forward without thinking about what the USF community thinks of it. There are many things that USF has done without taking into consideration how the students, alumni, and faculty feel about it. The challenge is to not forget why the university is here, to serve the STUDENTS. Not to make money. The biggest challenge is that the university forgets its mission	Opportunity is that we are a young university, which means we have the opportunity to firmly plant our feet into traditions and values that will make us stand out from other more traditional universities. Instead of ambition over tradition (which annoys everyone), why can't we have Ambition AND tradition? That would be a great opportunity.	Please for the love of all things holy find someone with educational experience in a classroom. To teach is to understand what students need. And we need a leader who champions USF in every aspect, not just sports and money (ahem Judy.)
An open minded individual who wants to improve the establishments in our campus. Someone who appreciates Fraternity and Sorority and is going to be more involved than Judy was in student organizations.	Parking spaces Textbook prices Lack of support of student organizations like Fraternity and Sorority Life	We are good in athletics and research. Focusing on first and second year student classes could be improved	
Someone that is willing to increase funding for the arts at USF, as well as fighting for higher graduate student wages across the board.			
Personable, genuine, a passion that shows, open to meeting with all students, not just the high-achieving ones, and high moral values.	The reputation that this university is only meant for those who excelled in high school as far as AP, IB, etc. I only took one AP class for two years and didn't pass either exam. Yet, I got accepted and am the President of one of the College of Engineering's biggest outreach event, the Engineering Expo, Co-President of ESTEAM, and am an Engineering Ambassador. Instead of making the kids in grade school who know they are excelling more light, give the other students a shot.		
Someone who appreciates diversity, is full of school spirit and is looking to continue school traditions not take them away.	Finding professors who are passionate about teaching just as they are about their research. There are some professors especially in upper level courses who are only here to continue their research and the students are the ones who suffer in the end.	The diversity	
Honors our tradition of ambition. USF is ambitious; it's part of our DNA. Not vice versa. Involvement on campus, and being friendly with students is a great quality. We shouldn't be star struck like when we see Judy.	Being compared to UF and FSU. Find a way to emulate them. And becoming a university that favors international students over FL residents is unfair.	Research. Research. Research. More publications and patents makes USF look better to bright high schoolers.	Change the logo back. Have a single unified logo that academics and athletics share
Willing to listen to students, accepting of a lower salary, and humility.	Restrictive and limited STEM majors that are offered at other "preeminent" universities (ex: no Astronomy major); inefficient operations of Parking and Transportation Services (PATS).		
Someone who will actually listen to what the students want	Parking, not enough. This hinders students from getting the education they're paying for because they can't make it to class if they can't park	Focus on mental health and opportunities to get counseling	
Progress and innovation. If there is something new that can be done to further us as a school it needs to be done. No holding onto the past	Judy really helped make this place awesome. Definitely limited space to expand. The school is growing but is confined to this little area.	Definitely upgrading adns supporting the sciences. That department will be better than UF's soon. Also by supporting all sports it can make the school a lot of money. Sports other than football	Just find someone that will help lead us into the future while looking to the past but not being stuck in it. In today's society innovation is the key to success.
The president should be student-centered and elastic in his or her operations	Competition and lack of program development	It has been named among research sectors. Higher student enrollment if politics is excluded.	Do not be overtaken by highfalutin phonology and emotions. Use evidence and qualifications as guide.
Knows about Tampa area, graduate of USF, cares about transparency and growing the campus, cares about furthering students education; background in business, finance, possibly lawyer	Affordability, transportation, space issues on campus (too many people for the size of the campus), lack of transparency in Student Government decisions, the smoke zone outside of the Library needs to be abolished if we're going to call ourselves a green campus, poor English and arts programs	Strengths: Cares for environment overall, strong business and engineering programs, fantastic cancer research, preeminent title Opportunities: invest in the arts programs, create football stadium on campus (with parking for students), more graduate programs and doctoral degree made available, connect more with satellite campuses	
A few of the goals and characteristics of the next USF System President can include experience with other universities in leadership positions, an understanding that students come first, willingness to learn more about each campus and what makes it unique to the USF system as a whole, and a desire to allocate resources evenly between each of the different campuses to better unite the USF system.	A few of the challenges I see as a student are a lack of on-campus housing, more affordable on-campus housing, more affordable meal plans for residents, parking availability around campus, and collegiate sports offered at each campus.	Some future opportunities would be to better suit the Sarasota-Manatee and St. Petersburg campus' with multiple resident choices and make eating and living on/near campus more affordable to increase the on-campus standard of living among the students. Some strengths of the campus' are the quality of the staff and the smaller class sizes.	GO BULLS!
Bull pride, present around campus and at University events, supportive of both academic and athletic endeavors, makes students want to be invested in the University despite only being at the school for 2-4 years. Cares about student success and has a desire to promote USF in a positive way and professionally handle any negative light.	Unification and support of the student body and alumni on the new logo and branding.	Impressing the community and world with achievements as a younger University, continue supporting diversity and building a strong alumni base.	N/a
Highly educated, experience in education at a university level, possibly experienced in research of some setting and confident. The new president should be very in touch with all aspects of the university ranging from the student body to all corners of research.	Dealing with the consequences of becoming a more prominent and relevant university, especially as the university continues to grow at a fast rate in addition to obtaining preeminent status.	Our engineering program has extensive connections with various companies ranging from local companies in Tampa to national and even international corporations. This has assisted me many times with getting an interview.	In addition to all this, get someone who will reverse our new logo.
A good president is someone who is committed to the students and what the students and faculty need. Someone who is willing to work for us and to us to better USF. Someone who is not all about the money and understands that students and faculty is the heart of the university. Someone who is mindful of the fact that we are 18-22 year olds who want to make it in life, and getting an education is how we want to better our lives. So limiting obstacles would help more students achieve that goal.	A major challenge would be for future students to come to USF. It is becoming harder and harder for students to afford college because it seems like we will never be able to pay off student loans when and if we get a job. So some people don't try to get a higher education because of the simple fact that they do not want to go into debt and not be able to pay it off.	We are in a prime location for many different things to help better student life. We have the best medical facilities around, police agencies, and many other work forces around to help connect the students with potential employers. It's good to be able to network in such a big city so we can meet as many diffent people as possible.	We need more parking spaces. We pay a lot of money, a ridiculous amount in my opinion, to park when we already pay tuition. The least y'all can do is give enough parking spaces for everyone to park. Build a couple of parking garages where some of the parking lots are now. You can triple the amount of spaces there are. We shouldn't be late to class because of parking. Also, don't solely focus on advertising for men's sports. The women teams are much better these past years, start advertising them
I would like to see a president who is more than just the face of the school. I would like to see a president who spends time with students and cares to hear about their desires and needs. I have felt so distant from Judy and completely unseen.	The largest challenge facing USF is the extremely high tuition, making it simply impossible for many students to get an education or forcing them to go into debt for the rest of their lives. The saddest part is most students get to benefit from their tuition money, as so much of it goes to athletics, greek life and on-campus housing which the majority of students do not utilize. We need better parking, better classrooms, better benefits and better scholarships.	Research should continue to be one of the greatest focuses of USF. That is what will benefit the university most. However, it is also important to treat ALL students well, regardless of their interests. Some students do not partake in athletics or researchers but they still deserve to be valued.	Please consider finding someone who can relate to the majority of USF students. Many of us are non-white, non-Christian, LGBTQIA+, immigrants, and low socio-economic status. Someone who came from a similar background as the majority of the student population would certainly make everyone feel more accepted and comfortable here. Another rich, white person (though there is nothing wrong with being rich or white) simply cannot connect with many of us.
I want the president to be a minority preferably Black (African American, Haitian, African, etc.)	Racial injustice and the new logo.	To be more inclusive of the minority communities:	Please do not rule out candidates because they are black.
Putting students first. Open doors	Confusing and changing requirements and the cost.	It's great for commuters and people who need online classes.	As a student in the college of Ed I feel it's important to have many opportunities to research, practice, and learn. More parking would also be great!
I think it is extremely important to find someone who has the interest of all students as a top priority. Someone who is willing to work with us and delegate responsibilities at the university in a way that benefits us, as well as the university as a business. But knowing that our president is concerned with our opinions and ideas of how to make this campus as resourceful as possible is very important.	I think the biggest challenge is keeping up with the amount of students that are admitted each year. Building projects and extra benefits is great, but other smaller details like parking and other space for students is in short supply.	The biggest strength this campus has is definitely the diversity and inclusion of all students, not just a majority group. It extends past just student organizations and student efforts to show their support and allyship for various minority groups, but transcends into how the school itself is structured and the values of the faculty.	
Commitment to education Maintaining high standards Research Focus	Structural supports to support the transition into Graduate Programs. Mentorships Equitable opportunities for all	A strength is it's research focus. As a new doctoral student, it would be wonderful to be mentored in this area.	

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Students**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
The next president should have demonstrated compassion, and should be of strong moral character with an impeccable background. Also, the next president must be willing to embrace, if not push, conservative ideas and beliefs rather than promote liberalism.	The major challenge facing USF is its counterparts. Other state universities, for some reason, are more highly regarded by people than USF is.	USF can definitely seize an opportunity in merging the other USF campuses under one umbrella. USF should also place more emphasis on its bureaucracy (the staff) because they are largely inefficient. On regards to strenght, USF is in a major metropolitan area, so it must continue to exploit that.	The next president should embrace all ideas and all political beliefs. Even better, the next president should remain completely neutral in the way he/she expresses himself/herself on regards to social or political issues. This is probably best even though I would personally like a conservative president (e.g. someone like Rand Paul).
Mr. Muma, lets get a president who is pro-Greek, and allow Greek life to help this university grow and flourish. The school makes it impossible to do anything as a member of Greek life and numbers continue to dwindle every year. It is becoming a reason people do not want to come to this wonderful university. Also, it would be nice if you instead of only supporting Sigma Nu and bailing them out of everything, support Greek life as a whole. It would be beneficial to us all.			
I think that a president needs to be passionate about fostering a positive learning environment for its students. They need to be a leader who will work to take the best course of action for the students and the University, not for their own political/personal agenda. They should be willing to listen to everyone - from the custodial staff to the board members, and everyone in between - with ideas on how to improve the learning and working environment.	The biggest challenge, I think, is always regarding money/funding. USF needs a more competitive graduate student package, so those seeking higher education can afford to live. This means a higher stipend and more comprehensive health insurance, and an elimination of exorbitant "fees" that need to be paid by students who were promised a full tuition waiver. Many of the buildings and classrooms require updating as well.	An important strength for USF is the research environment. We are fortunate to have Moffitt Cancer Center and other hospitals nearby, as this provides ample opportunities for students to become involved and learn from practicing doctors and researchers.	
It is important that a president not only leads effectively, but cares about who they are leading as well. USF is a huge, diverse community and it takes a dedicated and open-minded person to care for the members within it. The president should have progressive approaches that align with this day and age, while implementing values that have been successful in the past.	A major challenge that I have noticed is reaching out to students. Bull Market, emails, and the thousands of clubs do a great job. However, as a freshman, I still see SO many kids hesitant to join something because the atmosphere is not that inviting.	One of our strengths is definitely our diversity. The different types of students allow multiple perspectives, broader friendships, and enhanced learning experiences. I'm not saying to expand on the international program as much as I am saying to focus on merging it with other students that are from here.	We love Judy. I have only been here for a couple of months and can tell that she has progressed USF tremendously. The amount of resources offered for students was one of the main reasons I chose to be a Bulls. I hope that the new president embraces change and continues to care about the members of USF.
We absolutely need a president that is going to prioritize making USF a more environmentally friendly campus. Someone who is outwardly concerned about the physical, emotional, and financial well-being of the community and the students would be best. We need someone who will be a voice for the new generations of USF students.	USF could be pulling in more serious scholars in crucial fields for the future like philosophy and environmental ethics if the PhD graduate assistants were paid a livable wage. If the school does not value its scholars it cannot grow.	USF has a wonderful record as an engaged learning university. The school is able to offer research opportunities to its students that most institutions couldn't.	In the years ahead USF needs to be seen as leading the way for Florida's future. This means leading us toward being a more sustainable institution, taking care of our local community, and supporting the young scholars who will be the future face of USF around the world.
Passion and ambition for USF. Care and respect for all academics, sports, and student organizations at USF. The president should push for better opportunities not only for football but all extra curricular sports and fine arts as well as student organizations.	Too many students not enough parking and not enough money. Student organizations are being capped with their budgets which hinders the success and performance that these student organizations can do at collegiate competitions.	STEM engagement and school spirit. I think embracing all STEM not just the medical field would bring a lot to USF. I think USF should look into branching out and getting into new fields such as vetinary medicine and aerospace. There is a huge industry here for that and USF is not taking advantage.	Please choose someone who loves USF as much as we do.
Courage, creativity, eagerness to thrive, open to and inclusive of students' opinions and interests, great Bull pride and commitment to advancing our university and Tampa Bay	Lack of funding for technology, research, etc. Lack of national recognition. Lack of big companies reaching out to our colleges to recruit students (especially engineering)	Bigger career fairs with big companies, programs in partnership with industry	Find someone who is as passionate about USF as Judy
Someone who is upbeat, willing to help all departments, and someone who will make great connections with the student body	Some of our facilities need some updating and parking is becoming a bad issue.	USF is a great school some of the important strengths have to be keeping good traditions and helping everyone achieve their goal of higher education.	;) )
We MUST have a President that the students can relate to. Dr. Genshaft is very good and has done many great things for USF, but most of us view her as an overpaid goddess who rules from her office perched in the Patel Center. We need a President that the students can get behind, one we see walking around campus from time to time.	In an effort to draw students, USF - like many Universities - have embarked on an elaborate building boom. This race to have the best features, is not really needed and puts extra financial burden on USF students. Case in point, the Village. At over \$100 million, the Village residence area has spiked dorm rents to sky high prices. This forces many students to look elsewhere for living and in turn either makes living on campus a luxury or places additional debt burden on our students.	The feeling at USF is one where we're on the offense. We have consistency risen in rankings year over year and schools like FSU and UF who once considered us to be a non player are now playing defense. It's the feeling of we can do anything. It's the feeling that maybe FSU isn't the other "flagship" university.	As a university, we are on the upswing. But progress isn't always linear, we could slide if wrong decisions are made. With decisions like these, I think of what mission control told Alan Shepard before NASA's first manned launch - "Don't f'ck up, shepard." I wish the committee the best of luck.
have detailed plans and procedures for students' success, especially academically	How professor guides the PhD students efficiently, with minimum delay of email response and check their papers timely and provide timely comments on that	Maybe we will become better, but I do not know what exactly those chances will be.	Will all the students be able to elect the president?
Alumni of USF Successful after college Younger (40s)	Student input is ignored, we ask for more parking spots, nothing is done. Another is professors not listening to students feedback.	With our new status, graduating classes can now compete equally with those who graduated from UF or FSU for jobs	
Inclusive, fair, students interest in mind and not money, one who will decrease tuition, gives more funding to grad students, transparent.	High cost, students in debt.	Diverse and inclusive campus.	
I would like for the new president of USF to be a product of a public university, as I feel they will have a better understanding of what it is like for students. Additionally, I think it is important for the new president to be open to new ideas.	I think the biggest challenge facing USF students especially is the sense of favoritism on campus. There is a clear bias towards STEM majors and students who come in with titles like national merit.	USF needs to focus on the future, opening up to the idea of a greater athletic presence, as it's really the only thing holding us back from being equal to the likes of UF	Instead of such an inflated salary, perhaps the money could be used for scholarships?
Research focused. Not so much on sports. Sports brings good money but USF has a claim as a research University and that is how it grew. We should do what we are good at	Loans, loans, loans. Student debt is a national problem and things will change cause it's unsustainable, it's just a matter of who does it first. USF can lead.	RESEARCH, keep at it. eventually the university will have a "gatorade" breakthrough and collect it's rightful earnings. USF is one of 5 institutions in the State that can do this, it's our duty.	Be politically savvy but don't get lost in the rhetoric, politics has a way of creating the worst in people. Science and facts are at the base of our beliefs, politics come and go
A president with a stronger passion for Greek life and athletics. To continue our academic growth and international appeal, but also determined to improve the amenities around USF to give it a more college town vibe and to increase bull pride throughout.	USF Athletics, though improving substantially in the past 15 years, is a weak point at USF. Students aren't encourage to get hyped up for the games since our team isn't consistently good. We can't compare ourselves to UF and FSU since they've had an established athletics department previous to the development of USF, but UCF, a younger university than USF, has stronger athletics and a strong school pride than we do. We should look to them when it comes to athletics.	USF is already breaking barriers when it comes to what a young University can do having one of the strongest academic standard when comparing to other University. We shine in academics and diversity, but we need to focus on athletics, Greek life, and making Tampa a better college town. We aren't attracting the type of students we need to be successful all around, not just in academics.	We need someone with a fresh perspective and a passion to turn this school from an academic powerhouse, into a school where we are respected for our athletics, our presence on an international scale, and for being a bull.
Honest, Ambitious, highly interested in the development of Medical research and Morsani College of Medicine.	Pricing too high and not enough opportunities for undergraduate students to perform outside the classroom. Funds wasted in non-academic goals rather than developing research and graduate programs.	Morsani College of Medicine can be top-ranking in the country if enough effort is put into it.	
Bring tradition and spirit to the school. Someone who values Greek life, athletics, social organizations, and all non academic outlets.	Having no identity besides a research school. No students have a sense of community or pride in USF as so little emphasis is put on anything other than academics. There are few reasons to keep alumni coming back once they've graduated.	The diversity and unity of the student body. Additionally, the quality of the teachers is also a strength. The "front desk" so to speak needs improvement. The people in charge of making decisions need to listen to the student body and take into consideration the tradition and spirit of those who attended. This is an important opportunity to build a school with a legacy and a reason to send your kids again and just an academic institution to spend 4 years learning if you don't get into UF.	
Be in touch with the students.	The cost of higher education, and the number of students unsure of their career options after or during college.	The inclusiveness of the student body.	Please pick someone who will put students over investors.
Passionate, charismatic, and open minded	African American/Black student and Professor rapid population decline. Also the steady increase in student tuition.	Strengths- Diversity, Sports, and campus clubs.  Future Opportunities- HCC merge with USF, USF nonprofit organization branch  Opportunities-	It's the perfect time to bring in the first minority president.
USF's community's well being should be Person's Agends. Should strive to nurture the USF's Holistic Growth.	Opening up more distance learning programs and making education affordable and online.  Decreasing the unnecessary expenditure by cutting down age-old systems in favor of the latest affordable state of the art solutions; and increase the funding for library resources (especially digital literature).  Collaborate with community colleges to uplift their education standards and there-by increase Student count for USF.	should utilize the Information Age solutions for all it's difficulties.	Find passionate individual with energy.

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Students**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
1) Considerable time spent as a university professor, in addition to administrative and executive roles. 2) Time spent early in their career as an adjunct and/or assistant professor. 3) Track record of working closely with federal and state governments. 4) Strong record of progressive stances on social and environmental justice issues. 5) Modest net worth.	1) Undue and destructive focus on the generation of profit to support unnecessary and overpaid executive administrators. 2) Anti-intellectual, and anti-science pressure from state and federal government policies and actions. 3) Poor training of STEM students, who do not receive a balanced education and leave universities unequipped to write effectively or function as historically, politically, and socially informed citizens. 4) Automobile-oriented campuses.	Strong research generation. Potential for transdisciplinary research and education interaction with City, county, and state development programs to facilitate smart, sustainable development (this would require change - as of now USF is part of the problem in this respect, e.g., downtown water street collaboration).	The new president will have to deal first/foremost with the problems inherent within the campus consolidation plan that president Genshaft left USF to deal with. Extant programs, department, etc. MUST NOT BE COMPROMISED by the consolidation, and the process must not involve fiscal or political disenfranchisement. The current plan leaves USFSP and MS faculty exposed to exploitative reappointment of work, and creates undue barriers for students. The new president must have an equitable plan!
A transparent person with STRONG moral values. Who cares about all peoples. That includes all religions, all races, backgrounds, and all socio-economic status. Who is sincere and humble.  Also, someone who is willing to speak to/reprimand or fire, bad or lazy professors. Some who is hard working and consistent in their work.	Some teachers/professors do not seem to care about the students.	Perhaps to lobby for immigrant students who study at USF on VISA or other US immigrant programs. These students should not be asked to pay TRIPLE tuition for their immigration status. Perhaps make it 30% more than regular tuition or equal tuition as a U.S. Student. It is not fair to immigrant students (from Asia, India, the Middle East, or Mexico) to have to pay exorbitant amounts of tuition. Some may feel crushed under the weight of so much pressure.  A LOT of work that needs to be done.	Please search for someone who will offer more scholarship opportunities for poor students. Someone who is willing to WORK HARD for the students and not simply get a bigger paycheck. Someone that is experienced and is willing to serve the students at USF.
Must be aligned with USF values and know USF community really well. Must be aware of the challenges faced by international students.	Undergrad first level courses are too crowded, not encouraging individual attention from professor to student. Terrible parking experience.	Great research labs. Clubs must be encouraged, they are a great part of the community.	Don't change USF colors and logo
Passionate, logical, helpful spirit, patriotic, sensibility and humanity (that students aren't just money-makers that the university needs to churn out like a machine, but actually take the time to get to know students)	Access, affordability, inclusiveness, community outreach, public programs, and academic services (library SMART lab tutors).	Research opportunities, career resources, guidance/advising staff expansion, focusing on a holistic approach to education.	They should obviously have experience as a leader, and show high return on what they said they would do for where they were. They shouldn't be too old though that they can relate to the students and professors that are on campus and are affected by their actions.
Various leadership experience, not limited to just education. Proven track record of successful endeavors. Knowing their vision of where they want to take USF. Highest ethical standards. Ability to provide financial stability to USF and the community.	Cost of tuition, text and other learning tools. Accountability toward students and their education achievements. Staying relevant and keeping up with technology.	Community engagement and partnership. Real diversity, not just to comply with AA etc. People from all walks of life, representing USF to the students and community. Staying ahead of the curve.	The new President should have a proven record of achievement, with out of the box thinking, more relevant to the new generation.
Futuristic mindset, ability to incorporate diversity into the faculty and student body, emphasis on sports as a multi-faceted element that drives funding, diversity, inclusion and national pride.	Research prioritization. Diversity of the student body. Enrollment ratios.	Our location in the Tampa Bay area attracts a lot of transplants from other parts of the country and the state.	
Progressive, inclusive, innovative.	High tuition costs	Diversity of classes and programs to follow	
A USF president must be trustworthy, considerate of the students and faculty, and levelheaded in order to make the right decisions that will affect this university. The new president should also be accepting and inclusive of the many cultures, religions, and gender and sexual identities of the people who call USF home.	One major challenge facing USF is the parking situation. This may seem unimportant, but resident parking is a mess, especially near the Village.	One of USF's biggest strengths is its diversity. Through the diversity of the students and faculty, there is ample opportunity to learn about different cultures and experiences people different from yourself have had.	As mentioned, diversity is one of the strongest qualities of this university. I would like to see that appreciation and acceptance of diversity reflected in the search for a new president.
I want the next president to seek feedback from students regularly and in person. I would be nice to also have a system like the White House has for this where online petitions with a certain number of signatures are guaranteed a response from the president.	I think school spirit is a big downside (at least in engineering where I am both a student and an instructor). Eng. students (approx 75%) view USF as a hoop to jump through rather than as training for their careers. I do appreciate the help with resumes and job searches, but these efforts try to address the symptom rather than the cause. Students need to feel proud and confident in their education at USF. We need more things like the DX lab and more focus on careers DURING the degree/training.	USF has a strong medical program/surrounding community, and I think this should be taken more advantage of. In engineering, there is some crossover with the College of Medicine, but certainly not as much as their could be.  Another important opportunity is the large population in Tampa Bay. USF could facilitate more outreach to grade schools through USF students. This would help USF's image, give students useful experience, and benefit the community. However, execution is EVERYTHING here.	I have been a student at USF for six years, and I have taught large undergraduate courses as the instructor. I never felt that Judy Genshaft (nor the board of directors for that matter) cared about me or any of the students: hence my first reply. I think the widespread feeling among students of us them (them being USF) is very harmful to both parties, and I hope this is strongly considered in selecting the next president.
I want the president to be a visible leader to both faculty AND students. In my experience, students are not treated as customers and peers, but rather as children who should be grateful to the faculty.	USF will always be a commuter school unless they build an on-campus stadium and create other way for USF students to have school pride		
he/she should make decisions based on what students, faculty and other employees actually want and only based on what donors want. he/she should be willing to talk to students at any time (within reason) and should conduct some type of meetings so that students can voice their opinions about the things they want to change within the university. He/she should also realize that while engineering and business have the most students, other majors need funding desperately for students to succeed.	You are not preparing students for life. They should be an optional or mandatory class called Adulting 101 or something similar teaching students the basics of adulting. We need to know how to pay taxes, how to handle credit, what it means to have student loans, the pros and cons of taking loans, what is credit, savings and retirement and many other things that most business majors learn but others do not and are necessary to succeed in life regardless of your career.	USF strengths lie with the importance it gives to being a research-focused university. The ability for all students to participate in research as undergrads are crucial and an excellent resource. The university also has many resources such as Suit-A-Bull, career services, bull2bull and other workshops that teach students things that can be applied to any career regardless of major.	I honestly think that you should focus more on other STEM majors that are not engineering and biomedical sciences or majors whose focus is a medical career. As an integrated Biology major, I think that my advisor does not know how to advise me, and can't do their jobs properly so I normally just ignore their advice. The facilities in which we take our labs are also severely underfunded, training future researchers with proper lab equipment should be a priority as well.
Integrity, care for the Tampa community, care for the students and their academic experience and success, honesty	"selling out", losing integrity and core values of our University to political and financial persuasion from those outside of the University and those not thinking of USF's best interest	The upward direction USF is travelling academically and athletically. The professors doing amazing research that allows USF to stay relevant internationally. Outreach programs USF participates in to assist the surrounding community and the youth in Tampa.	Please choose someone of good character with a desire to improve the University (not just for their own personal gain) and not someone with just personal connections to those choosing the new president or the past. Thank you.
kind, caring, good with budgets, willing to fund every aspect of a university rather than just the sports teams and STEM majors, willing to listen, dedicated, respect for students and staff, willing to stand up for disadvantaged populations on campus (and off), someone who cares more for the job than the money	Fighting for the disadvantaged communities and those who cannot necessarily speak for themselves. I think one of the most important challenges of this era is providing an inclusive and safe place for education and learn of all peoples, regardless of sex, gender, race, sexual orientation, immigration status, legal status, etc.	To become a top university not only for academics but also for inclusion and diversity. We have the ability to shape generations of global citizens and, rather than simply facilitating student tracking in education and promoting the discrimination of different strengths of individuals, USF can create an equal opportunity environment for all people and the future generations.	Please check the backgrounds and references of these individuals. USF has recently had three cases of legal trouble with individuals using positions of power to hide troubling power interactions, specifically several faculty members who partook in sexual assault (i.e. Herbert Maschner). Someone who uses their position to take advantage of others is not the type of person we need as the head of the university. The president must be evaluated for positive and proper behavior and credentials.
Over the top school spirit, exuberant, good public speaker, embodies integrity, honesty and truthfulness. Will support minorities.	Political issues of being a safe zone, and standing for what is right (not supporting private prison).	The opportunity for growth. In the years that I've been here I've had the pleasure of experiencing the ever changing environment and growth at USF. I believe it will be one of the most important factors of USF to continually grow as a university.	Pick someone that is with the people for the people. Not in it for the money but in it to help the next generations grow and thrive.
One who supports Greek life and athletics	We are one of the biggest schools in the country and the majority of our students are commuters	USF FOOTBALL IS CONSISTENTLY A TOP 25 TEAM YEAR AFTER YEAR AND THE GAMES HAVE LESS THAN 10K PEOPLE SHOW UP	WE NEED A FOOTBALL STADIUM ON CAMPUS
Adaptable. Flexible. Rolling with changes to society that social, political, and climate-based.	Courses that are friendly to non-traditional college students are vital. The population at USF has an increasing amount of these people, including myself, that want to work for their educations, too.  "Ambition over Tradition" is what the billboard says on 14 near downtown Tampa. I expect USF to follow through!	Research and implementation of renewable energy. Supportive alumni societies.	
Someone who focuses more on academics than athletics	Lack of funding for STEM departments	Research and real life applications	
Someone who would put the needs of the students first, who focuses on the expansion of the school in a way that benefits all, not just the trustees.	Miscommunication between professors and students.	Research and academics	Please do not put someone who values money over education.
A future president not only would recognize the importance of education but of extracurricular activities and encourage them. Someone that is not anti-Greek life would be nice, this makes up a good portion of our student population.	USF is still struggling to stand in the same arena as some of the larger and more well known schools such as UF and FSU. I partly believe this is due to our lack of enthusiasm when it comes to athletics. A president that cares not only for our academic rigor but the success of our athletic teams is a must.	In the light of our recently awarded preeminence, it's important for USF to make the application process more challenging. If we want to compare to schools such as UF, we must raise our standards.	Please someone that is not against Greek life. This is a major part of life at USF and it lacks in potential because as a community, we have not been allowed to grow. This does not mean to not have restrictions and strict guidelines, but to realize that these are amazing organizations that do great things.
A person who cares less about retaining power and more about streamlining processes for students. A person who wants students to receive a superior education and cares less about maintaining status quo with faculty favorites, even when they are inefficient.	USF is not connected to what is happening at the other institutions and colleges. Online classes are declining. Programs are cutting back and it is making the running of student services, such as academic counseling, almost impossible. Individual colleges are making their own changes without processes being in place to manage the change.	Strengths? A diverse student population with bright students. Opportunities- room for lots of improvement.	In order to push the limits, you need to provide the University with the means. You can't expect to get "A" students graduating in 4 years time getting fantastic jobs by providing C- efforts and funding. We need to fix the many broken processes here, including: HR, and improving processes between institutions.
Passionate about students and traditions, present on campus instead of in an office	A heavy focus on changing with preeminence which leads to changing the wrong things (the logo, the mural in mac) instead of the right things (accessibility for all classrooms, availability of required resources)	Athletics, business partnerships with the Muma college of business, internship partnerships	We need someone who will take down the new logo and reinstate the old logo before too much money is sunk into the new logo.
Transparent, knowledgeable, open-minded, can make USF a better school in the field of ACADEMIA	Tuition prices that are sky-rocketing. We don't need a football stadium, what we need is affordable education. There is too much emphasis on college sports. I know the alumni love the sports but the students are here for the degree.	Preeminent research school, primarily research and product development. Business oriented as well, MUMA is coming along.	do what's right not what gets you the money. Think about the students that make up the school and fund mostly everything. Also, naming the sun dome after an alcoholic beverage company, really?

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Students**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
Our new president should not only be intellectual with great communication skills, but as well approachable, centered and above all having humanistic qualities knowing that the position or job is bigger than themselves. A president should be accountable to the institution, the students and the community. The president of the university should also be a thought leader, meaning that their ideas and insight must be effectively communicated to faculty, students, and researchers :TEAM PLAYER.	Economics from a students point of view. The cost of higher education continues to increase which puts a strain on current and prospective students. There seems to be some disparity among colleges within the USF system.	Strengths are its geographic location and diverse teaching faculty and staff.	The world is moving and changing fast, USF needs to keep up by keeping their ear to the ground and maintain its community, and global involvement.
The new president of USF should have an open mindset, especially regarding community voices and opinions on matters such as say, a new university logo.	Rising tuition costs and stingy financial help in terms of higher education, such as graduate programs.	The opportunity to consider community and popular opinion regarding the new logo.	N/A
Ambitious, someone who prioritizes school rankings, someone who cares about the career prospects/future of USF graduates, someone who wants to help make USF more walkable/biker friendly	Competing against students from schools with better reputations, increasing the library/food store hours on campus	Our mayor/city government is passionate about increase public transportation and walking/biking options and USF should work with them to increase the number of sidewalks in and around USF and build more sky bridges to cross large roads on foot/bicycle.	The biggest areas I think USF could improve on is doing everything to make us competitive candidates for whatever lies ahead of graduation and increasing the number of sidewalks on campus (walking decreases stress and is more environmentally friendly than driving)
A dedication to efficiency and sensibility.	The overall lack of efficiency and communication between various groups.	The strength, for me is the closeness to my home, the opportunities of a major university right nearby.	I would greatly appreciate a president who introduced less fluff and unnecessary programs.
Fiscally responsible, business background, not a career academic/administrator, high level of education attained in STEM field	Area the university is located in is not student-centric, traffic/parking unmanageable due to the need to commute via vehicle (rather than safe roads/pathways available for scooters, bikes, etc. from housing areas), excessive spending on facilities in lieu of investment in technology and distance learning, poor/dangerous neighborhoods located too close to the university, high level of crime due to location, not a real 'college experience', excessive administration	Focus on academics, investment in academics rather than facilities, hire good professors from the U.S. that speak English well, pay competitively and less reliance on adjunct faculty, lower the number of administrative staff by making support operations more streamlined, focus on student life inside and outside the classroom, focus on the neighborhood surrounding USF, fix the commuter situation that will ultimately cripple USF if not solved.	I would like a highly educated outsider that understands that the college needs to be run like a business. They need to know how to prioritize and set initiatives, achieving important milestones before moving on to others. They need to have ties to Florida (preferably Tampa). They need to fix the commuting, student housing, and lower class neighborhood situation that causes danger for students and makes the school less attractive for incoming freshman instead of building more facilities.
The individual needs to have a PhD. They need to have a good record that indicates their support of the rights of minorities especially students in the LGBTQIA community. They need to have a good financial record personally and in their work life. They need to be ethical and respectful if the environment.	Parking. Parking is horrendous. Besides that I have no real critiques. I'm getting my master's and I did undergrad and that is my only real complaint. Obviously it is quite minor.	Become far more green in our electricity, recycling, technology, what we do for the state of Florida's environment needs to be assessed basically our environmental impact and how we can improve it. We are doing a decent job already, and I praise my school for that, but we can ALWAYS do more. ALWAYS. We have an opportunity to go greener.	
Compassion	Cost of education	Community involvement	
A commitment to fix the art program and humanities which are underfunded and overshadowed by STEM.	Spending money in the wrong places. Football stadiums shouldn't be a priority while the Art building keeps finding asbestos and parking is so nightmarish.	Art. Hear me out. Ringling charges over 30k a year to go there. If we can get to a level of competitiveness with them we can pull students and make a hack of a lot of money. Ringling is full of affluent students from around the world. If our art program can adapt and expand, we can have a self sustaining art program that really can help students get jobs as artists in Animation, games, and vfx.	Listen to me. Fund the art program with the same passion you will fund repair on the Ind. Sci. Building.
Improve student and graduate quality	Quality of input students	Licensing team, city of tampa	We need a president who'll ramp-up the game in admitted students. There is great faculty, funding opportunities and everything, but the quality of input students is limiting the output quality, hence the reputation
Trustworthy, honest, of the people, caring, efficient, impactful, earth conscious.	Cost. Parking cost. Is my degree worth it?	Focusing on our academic schools and not our sports team.	I think most of the students can say we don't want someone who is going to be using dirty money. We want someone who shares our morals and aren't profit driven.
Transparency and a lot of it. Be transparent, if something is wrong let the student body know.	Cost and efficiency. E-Books for the future!	Honesty, Strength, and Nurturing	I wish them the best of luck in their search!
Honest, strong driven, determined, charitable, representative, open minded, global perspective	The biggest challenge is incorporating real life experience into the curriculum. Education needs to be more than lecture halls, there should be more opportunities for USF students to connect to the community in which they want to have a career.	I think it is extremely important for USF to establish a sort of tradition to develop a culture around the University. The student body needs to feel more connected to each other and to the community. I think if USF had this kind of culture it would be more appealing to prospective students because they will want to join the USF community. It will also bring the USF name to higher prominence in Florida, like other schools that have cultural bondages such as FSU and UF.	
I believe that the president should follow the strong academic tradition that USF has set and continue to support academic scholarships for students. Additionally, I would like to see a president that is not overly concerned with sports. USF should not become another UF or FSU	Parking is a disaster, but I'm sure you already know that.	USF has built a reputation as a school focused on academics over ego or tradition. That is what resonated with me most when I chose to come here.	
A president that wants to SUPPORT greek life	Money for attending college classes	We are now a preeminent state university. That is a major strength and doors open for different opportunities	I really just want to emphasize a good president that want to support and encourage greek life
The next President of the USF System must be energetic, brash, exciting, and have just as much tenacity, pride, and ambition as I am not more than our current President, and in keeping with the success of our last two Presidents, this President should also be female, as I believe the spirit of this university in feminine in nature.	As our university gains much deserved recognition for the completion of an array of accomplishments, our identity as a system MUST be determined single handedly by our students. The largest challenge facing USF today is our branding, our message, our vision, and how students' voices by the masses need to be heard when creating new symbols and dogmas for our university, and not from the opinions of a few in focus groups. We are all in this together.	We have used our youth as a university as an advantage for us, and in many ways, it has served us well. No other university in the Florida University System has nearly as much excitement and potential as our USF has now, and I believe that this university must now shed its image of being the young, but fiery school and instead transform into the Tampa hallmark that has a history of tradition, success, and rigor, and nothing but!	This new President must be determined to hit the ground running. We've accomplished so much, but we are still far from where we need to be. This new President should not be afraid to get down and dirty and make any necessary changes that need to be made the minute they are announced as our next President.
GOOD HUMOR	LOTS OF DEPRESSION	Changing the logo back and getting rid of the new ugly one	GO BULLS
Someone who will continue our momentum but is still visible by the student body. Judy is a strong lady who earned our respect and, as such, could command influence.	Specific training programs to be incorporated with the degree process, similar to internships, to really help students bridge the gap to getting a job after college. Really encourage licensure and other desired qualifications. We excel and our known for our medical programs - let's expand to aggressively become a top 25 business school too.	The talk in Tampa is all about Mass Transit capabilities. USF is uniquely positioned to undertake the tasks associated with researching, planning, and testing out a new system for Tampa.	I have full faith in the search committee that is tasked with locating our next President. Should you need the community's help, we're only a shout-out away. Thank you for allowing us to be a part of this process.
USF needs a president who is compassionate toward faculty, staff, and students and who is engaged with the local community in meaningful ways. We need a leader who understands education and the demands of academia. We do not need a professional politician at the helm. At the same time, our president should be active in Florida politics and be prepared to best represent the needs of the university.	Politics and funding. An increasing number of universities in Europe are offering free education. As tuition rates in the U.S. skyrocket, we are going to lose quality students and faculty to more affordable quality options overseas. We are on a precipice and U.S. Dept. of Education is suffering from weak and inexperienced leadership and price gouging. Many of our undergrads can't afford textbooks, let alone food and rent. Funding, we have a funding crisis.	I grew up in Florida before USF was a school with a community presence. It was there, but it wasn't an integrated part of the community. I've watched that change. It's a Bull Nation out there now and our alumni are active in building a name for the university. We are fortunate to have a local community that is engaged and interested in the university.	USF has been fortunate under the guidance of President Genshaft. We've grown as a community during her tenure. I am concerned that her replacement come from within academia not the political pool in Tallahassee.
Someone who values the importance of the College of the Arts.			
A background as a Social Worker.	PARKING	Location	I hate parking at USF.
Caring, present, a leader, friendly, open			
Equality, health conscious, environmentally conscious, academic focused, loving, caring, respectful, mental health conscious	Tearing down all the trees and rising college tuition	Strong academia	Please save the environment and keep us kids healthy
We need someone who is fresh, new, incredibly intelligent and young. I believe these characteristics embody the future of USF as we try to become a more innovative, non-traditional and unapologetically effective university. What I do not think is right for USF is to slot in a cookie cutter candidate that will try to get USF to follow the same strategies as it's peer universities in Florida and around the country.	I believe differentiating themselves from other Florida schools is and has been a challenge for USF. In a state with so many good undergraduate colleges, USF should focus on improving its partnerships with the organizations in Tampa that can help differentiate it. This would include strengthening ties with the many affiliated hospitals and with the community of downtown Tampa. Gaining a greater foothold in true South and Downtown Tampa would be very beneficial for USF.	USF's strengths: Has incredibly good hospitals surrounding it and on campus, committed to a culture of innovation and change instead of tradition, infrastructure to support many areas of graduate studies.  Opportunities: The campus location is less than ideal for taking advantage of the incredible growth occurring in a Downtown Tampa-finding ways to gain a foothold in Tampa and improve relationships with important community leaders and business owner there should be of great interest to USF.	Someone needs to come in and fulfill the vision of CAMLS that was imagined when it was first built and has since been abandoned and forgotten. CAMLS has the opportunity and infrastructure to serve as an incubator for innovative medical startups in Tampa and make this city a place for biomedical innovators. This would offer support to intelligent physicians at all of the world class hospitals to make their ideas a reality, while improving the name of USF and Tampa.
Male, likes Greek life.	Increase in diversity	Football, Greek life.	Please choose someone who will support Greek life it's the backbone of the university.
Someone who does not pay their own salary and bonus, cares about the students along with the bottom line, is willing to actually make the university contribute to an on campus football stadium as they will likely be the body actually supporting and receiving money from it rather than make it an additional and rather unnecessary fee to USF Tampa students who already pay quite a bit in fees. Lastly, someone who is approachable and who actually has a soul.	Parking	Innovation and a warm Floridian climate which attracts good aging professors	Best of Luck to you

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Students**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
Honesty, focuses on student and faculty well being, not all about the money, wants to bring our school to the next level	PARKING	USF has a lot of good research going on and it differs from other big schools because of its faculty who care about students. We should keep that as our top priority	
Determined, energetic, BULL PRIDE AMUST, engages with USF and Tampa community, unbiased	COST, High expenses, LIMITED TO NO PARKING, if you are going to build more dormitories and more buildings that will create more traffic, build more parking lots or garages. You make students and faculty pay for a parking decal, yet, we can't find parking and risk getting a ticket. WHAT IS THE POINT IN BUYING A PARKING PASS IF THERE ARE NO AVAILABLE SPOTS	Research, DIVERSITY, Community Outreach, job opportunities for students	Please follow in Judy's footsteps with her levels of energy she brought to this community. As well as, all the new innovative and groundbreaking initiatives she has made for USF
preferably in a fraternity or sorority so that they are not biased against greek life like President Just Genshaft is	monetary reasons for most students - college is expensive	academics, football, and campus involvement such as clubs, sports, and greek life	n/a
Having focus on student's education and comfort above all things	High rent will lead students especially freshmen to find housing elsewhere. Lowering rent for students, at least for freshmen will definitely improve their transition.	Continuing to invest in undergraduate research and mental health of students.	Don't rush the process and keep in mind who would be best for the students
A strong commitment to the environment and make our campus more sustainable. Transparent and honest leadership that is communicated to the students and faculty of USF.	It is still considered a commuter school for the most part. Breaking that barrier down and creating a stronger community of Bulls is needed.	It is important to continue to build our academic standing amount the other Florida Universities. Hiring and keeping top professors in their field would be a good start.	Communication with students needs to be improved. Events and campus activities needs a dedicated vessel to communicate to students with, instead of every department trying to reach out. Getting student more involved on campus will lead to a stronger community.
I believe a great president is someone who is connected with the students and faculty at USF. This candidate should have high regards for higher education as well as an understanding of the financial restraints that affect higher education. This candidate should support faculty and staff in supporting research and creative, new ideas that make USF the amazing institute it is.	Major challenges facing USF are cost of tuition and expansion. USF has an average tuition cost but, in order to attract new students, new facilities and programs are created which can raise the cost of tuition. This double edge sword is a major challenge that the new president will have to tackle.	I think USF has a great opportunity to become a sustainable (or close to it) university. USF is an innovative institution that has a high number of STEM programs and students that could work together with faculty to help create a sustainable university.	
forward thinking, committed to diversity and inclusion	budgeting/funding, title IX, diversity of students, staff, and faculty	Hispanic Serving Institution(HSI) classification, keeping preminent designation, consolidation that does not strip other campuses of culture they have created	
A commitment to equity and inclusion for students, staff, faculty, and administrators.	Rising cost of tuition, devaluation of education generally, and skepticism about the production of knowledge.	A continued focus on research, and creating accessible pathways for underrepresented students.	
Inclusivity of persons with disabilities, LGBTQ+ persons, veterans, and immigrants (AKA non-discriminatory towards special populations and cares for them) Understands how it is to be a student/faculty/staff and the trials and tribulations Treats faculty and staff fairly and gives them good pay Doesn't want to use/endorse places with discriminatory backgrounds/human rights violations	Accessibility for persons with disabilities/testing services for persons with disabilities Protections for those sexually assaulted on campus and a speedy, non-discriminatory legal actions for those using Title 9. Thefts on campus Parking issues Better transportation for on campus and off campus Safety on campus and around campus The lack of funding for other programs that aren't STEM-related	I'm not sure, probably our community? Our willingness to donate to good causes?	Please make sure the person you are hiring isn't going to discriminate against the diverse population of USF. I want to leave this university knowing that all persons are respected and cared for. Please make sure they care about students with disabilities and veterans and immigrants and LGBTQ+ persons.
Our next president should be smart, inclusive, and ambitious. Basically another Judy.	The rising cost of living on campus. I was originally planning on living on campus this year but I saw how much more it cost compared to the older dorms and I decided to live off campus for this year. Although I spend most of my time on campus, it's much more difficult to be a part of the activities on campus when you live off campus.	Strengths: Diversity, undergraduate research, A faculty that isn't satisfied with the status quo, and a commitment to student development.	In the past 19 years we have come such a long way from being an average college to becoming a Preeminent University. The most important thing that our next president should possess is the drive and ambition to pick up where Judy left off.
Desire to take strong progressive initiatives. Desire to take chances in environmental and technological research to propel USF as a leader in those fields.	Careers after graduation, they require a lot of experience that students don't have. The entry level field is saturated and is extremely competitive.	We are a young school which we can use to still establish and gain recognition in new and emerging fields and research.	We have come a long way as a young university, I think those initiatives to green technology and research should remain in the leaderships views and ideals.
Involved and friends with the students, qualified, with a vision to make USF an AAU university and continue our streak of successes.	Continuing to further ALL aspects of education- STEM should continue to be a priority but also prioritize other areas of education that will make USF stand out to ALL students not just STEM students. Such as arts programs (Theater, Dance, Music), education, and behavioral sciences.	AAU opportunity, preeminent SYSTEM, big athletics program with an on-campus stadium.	I trust you will find someone as passionate and as dedicated as President Genshaft.
Visible, visionary,	At USF specifically parking is a huge issue for students. Additionally, retention and retainment. As budgets get tighter and tighter less faculty are available and they are allocated and more interested in research activities which in turn short changes undergraduate education.	Funding for graduate students. Rising prominence. Preeminent status.	
Open, inclusive, respectful, willing to hear new ideas, cares about higher education, will advocate for students and teachers at the policy level	Budget cuts from the government, a political climate that is against higher education, anti-Semitism within the student government	Research opportunities, new medical school, new president of the university could change the culture	Dean Eric Eisenberg for President!!!
Someone who will make more stringent admission requirements, bolster USF's reputation, create more parking by admitting fewer students, and prioritize CAS student success rather than just STEM. I would also like them to consider a USF law school.	Inaffordability	Strengths: diversity of students and faculty, diversity of opportunity Opportunity: capitalize on making USF a regional powerhouse by becoming more selective with admissions without sacrificing diversity.	Someone who prioritizes student desires over financially preferable options is ideal. We don't want Aramark.
Someone who is an advocate for the St. Petersburg and Sarasota campuses. We need someone who knows the importance of sharing resources, funding and responsibility. Tampa took all of that before, which led to the campuses wanting separate accreditation. Do NOT let it happen again.	Instilling a love of learning in students. There are some fantastic professors and departments here at USFSP, but I fear they will be cut or undervalued under accreditation.	The journalism department at USFSP, for the first time in its history, is gaining ground. It's becoming respected in the field. Let us have control over the department and don't let us be swallowed by the Tampa Zimmerman school.	Find someone that is not a dictator like Judy Genshaft.
male			
Fairness, ethical behavior, and environmentalism are desired in a new president. This person should be well educated, a champion of academia, and concerned with the well being of our community.	The major challenges facing USF include many related to economics. Academics and research have at times taken a back seat to social concerns. Teaching faculty should be better paid. Adjunct faculty, graduate students, and TAs should not be abused as cheaper teaching options. Academics should be at the core of this institution.	USF should continue to champion academic achievement and outcome for its students. We should strive to graduate a high percentage of students with a truly quality education. We should students graduating from USF moving into successful careers in their field.	
positivity towards greek life	upper end		
The president needs to have enough experience to run a university well, and efficiently.	The primary challenge is that, students from many high-school do not feel appreciated to apply here. Also, the end-of-semester surveys are not stressed enough I think.		
Someone who is dedicated to bettering the school as a whole.		USF is a powerful school with vast opportunities. Very helpful all throughout the school.	Very great experience here so far.
Charismatic youth and determination. Forwarding thinking ability, curtailed with an appreciation of the past.	Changing the national opinion of the university and continuing the progress that past university presidents have made.	Diversity, location, and ambition. Increasing and reaching educational milestones is paramount. But it must include the dedication to an athletic superiority as well. The university is always "getting better." The university should change its thinking into "We're great and continue to excel."	Find someone who can connect with the community, the alumni, and the student body. This person needs to be a Bull, not just someone looking for their next opportunity after this one. This is so important.
someone who is strong, dedicated, passionate, and supportive.	parking	Greek life	
Not to invest in weapon industry, sweatshops, and the tobacco industry.	Sending the money to STEM and ignoring social sciences. Not caring for its staff, adjuncts, and students. We have homeless adjuncts and students on campus.		
Someone that will listen to the student body and see what they're needs are instead of following what they believe is best for the school.	We are one of the newest universities in the state of Florida. Because of this I would like a president that will make the university exemplary in the eyes of our government so that problems that happen with preeminence does not happen again.	Uphold the value of diversity on this campus. This would include diversity in our staff and faculty members.	
A president that understands college is a place of learning and while college sports are valuable - especially monetarily - American universities need to prioritize producing students who are engineers, doctors, teachers and mathematicians over producing professional athletes. I hope the next president will allocate more resources towards updating science facilities and higher more advisors for ALL majors, as they are a vital part of our education and right now, their accessibility is limited.	The overwhelming majority of professors and staff at this university as well as most others are extremely far leaning to one side. They use classrooms as a way to spread their extremist ideologies and I think that's extremely dangerous. Classrooms should be politically neutral. Suppression of free speech is also a MAJOR concern in my opinion. Colleges speak about allowing other opinions and ideas but most don't actually show the willingness to hear both sides, again, very dangerous.		I hope the committee will choose a candidate who is most qualified for the job and I hope all decisions will be based on MERIT and track record and not influenced by political correctness or some sort affirmative action. Please do not let race, ethnicity, or any sort of identity influence your decision. Also, please select a candidate who is 100% focused on academics and sees athletics as a secondary to education. The STEM graduates of USF are what -ultimately, make the world a better place.
The new president must be a capable politician who can work with legislators in Tallahassee and obtain the funding and whatever legislation that USF needs. Finally, I think it will be very useful if the president has a strong understanding of local and regional businesses and government institutions for which relationships can be made or strengthened leading to better job and internship placement.	First, USF has to work on it's branding. I have loved most of my classes here and have had the privilege of learning from some fantastic professors. In spite of being an R1 university, a degree from USF doesn't have a lot of cache. Second, I think we need to improve the professional skills of the graduates. Curriculum should include critical thinking training. But also, students should also be trained as to what jobs are out there and the skills for which these employers will be looking.	I think the research and the USF connect incubator are some of our best selling points. Interaction with the entrepreneurial and research facilities should be more aggressively worked into the curriculum. Relationships with local, national, and even international businesses should be cultivated for internship opportunities. If we can prepare our graduates to be ready to hit the workforce and actually be useful, we can really start to address our need for rebranding.	

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Students**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
Self-proclaim transformative leader, established connections within academia, focused on building upon on what USF already stands for	Lack of community relationship outside of USF Health, young university not considered competitive by many possible students	As a young university, there is room to build relationships and grow as an academically competitive state university.	Consider a plan to remarkably establish the university rather than to continually transform it.
A president who is pro Greek life and would like to further not only academic tradition but build upon a rapid increase in USF athletic success. Preferably continue this momentum of athletic success with a on campus football stadium.	Having enough faculty to expand the programs USF has to offer.	We have an athletic dominance currently and we have an opportunity to grow exponentially with this.	Please someone who supports Greek life and athletics. All candidates for presidency will have prestige and success.
Someone that is a democratic leader, who is open to suggestions and will listen to students and staff.	Quality of education. I know we see our professors for a limited amount of time and most of the learning is put on the student. Is that really effective learning? I think all professors should be required to have their lectures recorded so a student can go back and hear things they might have missed. Not everyone learns the same way and the point of teaching is to teach. Lectures should be accessible outside the classroom.	Strengths - helping students network with companies	The candidate should be an advocate for the school and not come in with their own agenda. Look beyond the resume and discover the person. Anyone can polish a resume but can they deliver? I personally would like to see a former USF student become president.
a president who is willing to worth with greek life and help make it stronger. Some of the best school in Florida (UF, FSU) have strong greek life and large football attendance. They also are strong academic schools. USF has already proven it's academic strength.	I think USF is great. one challenge is that the competition in florida is getting stronger. To me i think we need to focus on athletics to start widening the type of college students that come here. Obviously academically we are strong but diversifying and getting people that value school spirit is important to me.	Strengths: academics, school beauty opportunities; athletics are becoming competitive we have to make sure we don't let that go to waste	nothing
Outgoing and the desire to know the students	Cost of school books	The flexible student schedules - classes can be taken in the earlier morning or at night and there are plenty of online options!	
Find a strong, visionary leader from outside academia, preferably someone who is an innovative risk-taker. Find someone whose vision for USF challenges your belief and makes your vision feel embarrassingly small.	There are only opportunities. Changes in education mean the old order is about to give way to some new order. Find a way to democratize information and to demonstrate the value of a university education beyond the acquisition of facts and credentials. Figure that out and become the Harvard of the next century or so. Keep trying to become a &#x26;recognized&#x26; university by the metrics of the past and we'll be left behind.	USF is still new enough and growing with enough recent momentum to credibly redefine the impact of higher education on society and the way citizens continue to rapidly gain higher levels of productivity.	Takes a risk. Do something bold. DO NOT hire someone who ride Judy's coat tails. This hire is not a reward for a deserving individual. It is a post from which a singularly driven visionary can impact USF. Tampa, our nation and maybe the world. If you feel safe about your choice at the end of the process, start over. Don't be a chump. Be bold. That's USF.
Strong leadership, ability to fundraise and work with legislators.	Some older buildings, future declining enrollment, attracting the best professors, assuring graduates obtain good jobs upon graduation.	Urban location means networking opportunities with industry leaders.	Please find someone who can build on the strong academic foundation and can assure USF retains eminence regardless of the challenge the university faces.
Someone who is driven to continue the success of USF is a must. Preferably someone with a higher education background would be preferred as well. The new president must be open to cross-campus collaboration and willing to be a focal point of the university.	Title IX, political climate, racial injustices happening across the country.	Continue to build on what USF is doing now and find ways to continue that progress. Align the three campuses and make them one.	
Someone who is willing to receive feedback from students. Someone who truly values diversity, and acknowledges the unique challenges that minority groups face (minority groups include women, disabled students, racial minorities, and members of the LGBTQ community).	The cost of education (tuition, fees, and supplies) are too high. It's impossible for students to pay off the cost of college education without scholarships, financial assistance, or pulling out loans. Employment alone is not enough to to pay a full-time student's fees.	I love USF's focus on diversity and promoting diversity. There are also many opportunities to be involved on-campus through clubs, organizations, volunteering, and research. The student body at USF is, in general, very cooperative. Students help one another, and competition is not cutthroat.	
Charismatic, good judgment, proactive in the community, fun, outspoken, pro-Greek life in order to further value our alum	Parking, no football stadium, too much censorship	Athletics!!! With athletics comes revenue, comes exclusivity, comes selectivity, comes passion, comes Bull pride, comes engagement in the community.	Please reconsider the new logo, if not the new logo, please reconsider the slogan to go with it. &#x26;Ambition over tradition&#x26; genuinely upsets me. Without tradition, how can we feel as if we're a part of something bigger than ourselves? Also please consider a football stadium at mosi. That way, the large pedestrian bridge crossing Fowler could be used a large foot traffic area for all the students deciding to come to the game. Call it the &#x26;Stampede of bulls&#x26; as the entire student body walks over
someone who can keep the momentum going	the quality of the relationship that senior professors have with their students	the amount of multicultural involvement and the rapid pace at which the university is growing	please pick a good president
Focused on equitable resources and services for all types of students.			
Being willing to listen to the student body and implement what they are asking for. Also taking time to get to know students on a personal level by interacting with us on a day to day basis not spending all their time in the Patel center.	Affording school/living expenses, parking, and having professors that are great researchers but have no experience teaching and do not know how to interact with students and actually teach them.	It's connection to the community and vast variety of majors to choose from. USF has opportunities to educate it's professors more and give them tools and strategies to create more effective teaching strategies.	The president should try to get to know students on a more personal level. What if you required them to go to one student organization meeting a week? It would allow students to get to know the president and allow the president to see the individual's needs of students and what clubs are doing first hand. There are a lot of smaller clubs, doing great things that go unseen by a majority of the school.
Someone who does not have a party affiliation. This university should not base its decisions and ideas on politics.	Once again USF needs to stay away from politics. I feel as in my years here, administration has started to express their bias toward political ideology. The University should focus on its students rather than what it's trustees want.	USF needs to continue its growth and fund programs that acquire recognition. Sometimes I feel as if we are still not recognized as pre-eminence. USF needs to build its own football stadium and continue to advance athletic programs which will acquire a better global recognition.	The new logo sets this university back a great leap. There should be a legitimate democracy style vote on logos not one thrown in our faces. It's hard to accept new ideas when you had no say in their adoption.
Someone who can improve our image and connect us to a greater network of employers. Ideally, our president is someone who is well versed and well known in the state of Florida.	Growing our image as a top university. Growing the number of programs offered by the different colleges.	Being in Tampa, we have an abundance of professionals looking to connect with students. This greatly helps us and improves our image in the professional world.	USF has been a great experience for me. I would love to see it grow and help future students get into careers that legitimately interest them.
Humble, great speaker	Employees (GAs, Adjuncts, and Instructor, not faculty) paid fairly low which result in a lower education quality.	Research accomplishment is on its good way but education is getting worst over the year. Accepted students are of a lower quality each year.	I would recommend Dwayne Isaacs. Give him an interview and will demonstrate why you should choose him. He cares about USF and has the quality to make us move forward.
Not being the 7th highest paid US University President	Correct allocation of money	Money to be invested in students and infrastructure, instead of other sources.	
Ideally, the new president would look to continue the advancement of the university as President Gienhaft. I also would like a president that works closely with student leadership.	The obvious challenge is funding, how can we make college more affordable for the students. The second is the legitimacy of the system- are colleges and universities teaching worthy subject matter that is helpful towards cultivating better citizens.	Strengths- Student friendly environment. Hopefully the school does not outgrow this -Spirit of innovation. We don't have a long history that we are beholden to, I think this spells opportunity inherently.	Whoever becomes the next president of the university should be open and willing to advance the plan set forth as an ever-growing university. I liked the fact that we were historical. It led us to discovery and necessary change, both of which provide a spirit of excitement on campus.
Empathetic with students, especially undergraduates; considerate and caring; maintaining financial aid and opportunities for students	Expanding the satellite campuses to provide more for students living at home	Internship and research opportunities; keeping costs low for students is a strength	
I think a president who listens to student's concerns. For instance, about the new logo, about parking, and about the overall success of the university.	I think the major challenges facing USF are the class sizes. I am in both major specific classes, which some only have 9 students, and I am also in science classes, which have about 300 students in them. I think this is a challenge because I am more comfortable in my classes that have few students.	I think an important strength and opportunity would be to add more parking, particularly in the college of nursing area. The college of nursing building is home to many students, faculty, and staff at the university. More parking would mean that more people are able to come and see what the college of nursing has to offer, which is a lot!!	I think finding a president that is more involved with the university, and cares for his/her students would be ideal.
Innovative, traditional	NO PARKING	It's the largest and most important university in the Tampa Area. May it continue to make itself relevant. A part of this is investing in the arts: music, dance, theater. This way the community is more involved.	
Someone who is proactive, engaging, and determined. As a student I think a president who makes themselves available and actively involved in the university is important.	High tuition (USF is more affordable than other universities, but still financially draining for many students). In addition, limited parking/transportation options on campus. Also, recruiting well-trained and accomplished professors.	I love that USF is diverse and promotes an environment that welcomes all. I would love to see more collaboration with the community & opportunities for students to gain internships and build their skills outside the classroom.	
Transparency, Activism, Communicative, Fair and Balanced in Priorities, Background in Education, Sustainability Focused (Environment and Social Issues), Supports Universal Education, No Corporate Interest Ties	Student Loans. Sustainability on Campus.	Diversity. Progress over Tradition. Open-mindedness. Teamwork. International Studies.	Good luck!
Anyone but a liberal. Please right the ship	Students without health insurance	R&D	
'open to hear the people's voice -kind, a recent, YOUNG alumni -someone who knows the faults of the education system and puts school traditions, academics and athletics over making money	'allocation of money isn't going to correct resources: for example, USF approved to establish a building on campus for "promoting and selling tickets for tourist attractions near USF" which I believe is n't a smart way to distribute money; instead the money could've gone to a parking garage -focus on affordable e-book sharing website/platform from previous students' books -students/alumni who feel this university were not given a voice about the new university slogan/logo	'opportunities: USF's networking and emphasis for career success through job fairs -information sessions for freshman on "How-to's" on campus: for example: how to use the bull runner, how to make the most of your college experience, how to score free food, how to be more involved on campus -more team building/educational volunteer services for faculty and students together -USF's diversity and urban area is a strength	I think the new president should be someone who is a recent alumni who knows the weaknesses and strengths of USF through a first-person perspective.  Maybe someone like me.

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Students**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
The qualities, characteristics, and criteria that I desire in the new president of USF are empathy, flexibility, integrity, confidence, and persistence. President Genshaft possessed all of these and I hope our next president will as well.	Fulfilling the dream of higher education many people have is very difficult nowadays, for many reasons. Cost is the primary one that affects me, and it also affects most of my peers, whether that be minimally or drastically.	Important strengths and opportunities for USF lie majorly in STEM. I would love to see more females involved in STEM - more female professors and more opportunities for female STEM majors to succeed. I would like to see more women in general involved in USF, because they are a huge part of what makes this university so great.	N/A
This person must understand that racism and gender discrimination, in all its forms, is detrimental to society. This includes the overt discrimination that I have experienced in the past at USF because I am a straight white man.	The primary and secondary schools in Florida are measurably failing the future adults in our society. USF should raise its standards to those of the past so that it brings everybody up to speed. There is no point in spending thousands of dollars on an education if it does not prepare you for the demands in the workplace.	We have a strong science department at USF. Science degrees generally result in high paying jobs. We need to incentivize degrees that are in high demand and remove incentives for degrees that result in you becoming an overqualified cashier.	The selection should be made by considering who the best qualified person is for the job. If gender and race are considered, then you are part of the problem.
The new President should be well educated in leadership, academia, and most importantly a strong record of diversity.	Funding and student fees. The biggest concern for me is parking at USF Campuses and the exorbitating costs.	Involving more students in community initiatives to help make our society thrive especially around the areas of the immediate campuses.	
a president for the students, proving that they will fight to improve the educational and social life at USF.	sub-par facilities and housing.	building a stadium and allowing greek life to grow without being held back by USF and IFC.	If greek life is left alone, it will grow faster than it ever has before, this will lead to more admissions and more improvements to the school.
I'd like to see someone who focuses on student ACADEMIC success, not the university's reputation as a commuter or residential school, or how many people show up to football games. A president who emphasizes USF's role in educating and training students for their future. A person who will keep in mind the wide variety of paths that different students take through college (humanities vs hard science paths, research vs practical applications), and who will understand the value in that diversity.	An expanding bureaucracy and decreasing funding. I imagine the two are interrelated in some ways, but could not suggest any solutions. Colleges are expensive to run, but they are also getting too expensive for students, so a balance will need to be found. Handling the re-consolidation of the two satellite campuses is going to be a challenge, but hopefully it is a short-term one.	USF is in a great location to make a lot of contacts with local businesses, hospitals, schools, and even arts scenes. We also have beautiful open areas of campus (not saying to use them for anything, I just like walking through them).	I don't have a lot of school spirit. It's just not important to me to wear school colors or learn an alma mater. But I take my education seriously. Given the choice between a candidate that will increase social engagement within the campus community and a candidate that will make sure our curriculum is appropriately challenging, I will throw my entire support behind the second option. Universities are places of higher education, not social parties, no matter how much "fun" that might be.
Commitment to equity, diversity, and challenging the systems of oppression that exist in higher education.	Changing too quickly and not taking time to evaluate repercussions of those changes. It's important that we assess what we're doing, not just do something, assume it helps, and move on.	The novelty of USF is a strength they possess. There's an opportunity to use this to be able to address important changes - most notably those of oppression toward minoritized communities.	I think it's important that the next USF president feels a desire to connect with the student body and works to show donors that the students are central to their role in the university. I also think it's important the future president isn't afraid to comment on goings on campus with honesty in a way that ensure all members of the student body are represented and heard.
Appropriately spending funds, interacting with students more	A science department lacking in efficient teaching strategies	Research, organization and club opportunities	
Cares as much about building up our football program as he/she would care about building our academic notoriety.	Education here is great. Infrastructure improvements would be nice such as the parking and roadway conditions on campus.	Maintaining our academic prowess that president Genshaft has built over her years here.	I would like a president who would be supportive of the Greek community on our campus. Help fight the stigma around reek organizations, while making sure that all members live up to the values that their organizations were founded upon.
Caring. Kind. Friendly. Focused. Non-political. Traditional. Understanding. Professional.	Political oriented professors that try to rub their views off onto students that are easily impacted. I pay for the class I sign up for, not to hear my professors liberal, and biased opinions about how they think the elections "should" have gone. I know that the university wouldn't have stood for this had professors spoken out against previous president Barack Obama. It's not right that it be accepted for President Donald Trump.	Strengths: The business connections that the institution carries as well as research opportunities for students of any major.  Weakness: An over-focus on being diverse. I've been applying for jobs for a year on campus and am constantly rejected. I have 5 years of professional work experience and I do my job well when I do it as well as with a smile. There is NO EXCUSE for me to be declined constantly when the employees that I encounter every day are on their phones, giving dirty looks, etc.	Just find someone that cares for the students and not their personal motives. Judy was amazing, finding someone to fill her shoes will be tough, but we know you can do it.
The new president has to be good at connecting with students. Not just an old person who's out of touch, but someone who understands that college is a mix of fun and studying. The new president has to have the energy to show up to campus events so students feel connected to them.			
Aiming to continue what J. Genshaft has done would not be bad. Beyond the fundraising, the candidate should have a clear vision of what USF should be striving to become in research and education. The two goals should be equally emphasized at all times. An ability to effectively promote the needs of the University both locally and at the national level would entail also working well with the state legislator to ensure the level of support needed to grow our mission as an institution.	The University must continue to offer research and degree programs relevant to the current and future needs of our state, country, and world. Legacy programs must continually be evaluated and, if necessary, restructured to achieve this goal. We must offer both an effective online program as well as a vibrant in-person educational experience to all students. Resist the temptation to over-indulge in adjunct instructional positions since this will not help create a strong collegial atmosphere.	The university has shown its potential in the phenomenal growth evidenced over the last several years. Our increased local and national presence in both athletics and research should allow us to draw in a greater percentage of high level students on both the undergraduate and graduate levels. Increased ties to local research firms will only enhance our opportunities.	
Someone who cares about the student body as a whole. Someone who isn't going to screw greek life over like the school as a whole likes to do. Someone who understands what it's like to be in greek life and not just some overpaid person that has never experienced how much you get from being in greek life. Also continue with the progression of an on campus football stadium to take the school to the next level	The price of housing and the price of a meal plan.	Continue to renovate the campus and continue to make it a great campus to be on.	
Transparency; no criminal background; the ability, willingness, and WANT to stand up for your students, staff, and their rights; eloquence (e.g. not speaking like Donald Trump); no scandals; respect for people of all genders, religions, ethnicities, and backgrounds.	The price of tuition, parking (specifically lack of handicap accessible parking in student lots but EVERYONE has trouble parking), crappy professors that can't teach and barely speak English with horrible ratings that pride themselves on crying and failing students yet are allowed to stay, lack of community, needs more programs/degrees (BS in genetics, biomedical technology, psychology, a bunch)	Being the undergrad, good transportation system, good student services, nice and clean campus, cool architecture.	I genuinely don't think you care what we have to say. But still, I implore you to find someone who will come here and genuinely care about the students and staff, not just the money. At the end of the day, you are nothing without us. I've met a lot of kids who came here when they could've gone to UF (myself included) despite there being less opportunities due to scholarships, good student care, and good professors. Don't lose that. Or lose your good students to UF. Your choice.
Above all, an egalitarian mindset. Someone with a personal connection to typically marginalized groups, such as the LGBTQ+ community, would also be ideal.	I fear that USF, like most American businesses, cares more about profit and growth than caring for their student body and doing good in their community.		
openness transparency experience diversity	parking parking parking	inclusivity and the funding for organizations	
Experience in education.	Expansion of the administration and athletic departments at the expense of quality, permanent faculty.		Don't pick some "business leader" who is respected by the "community" (of wealthy campaign contributors). Pick someone who has a lot of teaching experience instead. Education, not sports or recreation, is the purpose of a university.
Must care about the environment and continue with Judy's pledge to make this school carbon free. Also give the old logo back and get rid of the new one.	Parking availability. Residents and students both.		
The new president should be welcoming, open for change, inclusive to all, and with the goal to make USF as amazing as possible academically. I believe the next president should not support excessive Greek life because of the atmosphere it accompanies. They should support academic groups, study abroad, honors college, and opportunities for those who strive for their best.	Finding the best professors in certain fields. From my experience, the Math department is lacking in the lower classes. I also think another challenge is getting students out to make connections.	The strengths and opportunities are study abroad and shadowing opportunities for med students. Also study abroad for anyone else from all fields.	No excessive Greek life. Also, please improve our local pharmacy. We are lacking in important medications.
Someone that is focused on the students benefits rather than their personal benefit or the benefit of faculty and staff	I hope to see more transparency in the USF community and for there to be better communication	I would like to see USF become more sustainable, inclusive, and focused not only on the Tampa campus but also the St. Petersburg and Sarasota-Manatee campuses	
I think a really good president who cares about the students well being and including themselves in events and in the student lives should be a requirement. If the president can actually talk to start and care about them and what they need is the most important thing. Also not just to focus on one specific major like pre med but also business, foreign language, mass communications.	Higher education is important but everyone should have a chance to go to college and not just to look at there ACT or SAT scores but also to meet with the applicants and see what they are like in person. What there personality is like. Do they have goals? If so, what are they?	Anything with education and not just focusing on athletics. I think athletics is great but not the most important thing. I hope we make more strides with education and all the majors. And not just medicine	
Integrity, care for students and not just business, love of education, school pride, interactivity and approachability on campus.	Tuition costs, quality of education, diversity of degrees offered	Increasing visibility as a top college in Florida and the US. Increasing opportunities for students to pursue their degree.	One of the reasons why I chose to go to USF despite being accepted by universities like UF and FSU was because I felt that USF cares about students and their success. I hope the new president values its students as more than just a number and a potential for financial profit.
Cares about students' well-being genuinely	Cost of attaining a degree	Increased focus on making the educational experience better	



Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Students**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
NOT PRONE TO CORRUPTION. Please pick someone who is truly a good person at heart. Then, we can let them make the decisions that are best for the students first and school second.	Some professors are just not fit to be teaching at higher education. We need a more vigorous evaluation program that is designed to find the right professors that will benefit the STUDENTS first.	USF is a large school, it has potential to achieve notoriety nationwide, but we will never be able to get their by putting on a facade, we need to improve from within first.	PLEASE PLEASE PLEASE Pick an individual whose purpose and morals align with doing what's best for the USF community, and NOT for the money. It's more important to us that we have a president who genuinely cares for our well being and not just for the prestige of the school. A bad president can ruin the face of the entire community--take the president of the US for example. Corruption will kill us slowly but surely.
I believe that the new president needs to have a greater sense of what the students want. I believe that the new logo and slogan made it evident that administration was not in tune with the students wants or opinions.	The major challenge facing higher education is student involvement and passion. Kids are going through the motions opposed to viewing it as a learning opportunity. There needs to be a recognition of passion and a focus on growing the mind opposed to overwhelming it with knowledge.	believe the strength to USF is its commitment to creating global citizens and its network with Tampa Bay area professionals which provide opportunities to students.	The slogan needs to change. It is embarrassing that USF is rejecting its tradition and distinguished alumni. It should be changed to Tradition of Ambition. The fact that this was missed in the initial process is ridiculous in itself. It much better speaks to a culture of success, greatness and a promise to continue it.
I think the president of the university should have an academic background rather than a business background. Other universities have taken that route, and I think the students and academics suffer.	Higher education is not well funded and is transitioning to a business model in some cases. The focus should remain on students and their success. I also think the professors should have flexibility in their classes, rather than have a strict syllabus. They know the material and deserve autonomy.	The strengths of USF include the research focus and broad opportunities for students. USF's diversity is also a strength. The support of diverse students on campus enriches the education of all students.	USF is an academic institution and Dr. Genshaft is respected by students because of the care for the students. I hope the new president of USF has a similar perspective.
confident, personable, kind, and relate-able	Black student retention and graduation rates	We need to work harder on our faculty and staff diversity.	
Someone that cares less about the sports and more about academics (like the first president of USF intended the university to be.)	costs as well as resources such as clubs that have active participants, lack of access to professionals in the industry	To strengthen the academic clubs as well as create research	
Someone interested in a more internally sufficient university	Maintenance of the facilities in older buildings and quality of grounds keeping	divestment	if you want money from large corporations, instead of ideologically selling parts of the university off fill the empty acres of our "research park"
To care, and make changes to help and benefit minorities. Create more parking. More food choices. Tuition and everything else we need to pay for is a lot, free things should be offered to students. Make the office of multicultural affairs bigger, with more resources. It is under appreciated.	Curriculum, and program possibly.	Diversity is an important strength, but we still need to eliminate racism and prejudice around campus.	Someone who will provide opportunities for minorities. Make more parking spaces. Especially timed spaced. It is week 9, and there are still students who arrive to campus an hour early and still can not find parking.
Someone with a desire to grow our community with bull pride. I think our next president should want to build a stadium which would increase student happiness, turn outs to games and overall community support. Our new president should have a positive outlook on Greek life and help it grow. It is proven that being a part of Greek life will help students thrive given their higher GPAs, connections, leadership roles and philanthropies. I would also like to see a president interested in fixing parking	USF is an amazing school for academics but a huge weakness is the surrounding community. Their isn't much bull pride even though our football team is killing it. Another weakness is communication barriers between students and teachers. Some of the teachers do not speak English as well as they should to teach a class. This hinders the students learning.	The amount of leadership is amazing as well as study abroad options and how much the school is growing not only physically but in popularity and academically.	
Communication, open-minded, more included in the USF community		The strengths would be the outreach that USF has and the inclusive opportunities that would invite students of all types.	
Inclusive wholehearted transparent strategic innovative	Student Loan Debt Careers pathways that will allow students to payback school loan debt and live a comfortable life.	Strengths: Research Cost of attendance Post-Graduate Offerings	
Integrity, Intelligence, Ambition, Honesty	The watering down of curriculum in the interest of passing more students. A normal bell curve is an artificial construct, and should not necessarily represent a grade distribution. Fail students that do not understand the material.	USF is a very diverse and inclusive campus, our strength is in the caliber of people we recruit.	Placing value in meritocracy leads to a more successful organization than when prioritizing anything else, whether it is hegemony, diversity, or other.
Open minded, creative, reliable, progressive	Cost of tuition	Community, diversity, and welcoming	
Frugal, focused on what is important, not concerned with being efficient as much as being effective, that is, to truly educate students, and further artistic and scientific discovery on all fronts.	You worded it perfectly, challenges are facing USF, not the other way around.	Research, a large pool of applicant ants to choose from.	Would love to have a genuinely good person for president of this organization.
More than anything, I hope that our new president gets to know our campus inside out and watches over the health of all students, faculty, staff, and other patrons of USF by implementing policies and initiatives that will benefit all. I want her/him to be a respectful to every member and practice tolerance for every identity possible. She/he should also be open to suggestions for improving the campus, no matter how "crazy," "ridiculous," or outright wrong they may be.	I think one of the main issues with our campus is that most students are not really pushing themselves to get involved; Bullsync is not all that effective at getting students to go to organization meetings, which worries me a lot. I wonder if students are just too stressed or too "lazy" to go. Perhaps we should also reconsider the grading system in place, because I feel like there is too much emphasis on getting good grades, instead of meaningful, hands-on learning.	I encourage USF to continue stressing health and wellness as much as possible; needless to say, it means a lot to the long-term success of students. And do encourage students to make good use of the helpful resources on campus, especially the Counseling Center; they helped me personally. I'm also very impressed with USF's athletic programs; we have one of the best recreation centers in the state of Florida. Our facilities are very well-maintained, including the MSC.	In my experience, students tend to be focus too much on their grade. I'm not sure what the president could do about this, but it's just something to consider; it could simply be because students have poor ways of coping, but it could also be due to the policies or system in place that is interfering with meaningful learning in classrooms. We need to come up with a solution to this. I want what's best for all college students!
Someone who welcomes people of all different races, ethnicities, genders, religions, and backgrounds. She has a lot of prior experience.	I think USF is succeeding through adversity. I think now more than ever we are many a lot of progressive advancements!	We are becoming leaders in the academic field. We will have a new honor society next semester!	Hopefully, we hire someone that has progressive thinking and wants to continue to modernize and better our school!
1) Need an academic with strong management skills. 2) Should be empathetic and willing to listen to student problems and have an open and broad perspective for people of different race, religion, sexual orientation and who have disabilities. 3) Should be willing to balance university progression with student well being. 4) Must be more accessible to the 40000 or so students who are enrolled in the Univ 5) Help departments redesign curriculums and remove some existing obsolete testing practices	Lack of funding for arts and other non-STEM or business related degrees. Emphasis on hiring professors who have both research and teaching skills. Emphasis on better departmental policies that consider the well being of the student. Emphasis on research and research-oriented project with real-time applications. Increases transparency between students, staff, and faculty. Industry oriented campus projects. Better services for international students (advocacy, information, and support)	I think we can do great research project when collaborating with other universities and companies. Departments should be incentivized for such collaboration. I think we already excel in this area however we have a lot of untapped potential. We are a strong loving community that embraces people from different walks of life and that should always stay true to this University. We embrace diversity. (ADDING HERE FOR NEXT SECTION: We also want someone who believes in global warming and climate change)	We would like a President who challenges the univ to greater heights, who is able to assess how we differ from other ivy league or strong universities and develop best practices for all departments to make students feel more rewarded to earn their degree. We would want someone who is keen on taking feedback and implementing it, somebody who earned his/her way from the bottom and is able to relate to the struggles of hard-working students and faculty and change things around. We also want some...
Charisma, transparency to a degree, passionate, innovative, forward thinking with enough Appreciation for the past and tradition.	Grading systems, tuition, USF shuffle and not getting concrete answers because you feel rushed out of an office	Diversity, inclusion, care, and opportunity for students to get internships and jobs	Make sure they have plans for the future of USF, they want to make real change, and appreciate all types of Student Life affiliation and activities
I would like a president that treats all aspects of the university equally and does not blatantly look down upon certain groups of students. I am so proud to attend a research university, however, so much of our resources are put into that, rather than some of the other great things at USF that can be expanded. Also, Dr. Genshaft very openly and vocally disliked greek life, which has greatly improved our campus and student life.		Athletics, research, and our involvement in the Tampa Bay communif	
Firm, dedicated, innovative, quick-thinking, collaborative, endearing, fair, experienced, motivated, aspirational	Standing out among powerhouses like UF and FSU. While we know our programs compete/exceed their programs, we are still not at their level just yet. USF is also growing and is experiencing growing pains- i.e. lack of parking, lack of living space, etc.	Continuing research is very important. The partnerships USF has with the DoD, Tampa General, Florida Hospital, Moffit, etc. are important to help students get involved beyond the university and become global citizens.	Whoever becomes the new president must PLEASE not fall victim to the vitriol spewed by the democratic party of late. The last thing USF needs is a president like that of the University of California who is willing to silence opposing viewpoints to create "safe spaces" for their students who cannot stand to hear opinions different from their own. USF breeds functioning citizens and mature adults. We cannot give in to the whims and cries of children.
integrity, trustworthiness, school spirit, attention to students, intelligence, experience, connection to community	parking, spread of the tampa bay area, too many students	connecting to the community, connection with other top universities, research in other countries	
transparent, genuine, community leader, defender and of minorities, strong leader.	tuition cost, book cost, class limited scheduling options for the working independent student (science programs)	health careers at the graduate level.	a person willing to think outside of the box.
Greek Life needs to be more excitement to the school	Greek life	new opportunities and greek life	
Someone who will take an interest in graduate school education and programing, liberal-minded, focused on not only STEM education but taking an interest in the liberal arts and social sciences as well.	Lack of funding opportunities for graduate students, lack of healthcare opportunities for students, Not enough focus on social sciences.	It is important to continue to focus on diversity and the quality of education available to students as well as continuing to devote energy to school spirit and traditions.	Someone who will help get back to time honored traditions (and with that the traditional logo).
Dynamic and Enthusiastic. The new President should be able to make USF the top school in Florida. Mrs. Genshaft has done an incredible job in putting USF on the map. The next President should be someone who can carry forward the legacy and continue to support the growth of the university	Kids taking up STEM courses. The quality of STEM education and research must move up several notches. That will require competent Professors and an array of cutting edge courses.	The university is young, with a lot of kids. Huge campus. State university tag are some that help USF	Subra Suresh did a fantastic job at the famous Carnegie Mellon university. Our new President should be someone like that
An open mind, vision and a desire to put students and faculty first.	The erosion of funding for and appreciation of the humanities. We're not all STEM or MBA candidates.	USF's greatest strength is its faculty. Please select a leader who understands this.	The Legislature let us down when it mandated consolidation--as boneheaded a move as we would expect from those dunderheads. Please work with more enlightened representatives to safeguard the strengths of each USF campus and their autonomy.

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Students**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
Authentic, Student-Centered, Motivated	Money. We need to make sure we are putting student funds and tuition towards the best investments for the students.	Building upon our athletics by getting a stadium closer to campus. Building up the community around campus to make it a safer and more attractive area for incoming students.	
Energetic, committed to tradition, communication of plans	Parking and cost of education	Using preeminence money to update buildings and professionalism of professors	
Inclusivity, fairness, and a constant consideration for the students of USF.	Maintaining preeminence while keeping prices down.	End consolidation.	We need a female president again. A white man leading the university will make us indistinguishable from the rest.
One that actually cares about the current students and not just bringing more in without thinking of the other ones.	Parking and the facility. The facility do not care about the students and them being late after an hour of searching for parking.	Not many strengths. I like the football team but even now they're not that great. But the facility is by far the worst, even than my public high school	I have loved this university since I was a little kid since my parents went here and it was always a dream of mine to come, but after a year of being here I see how've little you value your students. All USF unfortunately cares about is getting more students and making housing for them. You build the capacity to almost double the students going here but put no new parking in? Makes me seriously wasn't to transfer just because it shows me how you value your students and it's disrespectful
Understands what is and isn't good use of resources.	A major challenge facing USF is wasted funds. A great example is spending millions for an Honors College building. Huge waste of money. Pay adjuncts and professors more, or buy healthier food for the dining halls. Don't waste it on a building to hold classes when there are already classrooms for the Honors college courses.	A great strength and opportunity for USF would be to not waste money on building a new Honors College building because that would free up funds to do something productive.	Pick someone who doesn't want to waste money on the Honors College building.
Dedicated to success, honest, hardworking, mindful of others, wise	This is a preeminent university, meaning that it is still growing into its strengths and prestige. Right now, it may not be ranked or represented as a top university of the country, but it will get there given time.	A low cost of tuition, allowing for a greater representation of families and backgrounds that are able to attend the university.	
Integrity & Honesty	Working with competing agendas and reducing barriers to admission to diploma	Community, global and next generation learning.	I would like to see USF expand in Sarasota and to homeless families.
Not Judy Genshaft	Spending. Like spending millions of dollars on a new honors college building rather than infrastructure.	Money, research, good degrees.	Make Richard Pollenz president
Leadership, Transparency, and Charisma!	One major challenge facing USF is the fact that more and more working adults/single parent like myself are returning to school and there isn't enough work around with certain online courses. However, I understand that's in the near future once all of the campuses become one. #GoodJob	Important strengths are camaraderie as a whole University. Opportunities would be to maybe develop or partner with more programs dedicated to the 27-34 aged students that aren't necessarily internships but more of developmental.	Maybe hire from within. There are so many talented professors on this campus and I am sure other campuses that I believe more than qualified to be the next President. Good luck search committee!!
Someone focused on the future and continuing momentum in the growth of USF's esteem and quality of education. I believe the support given to graduate students could use some work, as well as graduate school and fellowship counseling being made available to non-honor's college students. our next president should keep strengthening USF's academics alongside inclusiveness and diversity	limited funding and organization of the graduate student programs. grad research is a useful way to gain academic notoriety which is lacking, additionally the feud between the deans of arts and sciences and usf Health limits the ability of students to work and learn across both departments and leaves usf health grad students feeling isolated and unwanted	I think the university area could be a major opportunity or limitation of USF depending - investing time and energy into uplifting the local economy and surrounding university area through community service/outreach, improved public transit, collabs with Tampa government, public/private partnership, start-up investments, etc. could reshape the area into a healthier, safer place to live while avoiding gentrification	the next president should continue working towards USF's academic growth while keeping in mind the needs of the surrounding community and ensuring that the academic success of underrepresented/minority students continues to be a focus. also, someone that will invest time into building collaboration between arts & sciences and usf health.
Interactive with students, have students best interest in mind, and be competent, and kind.	Increase of prices, and more lit areas on campus during the night time.	more diversity	please let this person have previous experience as a president.
I would like to have a president that will push and support for more human rights groups. This is very important to me as it shows their compassion. As a compassionate president, I would like transparency of organizations they support-mainly if they support Zionist organisations, as I am against what they propagate to the students.	Transparent and easy guidelines to follow when applying. For me, as a transfer student, I faced many time wasting issues while applying. I would also say a major challenge is tolerance. "Accepting" students from many backgrounds is easy, but actually accommodating to them does not happen unless USF can profit from it.		
Honesty, integrity, transparency about professional matters, and friendly demeanor in order to be approachable.	Cost of living, traffic, and petty crime.	Student government and student integration through campus fellowships.	I appreciate the opportunity to contribute. This is a vital part of democracy. One voice, one vote.
Because of the low character limit I am going to answer question two using all four boxes, as it strikes me as the most important.  "Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?"	The usual slew of issues: Textbook prices, increasing costs of attendance, others commonly referenced. There is one thing though, that stands out to me as a mistake that USF keeps making.  Increased privatization is not more efficient in my mind-- It leads to more cost on the student's end, the influx of business into higher education (two worlds that should remain separate, let's be real), and distrust of the university.  Correct me if I'm wrong, but investors don't tend to invest without ---	---- the expectation of profit. Usually the cost of facilities to run would be covered by the students, but an investment funded facility necessitates the collection of profit as well. Where does this burden fall? The students right? We started this public private partnership the year before receiving enormous amounts of extra funding from the state for preeminence. This happens in conjunction with the outsourcing of the CVA. Who will victims be more likely to trust? A faceless company? ---	--- or employees of the university? USF has also received a lot of flak for the new logo, which I think is a trivial issue that I could not care less about. But I also think it actually reflects something. The logo looks like a design straight out of some stockbroking company. It doesn't LOOK academic. Neither does partnering with large businesses to take the public out of "public university". I don't know much about the ins and outs of the issues I've brought up, but I do know how they look.
Be a woman!	Spending money on athletics rather than academics to compete with other schools in the state.	attracting undergraduate students and keeping them around for grad school.	Find a woman president.
An analyzer, knowing what's best from his or her own personal experiences of working with a team. This person will not initiate risky projects. This person will lead with experience and listen to correct people for guidance. This person must lead with humility.	The first issue is distractions. We must always stay focused on quality education and professors. Learning by doing is superior education.  The second issue is the mental health of students in the college of engineering.  The third issue is that students like myself need to understand the concept of progression. It is not wise to expect to win all the time. Our ambitions are too high and we are too passionate. We must focus on end goal jobs earlier. Students must be disciplined to get real.	Formula SAE is the most underrated form of education. USF does not realize the opportunities that engineering students have only in this organization. Students can only get skills and knowledge by practicing and making serious mistakes. Designing, manufacturing, testing and racing open wheel racecars is amazing and it is free to join.	Students pay for their own tuition for their own education. Therefore, student organization budgets should not be reduced in order for future asset building projects that current students will never benefit from. That money is not yours. It is ours.
An individual with an innovative and forward thinking mindset that prioritizes the interests of the students first. Not scared to takes risks that the students are pushing for. Also, a willingness to continue to take USF to the next level - academically and athletically.	I think the low-quality adjunct professors and push for online classes is a great challenge. In my experiences, online classes are usually a waste of time and just facilitators of busy work. As for adjunct professors, I have witnessed them not really investing in the students lives since they aren't invested in by the university.	A school that is in the middle of a trend upward. A school with a football team that is on the cusp of national relevancy. A school with a research oriented approach that values innovation and the pursuit of knowledge. Also, the locations of the Tampa and St Pete campuses places the school in a unique area that is very attractive and filled with great opportunity.	Please make the best decision for the students. No private interests. Dean Watson of the College of Education to me embodies the values of this school and the future direction we hope to take.
A president who is pro Greek life and would like to further not only academic tradition but build upon a rapid increase in USF athletic success. Preferably continue this momentum of athletic success with an on campus football stadium.	USF has achieving many things academically but socially, USF has known to be a little under average compared to universities in Florida (Ex. UF). We need to be able to have more leniency socially (Ex. Lenient on Greek Life) while still striving academically. College 90% education but there are many memories to be made that don't require education.	Our football team, our medical program, our engineering program, and Greek Life.	Must focus on not only trying to make USF the #1 school in Florida (Maybe USA), but also listen to all the students. Actually use the feedback.
A president who supports the student body and the student organizations on campus, in particular, Dance Marathon (Bulls For Kids), UF and FSU have declared dance marathon to the official philanthropy of their universities and this is not the case at USF. By supporting organizations, such as dance marathon (Bulls For Kids), the future president will promote a larger and stronger USF community.	Not sure	The research opportunities in STEM is an important strength for the university.	Someone who, please, supports the student organizations on campus.
Willing to stand up against social justice warriors	The erosion of our public spaces and higher learning institutions by left leaning cultural marxists	Focus on research driven collaborations with Moffitt Cancer Center and Shriners Hospital for Children	
Integrity - Drive - Ambition - Honesty - Care for the students not just money. - School Spirit	- Parking (If I cannot get to class that's a problem) - The math department - Housing prices	- Cutting edge technology - Good staff - Good opportunities and services for students	- Someone who is looking to add a football stadium and more parking would be great - Someone with a diverse background and is an Alumni would be great. Would show the students you can do it.
Innovative and compassionate. I would like another woman to be president #representation.	our new logo is super ugly, no offense to whoever made it. also transportation/parking is a joke. i cannot park ever.	focus more on international and environmental opportunities	again the new logo is bad and someone needs to fix transportation.
Characteristics I am looking for in a new president at USF is a person who is supportive of all people and someone willing to speak from an unbiased standpoint. I also am hoping to have someone with high management experience in the workplace but also in volunteering. A USF president should be a community role model. I value someone who knows how to properly manage monetary spending and informs students about such spending. I think very little gets resourced to the College of Education.	One major challenge I feel is facing USF is the biased tendencies of promoting certain political parties and ideologies over another. It is important to let all voices be heard and not shut down other voices and opinions because a person or group of people disagree with another.	USF has recently been deemed a preeminent university and for good reason, however, I believe there is much more still to do. In the future, I hope a new president at USF can manage where monetary spending goes towards. I would love to see improvements for students seeking degrees in education. I am not saying all spending should go there, but there needs to be a better balance.	Thank you for your time and openness to hear from students.

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Students**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
As a USF student, I am expecting our new president to possess certain qualities that were in our previous President Judy Genshaft. A president who is supportive of all student organizations and communities. As an advocate for green life, I would really appreciate seeing a leader who was affiliated during their time in college. Sorority and Fraternity members are constantly helping USF's good name with their dedication to philanthropy, scholarship, and campus involvement.	USF has pleased me throughout my college career because of its attention of student concerns and feedback. The students are truly what makes USF so wonderful so I think a major challenge that USF faces is accommodating to all of the different student views and perspectives. USF needs to focus on quality in all departments of student services as opposed to the quantity of services. USF has established many offices to meet students' needs. The whole school can benefit from the growth within all of	USF tends to focus many efforts in the field of STEM research. There are many amazing researchers at our school and USF is constantly achieving many accolades in many areas. I would love to see more focus on research in other departments such as the arts and Mass Communication.	
	Meeting financial aid needs especially with students with an EFC of 50		
They should be able to improve our school's rankings in national comparisons to other universities. They should be able to support the growth of USF as a research institution and help acquire adequate funding for all or most programs. The new president should also be a figure that can be looked up to and serve as a role model for students. Most of all, they should be supportive of diversity and give support to programs that promote equality for all minorities including immigrants and LGBT+.	The major challenges are competing with similar schools, funding, focusing on student success and well being, and navigating an increasingly complicated political landscape.	The major strengths of USF are in its student-oriented and friendly atmosphere, its excellent research programs, its generous scholarships, and its diversity. We should work to maintain or further improve in these categories.	Please pick a president who is LGBT+ friendly. There is a thriving support network for LGBT+ people here and that has been one of my favorite things about this school. USF is a place where my LGBT friends and I have all felt safe and accepted, which is a breath of fresh air from some of the less friendly backgrounds we come from. Please pick someone who will at least allow LGBT programs to continue doing the good work they do and who will foster a general atmosphere of kindness and acceptance.
It would be nice to have a President who focuses on fixing the "brokers" at the University. If they would focus more on building parking garages and less on extravagant facilities for football players that would be a start. It would also be nice if they would address the quality of instruction issues within the University. Especially the Math, Physics, and Engineering departments and college.	USF needs to focus on getting professors who can actually teach the material in their respective courses. More often than not, the professors do a poor job and the students are left with little options to be successful in the course. All the while paying thousands of dollars a semester to attend USF.	USF needs to focus on the students. It would be nice to see a priority put on the quality of education the students receive.	
Open communication with community of USF and Tampa. Someone who can represent the needs of students first, then faculty.	Parking, Infrastructure, Marketability as a better institution than University of Florida		
More parking	More Parking	More parking	More parking
Someone who truly cares about the students. Someone who puts forth efforts for each study not just science.	Lack of funding for departments. PARKING. The library is old.	The strengths would be the increasing status of the school. The increasing rate of new and advanced buildings.	
Dedication to the betterment of USF and upholding the legacy; USF is a newer university than most and we have a growing legacy that I would hate to see tarnished through implementation of ideas that aren't us.	Professors, not all but some, are inconsiderate, rude, and are not understanding of the students they teach. For example, there is a professor of economics who doesn't even allow help to be asked for homework. We need better professors who actually want to teach and see students grow.	Sports programs and research, we are doing amazing in football and we deserve to have a home for our team on campus, it would be a legacy and mark left. Also the research we conduct is so important and monumental!	Find someone worthy of saying they bleed green and gold!
	Getting a job right out of college	Don't become like UF who doesn't care about its students	
Someone who is compassionate, inclusive, and progressive. Culturally and ethnically diverse mindset, focused on caring for the environment, focused on keeping quality of education high, and focused on increasing campus culture and a community mindset. I also would like to see a president who really cares about the students as individuals, not just USF as a global campus.	I think USF is excelling in many areas, such as high quality of education (except in the physics department- that sucks), being pioneers in science and medicine, and setting and demolishing goals for ourselves. I think USF's biggest struggle is school pride- which does not sound like a challenge but this affects how people see our school and how many people want to apply and even fund our school (via games or fraternities, etc). We need to create lifelong connections to our alma mater.	Important opportunities continuing to come up as a leader in medicine as Tampa continues to grow as a city. Progressiveness and research are huge keys to leaders in any field, so it is imperative that USF places emphasis on research and using the latest research in classrooms, especially for medicine. Continuing to evolve and not be satisfied with the accomplishments we have will be huge as we grow as a university and a city.	Diversity, progressiveness (especially in research and growing our reputation) will play a huge role in how Tampa grows as a city, and how USF is impacted in turn by that growth. It is difficult to be a visionary while also focusing on the individual, but life is about balance and I think our next president should bring that balance to the table. Thank you for hearing me out and allowing me to use my voice to speak and give my input.
Determined, confident, understanding, compassionate about student life.	Money- it's very expensive to be a USF student. PARKING. Traffic on campus.	Diversity, research	
Someone who considers stereotypically nerdy events to be just as important as Homecoming. Someone who encourages scholarly people to be open about themselves. Someone who wants USF to be prestigious like an Ivy League school, not a party school.	Introverts being treated like they're not welcomed. The same thing happening to stereotypically nerdy people.	Its budget. It's time to make USF look prestigious.	
Well spoken, for the community, focused on what makes USF unique	Keeping the recognition for our scientific achievements, but needing to recognize that the humanities need the same level of support.	Opportunities to establish ourselves as a nationally competitive university. USF also needs to listen deeply to what the students want.	Try to pick someone that will focus on the success of the students.
Honesty and integrity.	Not a lot of options for full time working adults. More night options or online access to Bachelor's degree.	Strengths- "bull nation" the diversity of the students is very amazing to see. I transferred to this campus as an online student but when I do get a chance to come to campus it is nice to see friendly faces. Opportunities- make schedule changes to allow working adults more options. I.E. Saturday classes	I hope you are able to find someone who understands what it's like to be a non traditional student.
Someone who puts the importance of the students education first, that is the most important quality. They also need to be responsible, empathetic, and educated. But they also need to be strict and firm in order to be in such an important position. The president of USF has an important job, they have responsibility over all of USF so their decisions will impact the future of students. It is important for them to understand that.	Maintaining quality education with increasing number of students and increasing diversity. Current students and future graduate will face an increasingly stricter and competitive work force so USF has responsibility to make sure students are prepared and qualified.	Science, technology, and health are career fields that are expanding and advancing at fast rates. Focus on these aspects would help strengthen USF.	I'm sure all the students want a president who will consider students and their education first because that is the most important to us. We want to succeed, graduate, and find a job. A degree and higher education is the first step to get us there, please keep in mind the interests of the students.
Authentic, genuine, honest, trustworthy	Student debt	A strength is how diverse our campus is	
The president of USF should be aware of the diverse needs of students and faculty. They should celebrate diversity in terms of gender, ethnicity, class, and interest. The president should be modest and humble while remaining professional and should advocate for the rights of ALL students regardless of the consequences.	The main issue that many students of universities face is the cost of tuition and the lack of being able to track where their money goes (lack of parking and public facilities, hours of operation). USF also faces challenges in terms of its lack of Doctoral degrees despite their high graduation rates within Bachelors and Masters programs.	I view the high level of community support for USF to be important and its level of diversity in the student population.	
I envision characteristics such as integrity, honesty, & commitment. Additionally, USF's president should be solicitous about the welfare of the students and employees alike. A president who has actually had experience being in an undergraduate classroom or actively teaches, at least, one undergraduate class during their presidency. This will allow the president to more deeply understand the plight of students and professors.	The lack of information on homelessness affecting the population of USF. The lack of communication about major issues with the student body.	The ability to continue to carry out research and innovation and provide safe and effective learning spaces for all students.	Good luck with your search!
Positive, Hardworking, Approachable, Student-driven, Passionate, Dedicated Experience in Higher Education	Building of traditions as a new University. I would love to have more school spirit and a culture above academics. I would also like to see more recognition in the state. I also think an on campus football stadium would really improve the school spirit. I also think more educated advisors with experience in the subjects they advise would be beneficial.	A modern campus with up to date technologies. A diverse student population who interacts with each other. A desire to learn and excel everything we do.	Judy has been the face of USF for so long and change will be difficult. I want someone who is here for the long run and has experience with the culture of USF.
Experienced, traditional, cares about the academic and athletics program.	The fact that most people choose UF and FSU over USF because they are traditional universities and also well known. We are going in the wrong direction with eliminating tradition at USF. On top of that, USF is not getting a lot of out of state students attention because they don't know about us. If we advertise out of state and have better and well known athletics, we would attract attention.	Investing in the football program would be a big opportunity for recognition and create a bigger fan base. More advertising in other states would also create opportunity for growth.	Please stay on track with tradition and do not look to change everything (our new logo and font is not popular among students or alumni)
The new president should care about the students of USF and want to help them succeed in every possible way.	The major challenges that USF is facing is parking availability and healthy food choices.	Important strengths and opportunities that I consider USF has is allowing students to travel abroad and do research.	I want to have a president who balances out the finances of the university so that the price of tuition doesn't have to continue to increase unless there is no way around it.
Someone who will be open to building more parking, academic focused too	Besides parking? The PhD for history is only funded for four years while many other schools are five to six.	The biggest strength of USF is the small school feel when the school is huge. I did my undergrad at a private school less than two thousand students and USF has a similar feel and it is huge	Parking is a problem
USF has momentum. We need proven leader with energy and drive that matches USF's ambition.	USF needs to leverage its growing reputation. Many of the colleges that make up USF are leaders in their field - we need to leverage those strengths into a cohesive international branded university.	USF should be a premier university that is recognized for its specialties.	
a strong presence in the community, a want for diversity and inclusion, a stronger connection with USF Residential Education, strong communicator, listens to the needs/wants of the USF community, does not show favoritism, acts reasonably, appropriately, and professionally, bleeds green and gold.	communication - a lot happens on and around the USF campus (threats, abuse, violence, rape, student deaths, etc.) that is not properly communicated to students, nor is it communicated within a timely manner.	Stadium within 1 mile of USF.	
A president who will care for the student body while respecting the diversity within said student body.	Difficulty in properly addressing and fighting racism, sexism, and other forms of discrimination. Possibly updating some of the older buildings on campus.	I think infusing more technology into some of the buildings would improve the instruction and the achievement of students in all subject areas.	The Social Sciences and Cooper buildings are in desperate need of an overhaul. They look particularly bad when they are both quite close to the brand new business building.
Charisma, good fundraising abilities, intelligence, quick on his/her feet	Boistering online program for international recognition and advancing education	Online/distance learning is key (financially and for breaking the tired pattern of 15-year old slides and boring lectures)	

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Students**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
Listens to students, works with SG, helps student organizations, no major controversies, intelligent.	Y'all run out of travel grant money 2 months into the semester. Please budget better.	I like the amount of opportunities for internships, lab positions, etc. USF feels like it has the individual opportunities of a small college with the prestige and variety of a large college. I also like the diversity of USF.	
Ambitious, non-traditional, student-focused, young, transparent, democratic, hands-on.	Rising costs, student outreach, student body cohesion.	Our wide variety of course material, inclusive atmosphere, amazing professors, good campus activities.	
someone who cares about equality, diversity, mental health, and keeping USF affordable. Willing to listen to student feedback and concerns about things like access to healthcare on campus, parking, etc.	Breaking through to become a top university in the country while still maintaining its own culture and unique character	The opportunity to grow and become one school system (i.e. with sarasota and st pete campuses), and the growth downtown of USF health.	Would like to see a system president that cares as much as Dr. Genshaft did about USF Health.
community oriented, does not risk safety of students when weather conditions are life threatening, very involved with students	material presented on exams is not the material professors teach	n/a	like most schools, usf students need fall break before midterms
They need to care about the students and listen directly to their concerns	Lack of parking, over priced housing, priorities in the wrong places (choosing a new logo over the needs of students)	More parking, more universal way for scholarship and research access	The needs of the students are the most important aspect
A well established and proven figurehead with experience at multiple institutions, open and transparent with students and no self determined agenda which would cost students their voice.	Outdated systems and being short on established professors. Some professors have admitted to just learning material taught in class...	More responsible branding, investments in owning our own football stadium like every other Division 1 football school in the state, student input reach outs, and continuing the tradition of low cost events for student immersion and enjoyment.	
Someone dedicated to continuing to grow USF academically. Understands the importance of stem and faculty outreach and hangs out with students like Judy does. Most students don't know who their president is. I don't want usf to be like that.	Investing money in the wrong things. Making sure students feel comfortable. Accepting students that actually want to go to college	Preeminence. We have to hold that title. With the Tampa bay growing like it is it's necessary to focus on growing within it.	Find a president who supports student activities and goes to events. There's a reason students chant her name whenever we see her. Find someone who makes the big school feel small like she has.
	The focus on research research research is leaving many other areas of the university as second class citizens- demeaning the degrees in those areas. If the university offers a specific degree, it should be supported with meaningful instructors and classes.	Opportunities: parking. Students, faculty and staff cannot manage to actually BE at the university if they cannot find somewhere to park. It is very much a commuter school, even if the students are commuting from a five mile radius and many come from much greater distances. So, more parking garages where we already have parking lots would be tremendous improvements.	
Constant desire to add new services and listen to student feedback	Providing services to make students' lives easier	Expand and increase frequency of pet therapy and snack related services/events and increase the number of payment methods (i.e. types of credit cards accepted) available for adding bullbucks. Increase the number of energy drink vending machines.	
The new leadership role should be filled by an individual receptive to all different diverse views, political and all aspects. The person will be leading not just a group of individuals, but a university that is known internationally for its diversity. USF was built on a foundation of respect towards others values, everyone's values. Not just liberals or gays and not just Christians or conservatives.	A stronger voice for technology. Polytech should have not taken the opportunities that USF strongly deserved and had all the attributes to fulfill.	investing more in Education on Sustainability, Green energy, Technology, Regionalism, Globalism. Invest more in improving the condition of our campus.	More control on liberal agendas. More investment on our infrastructure and campus.
they were in greek life and also plan on changing the logo back	lack of support for greek life by judy and also she changed the logo	greek life and changing the logo	support greek life more and change the logo
One that wants to define the university by its academics, commitment to scientific research and innovation, and excellence in medical/graduate programs.	Missing outstanding candidates for admission due to screening standards and trying to have a class with a high GPA or standardized test scores. A holistic approach to candidate review and selection will sometimes reveal a story of a stronger candidate that would have been missed by headline screening standards.	I am a proud graduate of the CMMB department and I feel my education due to the strength of the professors was well above average. Keep driving scientific research and attracting strong professors to produce highly capable and intelligent graduates.	Please revise or remove the new academic logo. The font looks sophomoric, the color scheme is an eyesore, and the bull looks too much like another logo. When I see it, it does not scream academic sophistication or prowess. It's not the proudest moment for USF, and I would love to see a new president who is willing to listen to the students and alumni, and find the right forward-looking logo for the school.
understanding of students knows about all the struggles that we go through (sexual assault, financial problems)	sexual assault and financial issues	give women more opportunities to get a job after college	someone who cares about USF would be ideal
Dedication to understanding the lived experiences of student teachers, graduate instructors, and faculty and staff by advocating better health insurance coverage, fee waivers, etc.	One of the main challenges that USF faces today is in the understanding of community, diversity, and facing the interesting contradiction of being a R-1 institution operating as a preeminent research university in a predominantly poor area.	Taking care of graduate students challenges would be a major strength in the future Doing so will create opportunities for USF to encourage graduate students conducting action-based research within communities - like the one in which USF is located - to participate in addressing the challenges faced by USF today. I believe that GTA's have a broader understanding of challenges faced by the community than most administrators do. Yet, their voices is often dismissed, disregarded, silenced even.	Ask yourself the question what should education at the university today look like for the people you assumedly "work for" (i.e., students)? Pause for a moment and wonder, what kind of hardships are your students facing today? Hardships that may not even be perceivable from people like you, administrator, who sitting comfortably in leather chairs to "micro-manage" students, overpaid with enough student money already. Don't abandon the project of education just yet. Listen to your students.
A younger academic who can more closely relate to what current students may be going through		Student community, recreation and activities on campus are a strong point of usf and should be focused on more and strengthened and broadened	
A new USF president should be dedicated to furthering the status and prestige of the university itself.	For USF, the main challenge is a lack of recognition. Through strategic funding and advertisement campaigns, I believe we can become a nationally recognized university at the forefront of our field.	USF has great systems already in place, including the infrastructure development and the diversity and inclusion.	Judy Genshaft was relatively unpopular with most of the students that I have personally talked to. Her shady dealings with private prison companies and her immense wealth (in comparison to the relative poverty of many students) made her seem very disconnected with the personal interests of many. Please find someone who represents the young polarized generation and not someone who takes funding from such shady places.
Progressive, driven, worked in higher education/student affairs.	I think the biggest challenge is the lack of focus on student input. As a student it seems our campus is slowly transforming into something that isn't USF which is concerning	Important strength has to be the research opportunities that are on our campus. USF definitely has the potentially to lead the nation in undergraduate and graduate research	
Promotes student unity, likes Greek life	Uniting the massive student body	The opportunity to pursue whatever major you want	
One that will replace the new logo with a better color scheme	The terrible logo	A great opportunity would be a better logo	While these answers may seem kinda troll ish. I really feel that this logo is not a improvement.
Transparency, patience, willing to explain why choices are made diplomatic, but also honest Experience in BOTH higher education administration and business (have an MBA)	Tuition cost, getting financial aid and scholarships, minimizing student loans Diversity	Opportunity - find professors that care about teaching and guiding students more than research, that have demonstrated superior teaching ability Quality online courses/degrees that earn the university profit	
Someone who truly cares about the wellbeing of each student of USF and someone who is able to lead us with bull pride, empowering us and helping to inspire us as we continue our education.	I see many students losing hope in their classes and wanting to give up on work with a lack of inspiration or hope towards their goals.	USF is very diverse in many ways and it truly allows for students to see many sides of life and grow within new knowledge in just a vital time (I know I truly came of age when I moved to USF and met so many different people from all walks of life) USF unites us all and definitely makes me as a student feel like I have a family here.	I loved president genshaft, definitely try to find someone who loves USF as much as she does! she was full of bull pride and strength!
As a student pursuing a BFA in Studio Arts, I'd like a president who puts more money towards academics in every field over athletics or decoration. The president should be compassionate, open to student feedback, and ready to make changes that benefit the student body	As far as I'm aware, we've been doing well.	Diversity and acceptance of all majors.	Improve the art building one day maybe? Would be dope.
Supporter of Athletics	Lowering cost	Athletics	
I believe our university is in need of a servant leader. We are in need of someone who will put that actual day to day needs of the students before how our university looks to the outside world. Our priorities are broken, placing financial favor in the wrong programs and in the wrong departments. Our new president should be ambitious, but value our roots in tradition.	One of the major challenges USF will always face in comparison to other schools is our lack of tradition. We are a young school compared to other universities who have had decades to build character defining where they stand. Ambition is great. We should push ourselves to reach new heights, and defy the standards. Yet, despite this, we need to focus on building our traditions in order to connect alumni and future students to the family that is USF.	Our university is located in a city with an incredible amount of potential. Tampa has a large range of cultures and socio-economic divides, and is home to a rich history but still young and growing. I believe that our university should start a more consistent and stronger community outreach program to positively influence our neighbors in need. Instead of asking for money, we should stand out among other university and start giving.	
Socially responsible. Embraces change. Forward-looking. Innovative.	Needs a stronger alumni network. Developing students to be strong competitors in their field, finding jobs in their fields and making people feel connected to the USF brand	Continue focusing on research.	
Respect, Compassion, Diligence. Someone who understands the life of the everyday student.	Expenses. Though USF is one of the cheaper schools, it does cost a lot to go here. On top of tuition, laundry prices and snack machine prices are increasing.		The thousands of dollars you spent changing a respected and beloved logo with beautiful colors, could've actually gone to helping the students. What a waste.
Supports more parking garages	Parking	Muma College of Business. It's the best college at USF.	We need more parking
The new president should have ties to the university. They should also be pushing up updates to get a football stadium closer to our campus. (Haven't heard any forward regarding this in a long while)	There are too many golf carts, and not enough students present on campus. This is my senior year here at the Tampa campus, and each year I have seen less and less fellow students walking around our campus. At the same time, it has become increasingly hard to enjoy the outdoor facilities on our campus, due to the heavy amounts of gas-powered golf cart traffic.	Leaving the AAC, joining a tougher conference. In terms of research and priding ourselves on being a research university, we have done enough to put ourselves on the map. It's time to branch out!	A strong willed president can take us to the next level in athletics. Obviously the athletic director has a lot more to do with this, but I think USF is in a great spot to make the leap, we just need the right leader to head the charge.

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Students**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
Determination, Supportive, Driven, Leadership, Engaged, Thoughtful, Sincere	Scholarships, Finances, Affordability	I consider important strengths and opportunities for USF in the future to build more connections with former professionals outside of the school, such as internships being mandatory rather than a option.	
Someone with a transparent agenda that will let everyone know of upcoming changes to the university such as a logo change	We are a growing community and as such we need more space for faculty and non-resident students. Even though more resident halls were recently constructed, as more people are brought in, there are less office spaces for faculty and less parking overall. Also, it would be helpful to give students guidance in regards to their field and interests without emphasizing one department or career field as the better option.		
Conscientious, ability to listen to students, leadership experience, Someone that isn't afraid to offend people for the sake of seeking the truth.	Too much focus on diversity and inclusion, too little focus on merit, and increasing the potential of our fellow students.	USF is very goal oriented and provides a multitude of opportunities to both its students and faculty. Watching the university blossom into something big has been a true blessing.  For the future, USF should continue focusing on keeping the university centered around the student and researchers, and continue to welcome the valuable feedback that people provide.	Good luck, I understand this is a difficult endeavor.
Strategic leadership, budget conscious, politically savvy	Recruiting and keeping faculty with the knowledge and experience necessary to continue growing the university	Faculty need to be valued outside of the traditional "publish or perish" paradigm. As a student, there is value in both research based faculty and practice based faculty.  Our strength is the power and knowledge of the USF community all over the world, but especially with those still living and working in the area.	
Someone who is forward-thinking and progressive is imperative to the nature and direction of USF as a research university.	Time wasted to find parking, having good professors in pre-requisite classes that motivate us to learn the content and also help us to become confident in our major selection.	Diversity and inclusivity, open-mindedness	
Someone who promotes Fraternity and Sorority Life			
- Transparency - Approachability - Integrity - Respect for people and their opinions, diversity, and tradition - Team-player - High goals - Creativity - Humility - Confidence - Goodwill	Balancing ambition and tradition. USF is a growing school, academically, athletically, reputationally. But we are also a relatively new school, meaning we are still making our way up in the ranks. It can be a challenge to find the balance between embracing our individualism and honoring our traditions versus striving for a place amongst the big name institutions and making improvements along the way.	I think one of USF's greatest strengths is our diversity - in our student body, faculty, programs, and other opportunities. Diversity is a breeding ground for creativity and innovation, and that is USF's greatest advantage.	I think that this idea of gathering the input of everyone who will be affected by the choice of president is a very thoughtful and brilliant one. Cheers to the committee for that. It shows honour and wisdom and gives me hope that the next USF president will be well-chosen.
Someone who is able to grow the University to be to the ranks of an Ivy League university. Someone who is able to secure more funding to be able to create new state of the art colleges. There is no physical building of the College of the Arts and Sciences, as an example. Older buildings need to go to make way for more modern facilities. USF needs someone like Kent Fuchs, one who is from Ivy League, interacts more with students, and is able to push for greater change.	Lack of top-notch professors. USF needs to poach top professors of Ivy League universities, and be able to build more top lab spaces to accommodate such researchers. It will be able to generate more research grants in the long run, and be able to bring in the best students of the country. In addition, USF should focus on the pre-med student experience, making sure their premed students get the best MCAT scores rather than bringing in the students with the best MCAT scores.	USF is very ambitious, I think it has the potential to be the top university of Florida. The campus needs a redesign. Old buildings should be replaced with more modern ones. Vehicular traffic should decrease significantly. I want to see more people than cars. There should be a huge parking garage behind the main library that accommodates cars already parked in front of ISA, Lib, Engineering buildings, etc.	Please don't hire a current administrator of USF. Please bring in a fresh face with a unique perspective and vision on how to propel the growth of the University.
involvement with student issues, involvement with the community, marketing to increase funding through local and national partnerships, proven leadership with respect to setting the tone at the top.	Balancing the innovation, funding, access, neutrality of opinion supported by research	growing local and state business opportunities, increased quality of education with increased image of degree	departmental budgets, while needed, can restrain creativity of faculty and also reduce much needed mentoring/consultation opportunities for students.
Someone who will actually listen to students.	THERE IS NO PARKING. Literally can not attend my graduate school classes because I can't find parking. I pay \$250 per yer to have to park at chick fil a and take an Uber to get to class on time. And the new logo is terrible. It's gaudy and childish. Nobody is listening to the students who never wanted this \$600 new logo in the first place. Change it back, it's an embarrassment.	There were way more strengths at USF when I was an undergrad in 2012.	WE NEED MORE PARKING AND THE OLD LOGO BACK. Please fix the parking. Please. The university has the money, give us more parking so we can actually attend the classes we are paying for.
Proven record of keeping education costs down. While there is much discussion about student loan debt, there is little discussion about the cost of education exceeding that of inflation.	The pressure to dedicate more resources toward athletics and the proposal to build a football stadium on campus, both moves that can drive up school costs.	Strengths: Research recognition. Medical school. Weakness: Parking. Perhaps there should be discussion of replacing some of the parking lots with a parking garage. One lot that comes to mind is by the sundome. During times where there is an evening event and classes, it can be difficult to find parking. This also happens during large events (concerts, graduation, etc.)	While there is discussion of building a football stadium on campus, the funds would better be used to improve parking. This would serve the general student population and public, rather than a football stadium which would benefit only a part of both populations.
Transparent, honest and open. Willing to listen and meet with the students to understand their needs. Community orientated, and willing to grow and learn with the university.	Retention is a major challenge for the University. Some students view USF as a stepping stone for a larger University, instead of appreciating it for the University that it is.	The community on campus, the opportunity to get to know and learn from faculty, and the internships and jobs available that benefit future careers.	Search for someone who will be able to balance working with all three universities and the individual identities and communities in each.
Someone who is present at USF events and accessible to the students. Someone who is open-minded and puts the interests of the students as their priority in advancing the USF community and Tampa Bay. In addition, someone who has previous experience as an educator and served on leadership positions in the past.	Accessibility of education to all students regardless of socioeconomic status. I think the price of education is the most difficult aspect and more scholarships and opportunities are needed for students to diversify their interests. In addition, we need to focus on QUALITY of education over the quantity. At USF health, we need to look less at metrics and more at creating an enriching atmosphere for students and their future patients.	Integrating with the community is an important strength of USF. We are present in the daily lives of people and are playing an active role in enhancing the community. Opportunities for USF to grasp include cherishing the diversity inherent at USF.	Build a parking garage in the parking lot behind USF. USF is a commuter school for many students.
Someone who wants to build a parking garage.	Parking is a major challenge. USF needs a parking garage or two.		
Someone that isn't out to win a fortune off of students. No corrupt person	PARKING	The environmentally friendly setting	
Tampa Native or someone extremely familiar with Tampa Bay, visionary that still understands traditions and honors where the University started from. Can network WITHOUT appearing fake, slimy and a moneygrabber.	The decline of the MBA, the reduced demand for education as the economy improves, and the need to support the local population despite the pressures from outside demanding more of a focus on diversity.	Continuing with growth of ties to local businesses. It is their input that is necessary to continue innovating the education provided to meet employer's needs, thus provide jobs to students.	A great President will be one who can lead the University to a place in the top 50, but does not appear to be only networking with the community to panhandle.
An active involvement in all of USF's programs, both academic and athletic. Also someone who is personable and down to Earth (someone who can interact with students on a personal level, and not just communicate with them through emails).	Competition and budgeting. There are two to three major universities in Florida (not including USF) that have more of a prestige and name recognition surrounding them, both in athletics and academics. USF does not have that to the same degree as the other schools. In addition, USF seems to use money on things not needed (i.e. a new logo).	A focus on athletics, but a gradual one. USF needs to really build the program up to UF and FSU level before spending that level of money on the program. USF's focus on academics is a strong one, so definitely capitalize on new academic equipment and structures. Many buildings seem outdated and do not have everything needed for this academic level.	Judy was a nice president, but she felt very distant. She wasn't seen around often, and also didn't show any interest in any of the USF athletic departments, even when they were doing good. I feel like our new president should have a passion for USF that matches that of a student, if not more.
Someone who will have economic impact on Tampa Bay. They need to ensure the curriculum offered is current and someone of integrity that young people can look up to.	Merit. Students are unsure if a college degree still has relevance in a stagnant economy. The future is uncertain and hard to plan for.	Community partnerships. I think it can really make a difference in Florida's future with the right relationships. Students want to attend a university that is involved in the solution.	
The next president has to have experience in higher education (managed a university before preferred). Needs to have a track record of his/her contribution to higher education.	Cost is rising, we don't have an environment where we can be more hands-on. Some of the Finance courses should be lecture and practical sessions. What do we with students who have a visual learning style? Flexibility and lack of professors - with that, students should be able to take as many classes as possible in St Pete or and Tampa.	Strength: Student-to-faculty ratio is great. Opportunity: Lack of resources - we need to have our own Library. Need more tutors and keep the campus open late. Graduate students faster.	We need resources to make all of the USF programs more hands-on.
integrity, creativity, student oriented (reaches out and listens to student body), people person, previous experience matters.	USF needs another library	Strengthening partnerships in Tampa Bay	
Someone who will change this ugly new logo with the students input and inclusiveness	I would have to agree that getting our school known is a factor. But we also have no room to expand. I'm an architect major and while USF's program is highly accredited the actual building for the entire major is run down and falling apart. Some rooms the AC doesn't work and can't be controlled other things are just broken and need to be replaced. We love our school but only allowing 45 people per year due to space is difficult considering the increasing amount of applicant. USF needs to expand	USF is a great and inclusive community with a relatively diverse student body. With the exception of the new logo change, I usually feel a personal connection with the school, I don't feel like another number. USF is constantly working to improve themselves and be better. Though I don't agree that this particular new academic logo represents the students of the past, present, and future, USF is trying hard for our sake and their sake	Further elaborating on challenges USF faces, as far as the Architecture building goes, it's molded in some places and generally just in poor condition considering how much time we spend there purpose and aesthetic wise. We live there. USF definitely needs to expand but it doesn't help that the area surrounding USF is not a good one, this also affects our school and it's rating for those considering. again we are our growing the Architecture Building there's too many of us and not enough space.
integrity, motivated, leadership	Parking Tuition costs	great staff, growing, location	
Integrity, reliability, vision for how to expand the reputation of the university's research capacity and teaching capacity, someone who values the quality of instruction as well as the quality of research, someone who is respectable, respectful, and reputable. A person who values a lateral management structure but who can be decisive for the betterment of the USF campuses.	The divisive nature of the current administration, to lack of quality for cost of education, overall cost of education, decreases in diversity of staff and students.	USF has been a leader in the research field, reaching preminent status and commanding respect from the research community. It has also been a leader in our area in fostering and building on the diverse experiences of its students and faculty to create a well-rounded educational network.	Dr. Genshaft is a legend in her own right and has some very large shoes to fill. She has been loyal to USF, determined to increase its visibility, reputation, and funding. While I don't expect anyone to be the next Dr. Genshaft, I hope that the next president will stick with USF for many years to further advance us into a leading educational and research institution.

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Students**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
One who will work on all parts of the USF system. Not someone who is one-sided on research. Belief that we have a lot to gain from new presidency. Ability to strengthen the overall ratings of the university.	Quality programs other than Medical and Engineering	Opportunities to become a better overall learning university without limitations of research.	Select someone who understands that preeminence and research do not qualify USF as a superior university and someone who is willing to make all programs not only viable, but programs that we should be proud of and not just fillers.
Proactive, focused on long-term solutions (rather than short fixes), fair, personable, honest, willing to listen to students and put their needs first	We need more parking on campus! It's getting to be ridiculous! Every semester students ask for this, and yet, every semester, nothing ever changes. I've heard that our international student enrollment is also at the lowest it's been in quite a while. We need to work on that.	I'd love to see us keep our focus on research, and I'd also like to see us continue to build strong international ties and relations.	
Someone focused on growing USF's brand and name recognition in the USA through sports programs and more involvement in the community. Someone who will be involved with the students and can relate to them in many ways.	The viewpoint that we are a local University and not a destination school, although we have the potential to be one very soon.	Football stadium, and the academic growth. USF needs to create an environment around this area that students want to come and live in. We are not there yet but can be soon.	
Cares about student, faculty, and staff's well being. Is engaged in university life.	The corporatization of universities and the continually rising cost of tuition.	The potential of the rising prestige of the university.	
Well educated with master degree or above. Possess an open mindset and embrace diversity.	Lack of research funding prevent USF from recruiting competitive researchers and high quality instructors.	Academic reputation is the key for USF success!	All ranking indicators used to determine a university rankings given by US news are relevant to it's academic activities. In order to let USF keep improving national wide, the president of USF is supposed to facilitate all kinds of scientific research on campus, for the benefit of colleges and university.
Knowledgeable, wise, mentoring, transformational, curious, eloquent, professional, and approachable.	The political arena where costs are being counted versus the value of public access to education	Continue to evolve in professional arenas, especially nursing because of the upcoming crisis of affordable and equitable health care. Also, research is always important for progress.	
The new USF president should have demonstrated a concern for diversity and inclusion. It is important that this individual, through example, has shown an ability to interact with the community. He/she must also be humble and honest.	It is important that we not forget why USF was created here in Tampa. It is something that has been placed on hold for some years now. USF must provide a higher education for those living in this area who may not be able to afford to go elsewhere. It was intended to provide a higher education for the "blue collar" worker.	USF's greatest strength is the community it serves and those in the community who are willing to support it. The greatest opportunity and obligation USF has is to incorporate and provide the expertise to the community with the best of the institution's colleges: Engineering, Education, Health Services (Medicine, Nursing, Pharmacy, Public Health), Business, Arts and Arts Sciences, Behavioral and Community Sciences, Marine Science.	USF must reach out to the community like it's never done before. Unlike other institutions, USF was the first in the state to be built in a metropolitan area. Therefore, we should not look at other institutions, we must lead the way. As an alumnae with two USF degrees, a retired USF employee/faculty, and native Tampaian, I would like to see USF embrace the beauty of Tampa.
Someone who uses their position for educational advancements rather than sports and branding	Lack of funding, few options for professors at higher level courses, and more advising is needed for majors outside of BMS. At USF our major focus seems to be BMS majors but there's a lot more people in social sciences and just regular stem who are not going into medicine.	USF is a prominent research school with opportunities to grow. We need to focus on research for ALL majors.	Please pick someone who will use the budget of the school to better the lives of students.
I believe it is essential to have a qualified academic with a terminal degree in Higher Education or another related field as the university president. USF is not a business; it is an institution of higher learning and can be best helmed by an individual who will prioritize the values of our professors, researchers, and educators.	USF, like educational institutions across the country, is seeing skilled scholars depart academia in droves due to low pay, few or nonexistent benefits, and apathetic university administration. This includes the abysmally low pay of adjunct instructors. These issues must be rectified if USF is to remain a top-tier research university.	USF has the opportunity to set a higher standard for how Florida universities treat their educators. It's essential that the university offer more full-time faculty positions with appropriate salary and benefits rather than placing the majority of USF's teaching load on highly qualified but grossly underpaid adjunct instructors.	Scholars love USF. We love academia. We want to contribute to the university and to our respective fields, but we need to be properly compensated in order to do so.
Dedicates funding toward initiatives that promote research and intellectual diversity rather than ideology or dominantly hard left views.	Lacking intellectual diversity; hard left professors dominate classes and teach postmodern ideas as fact rather than a view of the world		
Not a f**king lobbyist or politician. Do not install a republican politician as president of the university unless you want to see enrollment plummet.	A corrupt board of trustees and politicians stripping money away from the humanities. We are struggling in the humanities and not a single individual on the board of trustees cares enough to save our programs including our faculty and graduate students. There is no excuse why our money keeps being given to STEM when we perform and conduct research for our fields too.	Diversity. We need more of it.	First of all, f**k the new USF logo. It is a literal duplicate of Merrill Lynch logo which is highly suspicious. Is USF not an educational institution? Is USF in bed with lobbyists and corporations? USF has sold its soul to corporate dark money that benefits the oligarchs. Judy Genshaft was a horrible USF president. She has done nothing for us except sold us out. It's the students that hurt the most by these outrageous actions by the board of trustees.
I think that it is important for the new President of USF to have experience in the field of education and have an academic background. As a leader of a university they need to be able to listen and understand the needs of the students and focus on the quality of the academics and not about branding.	One of the major challenges I see facing USF is a focus on image and branding and not focusing on the quality of the academics, and the lack of parking allowing students to make it to class on time.	Growing research opportunities will be an important strength at USF as it will allow for stronger academics and allow us to be academically respected.	I strongly hope that you put the well being of USF's academic programs, the student body, and necessary improvements to the campus before profits and branding.
The qualities that a new president would need to have is experience on being a president of another organization, have an vision to where USF should be in a certain amount of years, have an inclusive perspective not only about the students but also with the curriculum, staff, and members of USF.	As a foreign learner, USF would need to have their website better organized and make sure that teachers, professors, assistants, etc. have the qualifications for classes that are in person and online.	Partnerships with other organizations would be a huge strength for USF because it would not only provide benefits to the university but also expand it's horizons into the community.	
someone who will stand up for students and faculty against austerity and anti-academia slander from politicians	Too many online classes that require students to avoid interacting with other students. Less funding for programs and colleges that aren't related to "business". STUDENT LOANS!	diversity and student body	please push student loans, not at the usf level but the national level.
Open-minded, honest, plz dont let it be a fascist or a racist.	it's expensive.	to be more open to new ideas, and be more open to new ideas (like new logo designs for example)	please hire someone that is kind to others, and diverse.
The new president should change the logo back	Not listening to their students and alumni, change the logo		Change the logo back
If possible, be multi-faceted in the different disciplines of the school (the arts, the sciences). Besides that, he/she must be a person of the people, merciful, kind, in-touch, and modern.	The student debt situation, and the graduation/completion rate.	Research and opportunities to join activities or server in (leadership) roles.	I hope you can find the right candidate because I know the process isn't easy!
A president that takes note on the quality of the education given to students.	The quality of education appears to be a challenge. There are homework assignments, like math homework assignments, that appear to fatigue and discourage the learning experience. An experience that does not scold the intelligence of the student should be put in place. There is also essays where if one student can't reach a minimum word count, they would get a zero on the work. At least offer partial credit if the quality of the work is good.	USF would provide an excellent learning experience and environment tailored to students. The education material would never insult the intelligence of students with big prospective futures. Assistance in course assignments are to be offered, especially for those with social issues who are having issues cooperating with other students.	I would suggest bringing a president that cares about education; one that can foster in promoting an outstanding learning experience for students.
Positive attitude, listening to the changes the students want	Choosing the funding for what the administration believes will be helpful vs what the students believe the funding will be useful for.	Research opportunities, internship opportunities, community-based opportunities	
Open to diversity and inclusion as well as have a Global perspective and goals. The new president should inspire and help people to ascend in their careers.	Budget towards research and innovation by supporting faculty and postdocs projects. After all, rise to AAU status requires investments on growth.	The diversity is a major strength and opportunity to be explored by USF.	De search committee, please, do consider the candidates perspectives on international politics, immigration, and teamwork environment.
Brains and ethics Libertarian or more balanced	Need to focus on out of class opportunities	Strengths- area and student culture, support from community	
Willingness to change ugly logo	The new (and very ugly) logo	The strength of the student bodies desire to change our logo back to something respectable that reflects our achievements	Change the damn logo. We all hate it.
Someone with integrity, who is humble, and makes an effort to listen and obtain feedback from the students and the faculty on issues and solutions to issues. Someone who doesn't just want the title of President, but is looking forward to making positive changes at USF, and continue to move the university forward. Someone who is technology driven. And will help push the university forward in using more technology.	The rising cost of tuition, the lack of online courses offered at the Bachelor's and Master's levels. For example- the Master of Science in Management. Not all courses may be able to be online, but some can be. This is so professional like me can take them on our own time. Parking is also a big issue at USF. Parking is expensive. I wish parking could be calculated into our tuition fees and therefore do away with parking passes.	Strengths- research. It seems USF is driven to continue to do research and I think that we should continue doing so. Research has brought in a lot of funding. The university is remodeling the library and making it more state of the art- this was LONG overdue but I'm glad to see it will be happening.	I think you should use a behavioral interview in addition to all the other interview questions you will be asking. Understanding this person's motivations and past behavior will help you in deciding if they are the right fit for us.
Ambitious, fierce leader. appreciative of diversity, inclusive, calculated, determined, hopeful and prideful, genuine concern for the well being of students, someone who will continue and even expedite the tremendous growth and success we have seen under the leadership of current USF system President Dr. Judy Genshaft	Alumni engagement, national rankings	Research investments, hiring world class faculty, student retention and success, strengthening student resources within the university.	No matter what, this position is a big one to fill. Dr. Genshaft has been a relentless leader and has fiercely fought for and protected the interests and well being of this university. Thank you to all of the members that sit on this committee for taking the community input into consideration. We are grateful to have a committee willing to represent the interests of its community. I hope that with any choice that is made, USF will be better from it. Thank you for your time and commitment to USF
The next president should build a culture that is inclusive throughout the ranks, especially in the decision making processes that employ Blacks & African Americans.	The tuition rates, aligning skills with existing and future workforce globally, safety on campus and inclusive of all students, and being more active with corporations that employ students with paid internship and competitive fulltime employment.	Strengths are: a variety of professions are offered, provides the university prestige, and visible in businesses throughout the city.	USF could do a better job at decreasing promotion of risky lifestyle such as excessive alcohol, credit card debt, racist and divisive behaviors, decrease cars on campus, have professors that encourage real academic support not scare tactics, and provide opportunities for more Black and African American be included for employment and as vendors. Be an university for all its surrounding citizens.
I would love to see someone who cares to see a change in the school, like greek life and create a larger support for greek life	The lack of Support from the students like at football games	The amount of research	I truly want to see someone who wants to extend greek life and see a change to allow for a more closer knit community between student, greeks should have mansions like at ucf or fsu.

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Students**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
The new president must be a proven advocate for minority/disadvantaged students. Their background should not have so much as a WHIFF of having mishandled sexual assault allegations.	The disappearance of tenure, extremely poor treatment of adjuncts, overworking professors, the desire to weasel money out of students to fund projects that should be financed by outside donors, EXTREMELY overpriced dorms make living on campus financially punitive.	By far, USF's biggest strength is its faculty.	
reliable, easy to relate to, understanding of students needs and wants, easy to talk to, willing to listen	restrictive opportunities for everyone	Diversity is strong on campus, but opportunities are not equally available for all students.	
I would like to see a president who is interactive with the student body, not just on Tampa's campus but active on St. Pete's and Sarasota-Manatee's. I always felt that family connection when I saw how much Judy loved being with us.	The biggest challenge facing USFSP specifically, is the lack of diversity we have here. Most international students make their way towards Tampa because it's a huge array of programs and people but St. Pete has the ability to be just as grand as Tampa.		
Maintaining the momentum USF has achieved and continuing the momentum.	Balancing cost and funding improvements.	USF is important to the community. Keeping connections locally is important.	Please do not sacrifice the past to build the future.

Board of Trustees Regular Meeting - New Business - Action Items  
**Presidential Search Committee**  
**Community Input Survey Results - Non-Designated**

What qualities, characteristics and criteria are desired in a new president of USF?	Higher education is facing many challenges today. What do you consider to be the major challenges facing USF?	Focusing on the future, what do you consider to be important strengths and opportunities for USF?	General comments to share with the search committee.
Better dining halls and more in-Campus restaurants.			
An academic with experience in politics, not the other way around.	Cost of tuition and proper utilization of student fees (ex: USF Health students who operate exclusively at CAMLS still pay the same fees as main campus students, but do not have access to the same resources while downtown.)	USF is already well-known for being a military friendly university. It is important for USF to maintain this status and to constantly strive to improve and find new ways to support the military/veteran community on campus. The next President of USF should be committed to empowering our veterans on campus, not just accommodating them.	
prioritizing concern for students quality of education, salary stipends, and lower debt costs, provide a more secure, safe and inclusive atmosphere	low salary stipends, and behind in technology	budget for priority needs, higher salary stipends, and advanced technology	
someone who is open and honest with faculty, students and alumni, is respected by other university presidents, sticks by initiatives in long term (unlike current thing of dropping initiative after a year or so), and thinks the university is more than football and medicine, and is	funding, low tuition, poor support for faculty, no support for new initiatives, over emphasis on sports		current president was not well respected by other university presidents who vote in rankings, maybe good to alumni but really built her brand on backs of students and faculty
Transparency is key. A President who is familiar and involved with ALL departments within the university.	USF seems to be 'behind' in technology. More technological advances would help improve the campus.	Advances in technology will significantly help the campus.	
Cares about ALL campuses equally. Recognizes that in order to maintain distinctive and responsive programs and services, many decisions must be made at regional campuses and not centrally. Currently, too many decisions are handed down or dictated by Tampa, which confounds itself with the system. This breeds division, resentment, and distrust. Inclusivity and respectfulness are key to building trust and a healthy collaborative united university.	Responsible and equitable distribution of resources that will reflect the greater good, the good of all our students and not focus on benefiting those who are located in Tampa. Suggesting that faculty at the regional campuses travel to Tampa to be able to use lab space and research resources is an example of the attitude that seems pervasive. Yes, some will have to give up resources and share, but in the end, we all have to focus on the greater good and set an example for society to follow.	Expanding degree programs and leveraging faculty expertise across all campuses. Providing more choices for students seeking different environments and learning "homes". Different locations shine with different communities to serve and synergize with.	I hope all three campuses are EQUALLY represented on the committee and have equal voices. I hope that when candidates visit the Tampa campus that they ALSO visit Sarasota/Manatee and St. Pete. To not visit all three campuses affirms that the smaller two are not important enough for the candidate to visit, the employees and students don't matter. This would have been true without consolidation, but now, it is even more crucial for an inclusive process in which the three campuses are equal.
	Lack of faculty training on a global curriculum and working with international students. Lack of internationalization of the campus.		
You should hire someone with 20+ years of experience as a teacher. Not an administrator who will leave in two years for somewhere bigger and better. I know, you think that they won't leave. They will. Hire a teacher with 20+ years of experience as a teacher. Trust. Oh, and you shouldn't need to pay them 1 million dollars a year. Shouldn't they care more about USF than their bank account?	Performance based funding (is a terrible horrible thing). Affordable housing around campus, not just for undergraduates. Adequate parking. Hiring people who have no idea what academia is. If your candidate can't define "faculty governance," then you shouldn't hire them.	Let's focus on research by: 1) installing greater protections on academic freedom by amending policy 10-050 2) increasing fellowships available to high performing graduate students in all departments	
open-minded, transparent	lack of diversity among faculty esp. within the health colleges (nursing, medicine, pharm). we have a very diverse student population however this does not translate to our faculty pool. I have seen many qualified diverse candidates show massive interest in working for the university however this aspect is ignored.	community outreach is a big strength.	
On campus football stadium	Lack of fan on campus football stadium	Building an on campus football stadium	We need an on campus football stadium
Energetic, committed to excellence. Visionary who has innovative ideas about how to keep USF growing in a challenging economy and funding environment.	Cultural resistance to change, reluctance to let go under-performers and inability to identify and retain staff talent. Silos with rigid hierarchy and decentralized operational workers rather than a more innovative, holistic approach to student success, research, etc.	Strong growth in research, academic metrics, etc. Our main opportunities could be leveraging more of our internal, academic resources to better improve our central services. Another opportunity is better relationships with our alumni community to better promote the institution.	
	Some people, including admin, want to hire and keep mediocre or even unqualified people, so that they can stay in charge and nobody can challenge them. This is the biggest challenge I see that keeps USF from moving forward. I hope the new president can address this challenge.		
High performance expectations, knows Florida politics, wants to embrace the community, is committed to creating a collaborative engaged work culture at the university, speaks like a well-educated person	Strategic positioning, acquiring sufficient funds to reach our aspirations, fixing a top-down and at times toxic organizational culture	Further national and international recognition, well defined niche strengths, growing with Tampa Bay, preserving our commitment to diversity, inclusion, and transformation	A shiny external candidate could work but is at best a 50/50 shot if they don't know Florida and the Tampa Bay community. Pay close attention to internal candidates who love the university and could take us to the next level.
The most damaging factor for the growth of USF is that some faculty members, including admin, want to hire and tenure low-quality people. I hope the new president can effectively deal with this, so that we can hire and retain highly productive and ethical faculty.			



**Agenda Item: FL 109**

**USF Board of Trustees**  
December 4, 2018

**Issue:** President's 2017-2018 Evaluation

---

**Proposed action:** Approval of President Genshaft's 2017-2018 Evaluation and Discretionary Performance Based Compensation per 5.2 of the Presidential Contract July 1, 2017-June 30, 2018.

---

**Executive Summary:**

President Genshaft's evaluation for her 2017-2018 goals. Goals as based on BOG and BOT approved USF System Accountability Plans and USF Tampa Preeminence Plan. In addition, some goals are tied to the respective strategic plan that effects the USF System.

In addition, per 5.2 of the presidential contract for July 1, 2017-June 30, 2018, the Governance Committee may recommend up to seventy (70) % of the performance based compensation based upon the President's performance with respect to the goals and objectives approved October 12, 2017. Total performance based compensation shall not exceed \$300,000.

The Governance Committee is recommending \$210,000 (70% of total performance based compensation).

---

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

**Supporting Documentation Online:** **Yes** **No**

[President's 2017-2018 Evaluation](#)

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

**Prepared by:** Dr. Cynthia Visot, Chief of Staff

# President Genshaft's 2017-18 Evaluation

Goal 1: Research  
Goal 2: Revenue Generating Funds  
including Fundraising  
Goal 3: Student Success  
Goal 4: Strategic Initiatives



## President Genshaft's 2017-18 Evaluation

The contract stipulates that the Governance Committee may award up to 70%, up to \$210,000, potential stipend based upon the President's performance.

Committee is recommending  
\$210,000.



**University of South Florida System  
President Judy Genshaft  
July 2017-June 2018  
Goals & Results**

**Prestigious! Preeminent! Phenomenal! We have arrived!**

*“The university’s longest serving president led USF’s transformation from a commuter school to a destination university that has made dramatic strides in academics, research and fundraising. The future is incredibly bright, and Genshaft deserves an enormous amount of credit for positioning USF for even greater successes in academics and as a major economic force for Tampa Bay.”* The Tampa Bay Times September 10, 2018 editorial.

The USF System once again saw unprecedented results during the 2017-18 academic year. Under President Genshaft’s leadership it continues its path to extraordinary 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. The USF System continued its upward momentum during 2017-18 as a top research university in the State of Florida, the Nation and Globally.

This past summer USF hosted the *Times Higher Education* (THE) Young Universities Summit with more than 250 participants representing 88 universities from 41 nations. Phi Baty, THE editorial director of global rankings stated, *“There’s this phenomenal energy and drive here at USF. You can see it right from the top in President Genshaft, and it permeates through the whole university. There’s a real sense of belief, a real sense of being bold and agile – so, USF has really been the perfect host for this year’s Young Universities Summit.”*

USF Tampa continues to thrive. It was designated as a **Preeminent State Research University** by the Florida Board of Governors in late June and was accepted into Phi Beta Kappa, the oldest and most esteemed liberal arts honor society in the nation. USF improved substantially in **U.S. News & World Report’s Best College rankings**, positioning the preeminent state research university higher than it has ever been and continuing its trend of rapid ascension in recent years. USF rose 10 spots to #58 among public universities and jumped 16 spots to #124 among all public and private universities.

USF Tampa ranks #14 in student success among 1,100 public research and doctoral universities according to 2017 **Edventures Student Success Ratings** and as **#6 in the nation** for eliminating the completion gap between black and white students and **#4 in the nation** for Latino student success, making **USF #1** in the state of Florida for both (2017). USF Tampa was also recognized as **#1 by The Chronicle of Higher Education** (2017) for greatest improvement in **6-year graduation rates** among 4-year public colleges and universities. The completed phase two of its **residential village** with Endeavor, Horizon and Pinnacle Halls opened in August 2018 adding 1,100 new beds on the Tampa Campus. Now 6,300 students live on campus. **Publix** began construction during the spring.

During the 2017-18 academic year, the USF System recruited the **strongest academic class** who entered Fall 2017, with a fall average SAT score of 1283 and an average GPA of 4.09 for new freshmen. USF Tampa recruited the **best class in its history**, with an average SAT score of 1295 and an average GPA of 4.13, surpassing preeminence metrics. **USF St. Petersburg and USF Sarasota-Manatee** enrolled **high achieving FTIC students** with 3.86 average GPA and 3.95 average GPA respectively. In addition, the **Morsani College of Medicine (MCOM)** brought in its most selective incoming medical student cohort to date, with an **average Medical College Admission Test score of 515**. The USF System continues to graduate large number of students with high quality degrees and minimal debt, awarding 14,395 degrees during 2017/18. USF continues to perform in the top tier ranking for the **SUS Performance Based Funding (PBF)**.

The USF System's separately accredited institutions in Tampa, St. Petersburg (USFSP) and Sarasota-Manatee (USFSM) served more than **50,784 students**, representing **145 different countries** with **234 degree programs** at the undergraduate, master's, specialist and doctoral levels, including the doctor of medicine and pharmacy. A collaborative effort implemented at USFSP resulted in a **10-percentage point increase in APR retention rates for FTIC students** in one year, the retention rate rose from 65.5 to 75.5%. In fall 2018, USFSM started a **four-year nursing program in collaboration** with USF Health's College of Nursing and a **CyberSecurity** program to meet the needs of the community.

Research expenditures reached another record-breaking year exceeding **\$568 million** and more than **\$489.5 million** in contracts and grants, keeping its ranking as a top university for total research expenditures among all universities, public and private as designated by the National Science Foundation. A **global leader** in producing new U.S. patents. The USF System was home to **63 national scholarship and fellowship student awardees** during the academic year.

The university received numerous national honors during the 2017-18 year including but not limited to:

- Top 10% of all universities (public or private) or #29 among public research universities for total research expenditures (NSF) (based on FY2016/17 data).
- *Times Higher Education World University Rankings* listed USF Tampa among the top 50 of the best public institutions in the world.
- USF Tampa ranked #5 among public universities U.S. institutions and #36 worldwide established in the "Golden Age" by *Times Higher Education (2018)*.
- USF System is #5 as the nation's top producer of Fulbright Scholars, with 8 faculty scholars 2017-18 according to the *Chronicle of Higher Education*.
- USF System is #5 for U.S. patents among public institutions and #12 worldwide among all universities for U.S. patents (NAI/IPO 2017) and among the Top 10 public universities in the U.S. for the past 8 years (NAI/IPO). USF also ranks among the top 4 public institutions with 118 issued U.S. patents in FY18, placing USF in the top 6% for all individually reporting institutions (2016 AUTM). No individually reporting "golden age" university ranks above USF for issued patents.
- USF is in the top 10 nationally of individually reporting public institutions for executed license and option agreements with 127 executed agreements (FY18). This places USF in the top 8% of all individually reporting institutions, both public and private (2016 AUTM). No individually reporting "golden age" university ranks above USF for executed agreements.

- USF is in the top 16% nationally among individually reporting institutions for facilitating University startup companies. No individually reporting “golden age” university ranks above USF for facilitating university startups ( 2016 AUTM)
- USF is 4<sup>th</sup> worldwide for organizations with the most Fellows of the American Association for the Advancement of Science (AAAS) named in 2017, a rank USF has held for the past 4 years. As of 2018, USF has 59 AAAS Fellows among its faculty. AAU universities make up 25% of the institutions awarded AAAS Fellows and receive 43% of the total AAAS Fellows elected annually.
- USF’s innovation and economic development efforts generate more than \$400 million in statewide impact each year, sustain more than 3,000 jobs, and return more than \$52 million in tax revenue to local, state and federal coffers (2016 Washington Economics Group analysis)
- U.S. News & World Report places Morsani COM #55 for research medical school rankings, up from 56<sup>th</sup>.
- *Military Times* names USF Tampa as Best College for Veterans for public institutions (2018).
- *U.S. News and World Report* Best Colleges ranked USF Tampa #124 overall public/private and #58 public only.
- *U.S. News and World Report* Southern Regional Public Universities ranked USFSP #24.
- *U.S. News and World Report* ranks USFSP’s Online MBA Program at #30 in the nation and continues to rank #3 among all Florida institutions.
- USF Tampa is a recognized “Top Producer” of Peace Corps volunteers, ranking 3<sup>rd</sup> in the Nation for graduate student volunteers (2018).
- USF was awarded 3 Frost Scholars and one Tillman Scholarship during 2017-18.
- USFSM Brunch on the Bay (Fall 2017) generated over \$300,000 in gifts and in-kind service with more than 130 donors contributing.
- The Bulls posted a combined annual grade-point average over 3.0 for the third straight year in 2017-18 and have posted a program record seven straight semesters with a combined GPA over 3.0. USF has seen more than 180 student-athletes earn their degree in the last two years.
- Athletic teams won two conference championships; Football team ended the 2017 season #21 in the final AP post after Birmingham Bowl victory over Big 12 Texas Tech.
- USF Head Coach, Ken Eriksen coached USA Softball to gold in the World Championship and clinched a spot in the Tokyo 2020 Olympic Games.
- Three direct reports to President Genshaft were highly recruited and hired this past year:
  - David Lechner as Sr. Vice President for Business and Financial Strategy recruited from University of Nebraska
  - Dr. Haywood Brown, Vice President for Diversity, Inclusion and Equal Opportunity recruited from Duke University
  - Michael Kelly as the Vice President for Athletics recruited from College Football Playoff (COO).

## **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. President Genshaft was the keynote speaker at the Kentucky Council on Post-Secondary Education's Student Success Summit and selected to participate on the SACS evaluation committee for University of Louisville (who was on a year-long SACS accreditation probation). Other national speaking engagements including National Academy of Inventors conference and APLU annual meeting, both held in Washington DC. These activities ensure that the USF System continues to be in the forefront for setting national policies that affect higher education.

**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 be a priority by hosting 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. Through written and video communication methods, the President provides periodic updates to alumni and the university community about the USF System and the legislative session. The President and her husband are regulars at athletic events, arts performances, speaker series, and student activities, especially during the Week of Welcome, Homecoming week and USF week.

**2017-18 Awards and Honors.** President Genshaft received the Lightning Community Hero award during game seven of the playoff series. The President donated the \$50,000 donation from the Lightning Foundation and the Lightning Community Heroes program to the USF Health Morsani College of Medicine and Heart Institute facility currently under construction in downtown Tampa.

## 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.

**MET:** NSF ranking of #46 among all universities, public or private, for total research expenditures, and #29 among public universities places USF in the top 10% among the 640 universities ranked (FY2016, most recent available).

- Research & Innovation will promote externally sponsored research in order to remain at or above the FY2016-17 mark of \$475.2 million in contracts and grants and awards.

**MET:** \$489.5 million

- Research & Innovation will continue to exceed the Florida BOG Preeminence metrics for USF Tampa unless noted related to research as reported in Emerging Preeminence Plan\*:
  - Science & Engineering Research Expenditures - \$434M
    - **Met** - \$502 million
  - Non-Medical Sciences Research Expenditures - \$237M
    - **Met** - \$288 million
  - National Ranking in S.T.E.M. Research Expenditures = 8 of 8 disciplines (2017-18)
    - **Not met** – 7 of 8 disciplines
  - Patents Awarded - 276 for 2016-2018 for 3-year period
    - **On track to achieve.** AS of 6/20/18, USF's total at 2 ½ years is 275 issued patents (CY16 – 114; CY17 – 120; CY18 to date – 41). CY=calendar year
  - National Academy Members – 10 (2018)
    - **Met** – 13 FY18
  - Postdoctoral appointees – 260 (Fall 2017)
    - **Met** - 288

*\*Performance Goals based on those approved by BOT and BOG in the recent USF System Accountability Plan and Preeminence Plan*

- 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.

**MET:** Ranked 5<sup>th</sup> in the U.S. among public universities, 12<sup>th</sup> worldwide among all universities receiving U.S. utility patents (2017); has ranked among the top 10 public universities in the U.S. for the past 8 years (NAI/IPO). USF ranked in the top 10 **nationally** of individually reporting public institutions for executed license and option agreements with 127 executed agreements in FY18. Executed agreements reflect access to technology developed at USF and the establishment of relationships to further



commercialize USF technology. This places USF in the top 8% of all individually reporting institutions, both public and private. No individually reporting “golden age” university ranks above USF for executed agreements (compared to most recently available 2016 AUTM data). USF ranked in the top 16% nationally among individually reporting institutions for facilitating university startups. No individually reporting “golden age” university ranks above USF for facilitating university startups (compared to most recently available 2016 AUTM data)

- 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.

**MET:** This goal has been met through multiple initiatives, a few examples of which are below:

- For the 2018 fiscal year USF ranked in the **top 16%** (25/156) nationally for facilitating University startups with 10 startups. The startup numbers are fairly clustered with 14 being in the top 5 for public institutions. There are no individually reporting Golden Age Universities ranking higher than USF for new start-up formation based on the most recently available AUTM data.
- Launched new Office of Corporate Partnerships which has:
  - Engaged **61** companies and organizations for hiring and/or internship-specific inquiries (utilizing joint meetings of the company with Career Services and applicable college and academic units) to develop a talent pipeline for our students with companies.
  - Engaged with **311** corporate entities on behalf of USF to introduce the new office, hear feedback on companies’ engagement experiences with USF, and connect companies with USF departments of interest for further partnership discussions.
  - Engaged with **106** community, economic development, nonprofit, government and academic entities.
  - Engaged **146** companies and organizations in more detailed partnership discussions, as well as over **165** internal partners at USF.
  - Hosted very successful 5<sup>th</sup> Annual Innovation and Economic Prosperity Luncheon, attended by over 100 USF and Tampa Bay business and civic leaders.
  - Developed and implemented corporate engagement tools, including “**Partner with USF**” website/portal providing an overview of resources for common corporate inquiries and direct contact information for personal assistance.
  - Tampa Bay Technology Incubator (TBTI) supported 65 resident and affiliate companies during FY2018. TBTI companies during the reporting period have 308 employees, paid and un-paid, including 41 USF interns. Eighty-seven (87) new paid and unpaid employees during the reporting period. TBTI companies incubated during the reporting period are paying \$19,078,728 million in salaries annually.

- The average salary of full time employees collecting salary: \$88,571 during the reporting period.
  - The average salary of part time employees collecting salary: \$47,313 during the reporting period.
  - TBTI companies incubated during the reporting period have received total funding to date of \$109,177,650 million.
  - TBTI companies incubated during the reporting period have raised approximately \$45.4 million in funding during the last year (April 2017-March 2018).
- Total revenue reported during the reporting period was \$3,521,530 million. USF CONNECT hosted 48 workshops and educational seminars in FY2018 to support startups and entrepreneurs. Occupancy rate in the Tampa Bay Technology Incubator is 95% by square footage, up from 83% in June 2017. One-hundred percent of private lab space is leased. Quality and desired connectivity to USF of new companies seeking admission has increased, with a number participating in Corridor funding or bringing in interns before admission or shortly after.
  - TBTI and the entrepreneurial-support organization TiE Tampa Bay entered a five-year collaboration agreement to strengthen efforts to unite investors and mentors with local startups.
  - USF's I-Corps Site continued its success, with USF ranked 1<sup>st</sup> in Florida and 3<sup>rd</sup> nationwide for overall total of NSF Innovation Corps (I-Corps) national teams (calendar year 2017). The USF I-Corps Site instructional team members individually and collectively are extending the I-Corps Customer Discovery training to organizations in the Tampa Bay area that are involved with start-up companies. These community engagements included Business Model Canvas and Customer Discovery training for startups sponsored by the Greater Tampa Bay Chamber of Commerce and the Florida-Israel Business Accelerator (FIBA).
  - Student Innovation Incubator (SII) started its fifth cohort in October 2017 with 25 student businesses. For academic year 2017-18, a record 76 students with established businesses or business ideas applied to SII and 44 were selected to pitch their ideas to the selection panel. More selective criteria was set for admission into SII program to focus resources and better serve companies.
- Research & Innovation will seek out and nurture business partnerships, economic development initiatives and economic engagement opportunities for the USF System in order to remain at or above the FY 2016/17 mark of 416 industry-related grants and contracts (e.g., industry investments, SBIR, STTR, State of Florida investments in SBIR/STTR). \*\*\*

*\*\*\*Goal has been modified to be consistent with the Florida SUS Board of Governors-approved Research Dashboard, established on unique count of industry partners, whether they have one or multiple contracts/modifications, to provide an accurate measure of business partnerships.*

**MET:** 426 unique industry-related research grants or contracts (2.4% above goal of 416)

- USF Health and its affiliates will increase the amount of NIH grants and contract awarded by 5% over FY2017.

**GOAL NOT MET:** Due to volatility of NIH awards this past year - which included awarding all 5 years of grant funds in the first year – award dollars were skewed despite the fact that research grant activity was occurring over multiple years. So, using the measurement of awards (vs. expenditures), USF Health had a 7% decrease in awards this last fiscal year, attributable to a 23% decrease in awards to Dr. Jeffrey Krischer.

Conversely, USF Health experienced a 5% increase in NIH research grant expenditures. Removing Dr. Krischer's awards from the equation, MCOM realized a 14% increase in NIH research awards. If one uses the federal fiscal year (September to October), NIH awards to Health appear to be increased by approximately 8%.

## GOAL 2: Revenue Generating Funds including Fundraising

### Fundraising

- Raise \$80 million or more in total gifts and commitments for the USF System (USF Health \$16.6M; Athletics \$15M; USF SP \$3M; USF S-M \$3M)

**MET:** \$85,939,758. Across the USF System the development team closed 17 gifts worth \$1 million dollars or more. Faculty and staff participation reached an all-time high of 55% with dollars raised exceeding \$7.1 million.

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

**MET:** The most recent NACUBO endowment estimate is over \$470 million. This represents an increase of \$30 million from last fiscal year in part due to investment returns and gifts, offset by the impact of spending.

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

**MET:** The last NACUBO results (fiscal year 2017) show USF's long-term returns are top quartile. The next set of results are due January 2019. The recent long-term returns on endowments in the Wilshire Universe indicate that USF should maintain its top quartile ranking versus its peers.

- Complete a fundraising feasibility study and analysis for a football stadium

**MET:** The fundraising portion of the feasibility study and analysis was completed and shared with the Board Chair and Finance Committee. It was determined that at this time, the focus will be on a football practice facility.

### Finance

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

**MET:** The University through prudent fiscal management and intentional management of its balance sheet continues to maintain its bond rating, the highest in the SUS along with UF and FSU.

- Complete a financial feasibility study and analysis for a football stadium.

**MET:** The financial portion of the feasibility study and analysis was completed and shared with the Board Chair and Finance Committee. It was determined that at this time, the focus will be on a football practice facility.

**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.

- Academic progress rate for the summer/fall 2016 FTIC cohort for the USF System – 87.5% <sup>1</sup>  
(USF Tampa 91% <sup>2</sup>; USF St. Petersburg 73% <sup>1</sup>; USF Sarasota-Manatee 82% <sup>1</sup>)

**GOAL NOT MET**            **USF System – 85.9%**  
**GOAL NOT MET**            **USF Tampa – 90%**  
**GOAL MET**                    **USF St. Petersburg – 75.6%**  
**GOAL NOT MET**            **USF Sarasota-Manatee – 81.3%**

- 6-year graduation rate for the summer/fall 2011 FTIC cohort (full- and part-time) for the USF System – 70% <sup>1</sup>  
(USF Tampa 71% <sup>2</sup>; USF St. Petersburg 36% <sup>1</sup>; USF Sarasota-Manatee N/A)

**GOAL NOT MET**            **USF System – 68.8%**  
**GOAL MET**                    **USF Tampa – 71%**  
**GOAL NOT MET**            **USF St. Petersburg –35.2%**

- 4-year graduation rate for summer/fall FTIC 2013 cohort (full-time students only) for the USF System – 53% <sup>1</sup>  
(USF Tampa 56% <sup>2</sup>; USF St. Petersburg 30% <sup>1</sup>; USF Sarasota-Manatee 35%)

**GOAL MET**                    **USF System – 57.3%**  
**GOAL MET**                    **USF Tampa – 59.6%**  
**GOAL MET**                    **USF St. Petersburg – 30%**  
**GOAL NOT MET**            **USF Sarasota-Manatee – 34.9%**

- Average High School GPA for Fall 2017 FTICs for USF (Tampa) - 4.1 <sup>3</sup>                    **GOAL MET**

- Average 2-section SAT score for Fall 2017 FTICs for USF (Tampa) – 1280 <sup>3</sup>                    **GOAL MET**

- Total Doctorates awarded in AY 2017/18 – 699                    **GOAL NOT MET (725)**

- Percentage of baccalaureate students graduating in AY 2016/17 without excess hours for the USF System – 77.5% (USF Tampa 77%; USF St. Petersburg 77%; USF Sarasota-Manatee 78%)

**GOAL MET**                    **USF System – 78.3%**  
**GOAL MET**                    **USF Tampa – 78.4%**  
**GOAL NOT MET**            **USF St. Petersburg – 76.9%**  
**GOAL MET**                    **USF Sarasota-Manatee – 80.3%**

- Percentage of baccalaureate degrees awarded in areas of strategic emphasis in AY 2017/18 for the USF System - 61.7 (USF Tampa 64.5%; USF St. Petersburg 47%; USF Sarasota-Manatee 44.1%)

**GOAL NOT MET USF System – 61.5%**

**GOAL MET USF Tampa – 64.5%**

**GOAL NOT MET USF St. Petersburg – 43.9%**

**GOAL NOT MET USF Sarasota-Manatee– 43.8%**
- Percentage of graduate degrees awarded in areas of strategic emphasis in AY 2017/18 for the USF System – 75.2% (USF Tampa 78.9%; USF St. Petersburg 30.2%; USF Sarasota-Manatee 20%)

**GOAL NOT MET USF System –73.3%**

**GOAL NOT MET USF Tampa – 76.4%**

**GOAL MET USF St. Petersburg – 33.6%**

**GOAL MET USF Sarasota-Manatee – 21.2%**
- Percentage of bachelor’s graduates enrolled or employed one year after graduation (2015-16 graduates) USF System – 70.5% (USF Tampa 70%; USF St. Petersburg 71%; USF Sarasota-Manatee 72.8%)

**GOAL NOT MET USF System – 70%**

**GOAL NOT MET USF Tampa – 69.5%**

**GOAL NOT MET USF St. Petersburg – 63.1%**

**GOAL NOT MET USF Sarasota-Manatee– 71.7%**
- Median Wages of Bachelor’s Graduates Employed Full-time one-year after graduation (\$25,000+) (2015-16 graduates as defined by BOG) USF System - \$38,600 (USF Tampa \$38,500; USF St. Petersburg \$36,600; USF Sarasota-Manatee \$40,700)

**GOAL NOT MET USF System – \$37,300**

**GOAL NOT MET USF Tampa – \$37,400**

**GOAL MET USF St. Petersburg – \$36,800**

**GOAL NOT MET USF Sarasota-Manatee – \$37,000**
- The mean MCAT scores for the incoming Fall 2017 MCOM class will equal or exceed 514. The mean US Medical Licensing Examination Step 2 Scores for medical students will exceed 245.

**GOAL ANTICIPATED TO BE MET** – Currently 105 test scores have been reported. MCOM is waiting on up to 80 test scores to be reported. The average score for the reported 105 test takers is 243, though MCOM is confident it will increase once all scores are final.

*\*Performance Goals approved by BOT and BOG in recent Accountability Plans; Due to lapse in reporting, 2015/16 & 2016/17 goals are used in some metrics*

<sup>1</sup> Reflects the **Performance Based Funding (PBF)** definition and methodology of retention rate (FTIC 2<sup>nd</sup> year retention rate with GPA > 2.0) and 6-year graduation rate (cohort = Full- and Part-Time) or 4-year graduation rate (cohort = Full-Time) from the home campus only. This does not include “swirl” data for all students retained and graduating across the USF System.

<sup>2</sup> Reflects the **preeminence** definition and methodology of retention rate (IPEDS definition of a cohort = Full-Time) and 6-year or 4-year graduation rate (IPEDS definition of a cohort = Full-Time)

<sup>3</sup> Student Profile metrics (HS GPA and SAT) are captured in the BOG Accountability Plans only as a **preeminence** metric thus goals for USF Tampa are reflected

## GOAL 4: Strategic Initiatives

### USF System

- Analyze the brand research completed during 2016-17 academic year, develop a comprehensive plan (deliverable in approximately 6 months), and in partnership with USF System leadership, the new Chief Marketing Officer will begin to execute the plan to reposition USF's brand.

**MET:** The comprehensive study and analysis is complete and presented to leadership and trustees over the summer months. The next phase will be to implement the plan during the 2018-19 academic year.

- Refine and enhance the BOT approved USF System Strategic Plan including quantitative metrics on community engagement and reputation.

**MET:** The USF System Strategic Plan committee continues to refine and enhance the quantitative metrics on community engagement and reputation. Metrics specific to corporate partnerships and reputation are in draft form and presented to the Strategic Initiatives committee during the past academic year. The committee meets on a regular basis and closely monitors the consolidation discussions/plans in an effort to adapt systemic priorities in the plan as appropriate.

- USF System will continue to advance its strategies and programs that foster a culture of inclusion and diversity. Specifically, during the next year the USF System will finalize the Supplier Diversity Strategic Plan, launch a comprehensive supplier diversity website and develop a coordinated effort across all institutions as it relates to our supplier diversity programs. USF System will also continue to serve as a national model for attracting, retaining and graduating (including being a national leader for the competitive student achievement gap) the most diverse students and faculty, and for defining best practices in their success.

**MET:** The supplier diversity strategic plan is complete and presented to the BOT Strategic Initiatives committee during the past academic year. Initial indications have resulted in system-wide impact, including in-service events for the university community and external outreach events. The Office of Supplier Diversity continues to enhance awareness since its inception and to implement better data analytics in the purchasing area. For example, they have purchased Jaeger Strategic Sourcing system that they anticipate will elevate the supplier diversity program to a new level. The system will provide data not currently available to the purchasing team by better sourcing all vendors to include diverse vendors at competitive pricing.

- USF System leadership will continue to work with the Legislature and Governor to achieve as many 2017-18 approved priorities as possible. Leadership will also continue to work to secure additional BOG Florida Performance Based Funding that would benefit the USF System.

**MET:**

- \$6.15 million recurring for USF Tampa for preeminent designation
- \$2.72 million recurring for USF System for performance based funding
- \$7 million for USF Health Morsani College of Medicine/Heart Institute downtown facility
- \$3 million recurring for World Class Faculty & Scholars program
- \$1.2 million recurring for Graduate & Professional Excellence program

- \$6.2 million PECO Maintenance
- \$6 million for CITF fee funds for student life facility projects
- \$2.4 million for local projects at USFSP and USFSM

### **Leadership**

- USF System President will continue to engage in leadership positions on the Local, National and Global levels to enhance the University's role and status. As a role model to others, the President will encourage leadership to actively engage their respective communities.

**MET:** President Genshaft continues to engage on the local, National and Global levels, participating in leadership positions with the Tampa Hillsborough Economic Development Corporation (Assumed Chairmanship October 1) and nationally is a member of the executive committee for APLU. In addition, President Genshaft was an invited speaker at the Times Higher Education (THE) Asian Universities Summit in Shenzhen, China, than hosted the THE Young Universities Summit at USF with over 41 countries represented.



**Board of Trustees Governance Committee**  
**October 29, 2018**  
**Draft Meeting Notes**

Meeting called to order at 8:00 a.m.

Roll call by Corporate Secretary

Members present: Brian Lamb, Stephanie Goforth, Hal Mullis, Nancy Watkins, Jordan Zimmerman

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

**New Business – Action Items**

**FL 101 – Approve 8/27/18 minutes**

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

Motion made by Stephanie Goforth, 2<sup>nd</sup> by Hal Mullis; no discussion occurred and approved by all committee members present.

**FL 102 – Approve President Genshaft’s 2017-18 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. He encouraged all Trustees present to actively participate. Quoting the President, he highlighted a few of the USF System accomplishments, “Prestigious! Preeminent! Phenomenal!” the committee chair commented that he felt this was a year of tremendous success. He commented that the success is due to the leadership of the President and her team. Chair Zimmerman provided an overview of the self-evaluation with the committee. He shared that he will recommend to the full board today’s recommendation pertaining to President Genshaft’s potential stipend not to exceed \$300,000. The committee may award up to 70%, up to \$210,000 based upon the President’s performance with respect to goals and objectives previously approved by the Board. The remaining 30% is determined at the discretion of the Board Chair.

Overall highlights for the 2017-18 year:

- Once again, the USF System was in the top tier for the SUS Performance Based Funding.
- 2017-18 saw another strong academic class entered during Fall 2018, with an average GPA of 4.09; SAT score of 1283.
- USF System was named the #5 top producing institution in the U.S. of Fulbright Scholars!
- USF System achieved extraordinary record-breaking numbers - \$568 million in total research expenditures and more than \$489.5 million in total contracts and grants!
- USF Tampa recruited its best class in history with an average GPA of 4.13; SAT score of 1295;
- USF Tampa was accepted into Phi Beta Kappa, the oldest and most esteemed liberal arts honor society in the US.
- The Morsani College of Medicine continues to lead the State of Florida, with the highest average on the Medical College Admission Test exam for all Florida universities, private and public.
- USF is in the top 16% nationally among reporting institutions for facilitating University startup

companies.

- And most importantly, USF Tampa was officially named the third preeminent university by the Board of Governors based on the current State laws.

The Chair noted that these are amazing and diverse accomplishments. He explained that the evaluation will be divided into the four goals, research, revenue generating funds including fundraising, student success and strategic initiatives. He stressed again, he would like all trustees present to participate in the discussion.

### **Goal #1 - Research**

The Chair shared that a majority of sub-goals were met. He stated 2017-18 was another record-breaking year for research expenditures and new contracts and grants funds. Highlights include:

- \$568 million among public research universities in *total research expenditures (an increase of \$63.1 million) GOAL: \$505 m*
- \$489.5 million in *total research contracts & grants (an increase of \$14.3 million over last year) GOAL: \$475.2 m*
- USF System remains in the top 10% 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 12<sup>th</sup> worldwide among all universities receiving U.S. patents

Some of the sub-goals not achieved included:

National Ranking in S.T.E.M. Research Expenditures (*GOAL: 8 of 8 disciplines*). **MET 7** of 8 disciplines. USF Health increase the amount of NIH grants and contracts awarded by 5% over FY2017. (*GOAL: 5% over previous year*). Overall, due to Dr. Jeff Krischer, the #1 funded PI in the nation, *had a 23% decrease in funding, therefore USF Health had a 7% decrease in awards since previous year*. Conversely, USF Health experienced a 5% increase in NIH research grant expenditures. Without Dr. Krischer's awards, Morsani College of Medicine has a 14% increase in NIH research awards.

Trustee comments included: impressive performance, acknowledgement that NIH funding is not growing and more difficult to attain but that USF researchers are working harder to achieve contracts and grants; and regional institutions are working to recruit faculty who excel in research.

### **Goal #2 - Revenue Generating Funds Including Fundraising**

The Chair noted that all goals were completed and shared some highlights:

- Endowment performance expectations exceeded by increasing to \$470 million (increase of \$30 million from last year). GOAL: \$440 million
- Fiscally, the USF System sustained its Moody (Aa2) Stable Outlook credit rating and S&P strong ratings. (GOAL: sustain Aa2)
- The Fundraising annual goal for the **USF System** was to raise \$80 million or more in total gifts and commitments. The actual total funds raised \$85 million. USF System exceeded the goal by more than \$5 million. Faculty and staff participation reached an **all-time high of 55%** raising more than \$7.1 million.
- Completed the fundraising and a financial feasibility study and analysis for an on campus

football stadium. Focus for now will be on the indoor football practice facility.

Trustee comments included: accolades to the faculty and staff for giving back to the university at such a high level; great fundraising year, especially coming off a \$1 billion campaign; disappointed there hasn't been more movement on practice facility; practice facility is critical; and pleased with the team effort with tremendous success.

### **Goal #3 - Student Success**

The Chair noted that the student success goals line up with the approved annual accountability reports and that they directly affect performance based funding and preeminence. He reminded the trustees that these goals are reviewed and discussed throughout the year. He also shared that the USF System continues to be a state leader in the performance based funding program, achieving top tier status (tied for 3<sup>rd</sup> place). The USF System was awarded \$2.84 million in recurring increased funding. In addition, USF Tampa received \$6.15 million recurring for its preeminent designation.

The Chair shared that student success continues to improve each year, though the established goals for 2017-18, the USF System did not fully achieve some of its more aggressive goals. He shared that many were close and are moving in the right direction.

Each institution was reviewed.

GOALS USF Tampa did not achieve:

- Academic progress (91% goal; 90% actual);
- % graduate degrees awarded strategic emphasis (78.9% goal; 76.4% actual);
- Bachelor's graduate enrolled or employed (70% goal; 69.5% actual);
- Median wages employed 1 year after graduation (\$38,500 goal; \$37,400 actual)
- Doctorates awarded (725 goal; 699 actual)

GOALS USF St. Petersburg did not achieve:

- 6-year graduation rate (36% goal; 35.2% actual)
- % baccalaureate students graduating w/out excess hours (77% goal; 76.9% actual)
- % baccalaureate degrees awarded strategic emphasis (47% goal; 43.9% actual)
- Bachelor's graduate enrolled or employed (71% goal; 63.1% actual);

GOALS USF Sarasota-Manatee did not achieve:

- Academic progress (82% goal; 81.3% actual);
- 4-year graduation rate (35% goal; 34.9% actual);
- % graduate degrees awarded strategic emphasis (44.1% goal; 43.8% actual);
- Bachelor's graduate enrolled or employed (72.8% goal; 71.7% actual);
- Medium wages (\$40,700 goal; \$37,000 actual)

Trustee comments included: proud of progress and work as a USF System that has been occurring in this area; concern about once USF is consolidated and its effect on preeminence; regionals are pushing harder on student success criteria but with limited resources; student retention and graduation is what the faculty are committed to on all campuses; and historically, setting goals, being focused and transparent on areas for improvement aided USF Tampa with achieving preeminence and PBF top tier.

**Goal #4 Strategic Initiatives, including USF System, Athletics, President's external leadership activities.**

The Chair shared that all goals were met including the refinement of the USF System strategic plan, analysis of the brand research, USF System Supplier Diversity Strategic Plan was completed and successful legislative session.

Some of the highlights include:

- \$7 million was secured for the construction of the downtown initiative (medical school); \$6.2 million for facility maintenance/repairs, etc...
- \$3 million in new recurring SUS World Class Faculty and Scholar program.
- \$1.2 million for new recurring SUS Professional and Graduate Degree excellence program (medical/graduate business school funds).
- \$2.4 million for USF SP and USF SM projects;
- And \$6 million for CITF fee funds for student life facility projects.
- President Genshaft continues to serve at the local and national level. Hillsborough County Economic Development Council she serves as vice chair and assumed the chair October 1<sup>st</sup>; she is on the Board of Directors for APLU. Last, the President was honored as a Lightning Community Hero during the team's Stanley Cup run.

Trustee comments included: the President is everywhere; committed to enhancing USF internally and externally, especially throughout the community.

Discussion occurred to review overall success this past year. Chair Lamb shared the current *Florida Trend* with everyone in which the President is on the cover. Trustee comments included: fabulous job; search committee has big goal to replace her; pleased with PBF, Preeminence, Phi Beta Kappa, Moody rating, and the team's effort; phenomenal year; will be losing in terms of leadership specifically in community role; remarkable year; recommend 98% as some goals not met; impressive year; goals set were stretch goals in many cases which has aided in progress and though all were not met, progress occurred in each area; ability to lead team is commendable; hard to run a \$2 billion organization but has done so with enthusiasm and success; exceeded many goals therefore recommends 100% of the 70% stipend; and all in attendance support due to areas that exceeded and brings success at or above 100%.

Chair Zimmerman shared success of advertising program and president's ability to think out of the box, especially when gearing curriculum to be more relevant to the job market. Shared that the President has always put students first.

Trustee Mullis recommended that the Board award President Genshaft 100% (\$210,000) of the 70% the Board of Trustees is permitted to award. Trustee Goforth 2<sup>nd</sup> the motion. All members attending approved recommendation.

President Genshaft thanked the Board for their continuous support and commended her leadership team. She also shared that her wish for the future is that the Board selects someone who is better than herself leading USF into a new era. She stated that if this past year wasn't the best, it was definitely one of the best in USF history.

Having no further business, Chair Zimmerman adjourned the meeting.

Jordan Zimmerman  
Chair, Governance Committee

**Agenda Item: FL 110**

**USF Board of Trustees**  
December 4, 2018

**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 2019 for the fiscal period 2019-2020.

**Financial Impact:**

The FY 2019-2020 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 \(Operating Budget\)](#)

**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, &amp; 4

**\*\* DRAFT \*\***

	2017-18 Actual	2018-19 Estimated	2019-20 Projected
<b>1. REVENUE CARRIED FORWARD</b>			
<b>A. Operating Cash Carried Forward:</b>			
Liquid	14,614,282	16,216,359	15,014,192
Investments	0	0	0
<b>Subtotal:</b>	<b>14,614,282</b>	<b>16,216,359</b>	<b>15,014,192</b>
<b>B. Replacement Reserve Forward:</b>			
Debt Service Reserve	0	0	0
Maintenance & Equipment Reserve	2,862,501	3,031,907	3,191,257
General Reserve	7,226,478	7,870,680	7,888,038
<b>Subtotal:</b>	<b>10,088,979</b>	<b>10,902,587</b>	<b>11,079,295</b>
<b>TOTAL CARRIED FORWARD (A +B):</b>	<b>24,703,261</b>	<b>27,118,946</b>	<b>26,093,488</b>
<b>2. CURRENT YEAR REVENUE / INFLOWS</b>			
* Revenue	14,311,727	13,833,397	14,000,000
Interest Income	5,824	6,462	5,983
Other Income / Inflows	3,240	0	0
<b>TOTAL CURRENT YEAR REVENUE:</b>	<b>14,320,791</b>	<b>13,839,859</b>	<b>14,005,983</b>
<b>3. SUMMARY OF AVAILABLE REVENUES (1 +2):</b>	<b>39,024,052</b>	<b>40,958,805</b>	<b>40,099,471</b>
<b>4. CURRENT YEAR EXPENDITURES / OUTFLOWS</b>			
Salaries and Matching	3,756,988	4,513,839	4,649,254
Other Personal Services	401,745	600,000	700,000
Operating Expense	4,110,107	4,589,046	4,726,717
Repairs and Maintenance	0	0	0
Debt Service	2,936,320	2,936,430	2,940,330
Repair and Replacement Expense	0	0	0
Operating Capital Outlay	182,611	1,304,000	600,000
Other Outflows & Transfers Out	861,537	939,361	1,000,000
<b>TOTAL EXPENDITURES:</b>	<b>12,249,308</b>	<b>14,882,676</b>	<b>14,616,302</b>
<b>5. TRANSFERS TO REPLACEMENT RESERVES</b>			
Debt Service Reserve	0	0	0
Maintenance & Equipment Reserve	169,406	159,350	160,000
General Reserve	300,000	0	0
<b>Subtotal:</b>	<b>469,406</b>	<b>159,350</b>	<b>160,000</b>
<b>6. TRANSFERS FROM REPLACEMENT RESERVES</b>			
Debt Service Reserve	0	0	0
Maintenance & Equipment Reserve	0	0	0
General Reserve	39,367	350,000	350,000
<b>Subtotal:</b>	<b>39,367</b>	<b>350,000</b>	<b>350,000</b>
<b>7. ENDING REPLACEMENT RESERVES (1B +5 -6)</b>			
Debt Service Reserve	0	0	0
Maintenance & Equipment Reserve	3,031,907	3,191,257	3,351,257
General Reserve	7,487,111	7,520,680	7,538,038
Interest Earned on Reserve Balances	383,569	367,358	351,110
<b>Subtotal:</b>	<b>10,902,587</b>	<b>11,079,295</b>	<b>11,240,405</b>
<b>8. ENDING OPERATING CASH (1A +2 -4 -5)</b>	<b>16,216,359</b>	<b>15,014,192</b>	<b>14,243,874</b>
<b>9. SUMMARY OF ENDING REVENUES (7 +8)</b>	<b>27,118,946</b>	<b>26,093,488</b>	<b>25,484,279</b>

**\* REQUIRED INFORMATION \***

Date budget approved by University Board of Trustees :

Prepared By : Raymond Mensah

Telephone : 974-0672

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

Page 2

**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, Total Expenditures changed by more than 10% due to filling several open positions in FY 2019, anticipated repair & maintenance projects, and bus purchases.
  
3. Please explain amounts categorized as "other".  
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

UNIVERSITY OF SOUTH FLORIDA

# USF Consolidation Task Force Update

Jonathan Ellen



# Agenda

- 1** Task Force Overview
- 2** Student Access Recommendations
- 3** Shared Governance / Transparency Recommendations
- 4** Student Success / Academic Programs Recommendations
- 5** Next Steps

*Consolidation Planning Study and Implementation Task Force*



# Task Force Overview

*Consolidation Planning Study and Implementation Task Force*



# Task Force Subcommittee Overview

## Consolidation Task Force Subcommittees

### Student Access

Hearings on:

- June 13
- July 17
- August 7

Recommendations due:

- August 22

### Shared Governance / Transparency

Hearings on:

- July 18
- September 11
- October 2

Recommendations due:

- November 29\*

### Student Success / Academic Programs / Campus Identity

Hearings on:

- July 8
- August 28
- October 18

Recommendations due:

- November 29

In addition to the subcommittee hearings and meetings, the full Consolidation Task Force has held three Town Hall sessions, one on each campus, and continues to meet regularly.

*\*Original deadline was October 24<sup>th</sup>; however was extended to November 29 due to Hurricane Michael*

*Consolidation Planning Study and Implementation Task Force*

# Task Force Progress to Date

- ✓ 30 Weeks complete since the start
- ✓ 7 Task Force Meetings
- ✓ 26 Subcommittee Meetings & Hearings
- ✓ 73 Subject Matter Experts
- ✓ 1600+ pages of background material
- ✓ 100+ Public Comment Received

*Consolidation Planning Study and Implementation Task Force*



# Student Access Recommendations

*Consolidation Planning Study and Implementation Task Force*



# Student Access Subcommittee Charge

- Equitable distribution of programs and resources to establish pathways to admission for all students who require bridge programming and financial aid.

*Consolidation Planning Study and Implementation Task Force*





# Overview of Recommendations

Student Access

- Strengthen community engagement through robust two-way dialogue and foster education ecosystems and partnerships that support student readiness, admissions, and expanded pathways.
- Enhance access to financial aid through frequent, direct messaging, expansion of existing programs, & innovative new financial aid options.
- Develop initiatives and partnerships to promote an environment that reflects the diversity of the communities USF serves as an institution.
- Promote seamless student mobility for transfer students through early communication, enhanced support services, expanded pathways, and efficient and transparent credit transfer processes.
- Expand student access to academic programs by offering flexibility in schedule, delivery model, level and location.

*Consolidation Planning Study and Implementation Task Force*

# Shared Governance / Transparency Recommendations

*Consolidation Planning Study and Implementation Task Force*



# Shared Governance / Transparency Subcommittee Charge

- Establishing budget transparency and accountability regarding the review and approval of student fees among campuses
- Developing and delivering integrated academic programs, student and faculty governance, and administrative services
- Maintaining faculty input from all campuses during the review and development of general education requirements to reflect the distinctive identity of each campus.

*Consolidation Planning Study and Implementation Task Force*

# Overview of Recommendations

Shared Governance

- Conduct and execute all governance reviews, changes and implementations with processes that guarantee transparency, mutual accountability and collaboration
- Ensure continued representation of faculty priorities through a strong and respected Faculty Senate structure that reflects the priorities of both academic matters and unique geographic opportunities.
- Strengthen the internal collaborative Enhanced General Education Leadership process review to model High Impact Practices (HIP) and ensure representation from all campuses.
- Identify a structure that allows for student government to be housed on each of the three campuses in an effective way including system-wide representation.
- A robust and transparent process for faculty, staff and student feedback shall drive all decisions on budgetary allocation, review and approval, restructuring of fee schedules, and implementation of shared services.

*Consolidation Planning Study and Implementation Task Force*

# Student Success / Academic Programs / Campus Identity Recommendations

*Consolidation Planning Study and Implementation Task Force*

# Student Success, Academic Programs and Campus Identity Subcommittee Charge

- Identification of specific degrees in programs to be offered at the University of South Florida St. Petersburg and the University of South Florida Sarasota/Manatee;
- Maintaining the unique identity of each campus;
- Developing the research capacity at each campus.

# Overview of Recommendations

Student Success

- Ensure that new and ongoing initiatives aimed at promoting students' success align across USF while allowing for the flexibility to meet local geographic, student population-specific needs and providing support for the unique student populations of each campus.
- Maintain existing academic degree offerings and expand the academic portfolio across the University at every level, using evidence and rigorous analysis.
- Implement initiatives that leverage the distinctive elements and communities that USF serves to strengthen campus identity while also supporting key features that establish University-wide standards across all campuses.
- Provide the resources and infrastructure that will facilitate the flourishing of research and scholarly activities and collaborations across the University.
- Strengthen relationships with community stakeholders, educational institutions, corporations, non-profit organizations, and government entities to reinforce systemic support for economic development.

*Consolidation Planning Study and Implementation Task Force*

# Next Steps

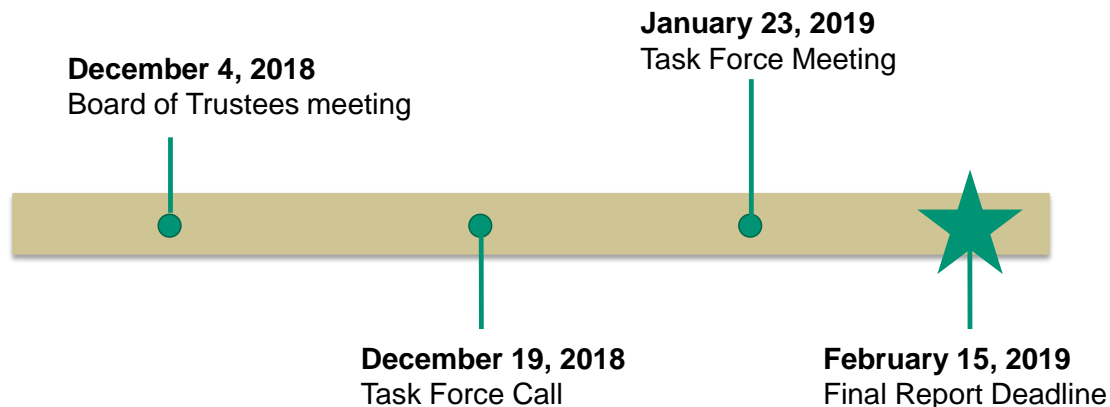
*Consolidation Planning Study and Implementation Task Force*





# Task Force Next Steps

- The full Task Force has two more meetings scheduled for December 19, 2018 and January 23, 2019
- The Task Force will submit its final recommendations to the Board of Trustees on February 15, 2019



*Consolidation Planning Study and Implementation Task Force*



<b>Student Access Subcommittee Final Recommendations</b>				
	<b>Focus Area</b>	<b>Issue Statement</b>	<b>Recommendation</b>	<b>Description</b>
1	Communications and community outreach	Prospective students should have a clear understanding of college options, admission requirements and college readiness.	Strengthen community engagement through robust two-way dialogue and foster education ecosystems and partnerships that support student readiness, admissions, and expanded pathways.	<ul style="list-style-type: none"> <li>a. Appoint a “Community Advisory Board” that leverages diverse expertise in the community to strengthen connections and to track progress against established access goals.</li> <li>b. Develop a unified USF communications plan to provide an understanding of college access options including bridge programs.</li> <li>c. Dedicate additional resources at each campus to foster existing and build new community partnerships.</li> </ul>
2	Scholarships, financial aid and admissions	All prospective students, including under-served, low-income, or first-generation, should benefit from extra support to pursue academic studies.	Enhance access to financial aid through frequent and direct messaging, expansion of existing programs, and innovative new financial aid options.	<ul style="list-style-type: none"> <li>a. Expand the reach of existing USF Foundation scholarship programs.</li> <li>b. Deliver communications to prospective students often and beginning in middle school and early high school to provide a clear understanding of the application process requirements, timing, financial aid resources and degrees offered.</li> <li>c. Partner with the local communities to identify new and creative sources of financial assistance to attract students from underserved populations.</li> <li>d. Hire additional recruiting and admissions staff to strengthen support for prospective students and families and engage further with local high schools, school districts, and education foundations.</li> </ul>
3	Promotion of a diverse student body	The diversity of the student population should reflect the local community.	Develop initiatives and partnerships to promote an environment that reflects the diversity of the communities USF serves as an institution.	<ul style="list-style-type: none"> <li>a. Engage the community in ways that encourages a diverse applicant pool to USF.</li> <li>b. Foster student readiness among potential applicants, for example, by developing partnerships to provide free or discounted SAT prep courses to low-income prospective students.</li> <li>c. Introduce families in the community to USF early on in a student’s educational journey by organizing campus visits, open houses, and other activities.</li> <li>d. Promote diversity among USF faculty and staff.</li> </ul>

<b>Student Access Subcommittee Final Recommendations</b>				
	<b>Focus Area</b>	<b>Issue Statement</b>	<b>Recommendation</b>	<b>Description</b>
4	Transfer students and student mobility	A large portion of USF's student population are transfer students, which will increase as pathway programs expand.	Promote seamless student mobility for transfer students through early communication, enhanced support services, expanded pathways, and efficient and transparent credit transfer processes.	<ul style="list-style-type: none"> <li>a. Educate potential transfer students from the Florida College System early on regarding the admissions process and academic and social transition to USF.</li> <li>b. Dedicate resources to fostering a welcoming environment for transfer students by providing similar programs and supports to those received by incoming freshmen.</li> <li>c. Dedicate financial and staffing resources to expanding and marketing bridge programs, including FUSE.</li> <li>d. Promote student mobility for FCS students (and across the three USF campuses) by expanding access to a broader array of courses and degree programs.</li> </ul>
5	Academic programs and course delivery	Under consolidation, students should have increased access to programs, regardless of their home campus.	Expand student access to academic programs by offering flexibility in schedule, delivery model, level and location.	<ul style="list-style-type: none"> <li>a. Enhance the flexibility, accessibility, and relevancy of course programming at each campus location for the undergraduate and graduate level.</li> <li>b. Continue to explore alternate delivery models (e.g. hybrid, virtual, asynchronous) and creative uses of technology to increase student access.</li> <li>c. Disseminate resources and expertise broadly across the USF system in a way that is flexible and aligns with student needs and schedules at each campus.</li> <li>d. Expand access to relevant programs to better align with local workforce demands.</li> </ul>

<b>Student Access Subcommittee Additional Recommendations</b>		
	<b>Focus Area</b>	<b>Recommendation</b>
6	Communications and community outreach	Identify and provide focused assistance to existing high school students who will no longer meet the admissions criteria during and after consolidation, and do not have time to adjust. Ensure they have information regarding alternative pathways and admission options.
7	Communications and community outreach	Enhance branding efforts to communicate USF as the go-to preeminent research university for prospective students in the region.
8	Communications and community outreach	Expand admissions pathways with local high schools for guaranteed admissions.

<b>Student Access Subcommittee Additional Recommendations</b>		
	<b>Focus Area</b>	<b>Recommendation</b>
9	Communications and community outreach	Develop outreach offices at USF St. Petersburg and USF Sarasota-Manatee.
10	Communications and community outreach	Enhance communications with the local community about recruitment, student body composition, and student success statistics.
11	Scholarships, financial aid and admissions	Explore multiple summer bridge programs including focus on STEM, career specific programs, and internships.
12	Scholarships, financial aid and admissions	Foster collaborations with corporate and individual donors in for scholarship opportunities for high-potential students throughout the communities USF serves.
13	Scholarships, financial aid and admissions	Expand “last dollar” scholarship offerings.
14	Scholarships, financial aid and admissions	Support and increase awareness around Florida College Access Network’s Seminars.
15	Scholarships, financial aid and admissions	Educate prospective students on the summer and spring admissions options, and on the importance of applying early.
16	Scholarships, financial aid and admissions	Dedicate equitable staffing and other resources to student support services for students enrolling in the summer, fall, and spring semesters.
17	Scholarships, financial aid and admissions	Collaborate with local partners to provide direct assistance to prospective students and their families applying for financial aid.
18	Scholarships, financial aid and admissions	Explore different communication channels and leverage technology to disseminate information regarding scholarships and financial aid.
19	Scholarships, financial aid and admissions	Continue to prioritize transparency in communicating the cost of attendance and available financial assistance to prospective students and families.

<b>Shared Governance /Transparency Subcommittee Final Recommendations</b>				
	<b>Focus Area</b>	<b>Vision Statement</b>	<b>Recommendation</b>	<b>Description</b>
1	University Governance	<p>Empowered campuses make for a stronger USF and fulfilling student experience:</p> <p>The future governance of USF shall build upon the existing strengths of each campus, and the historically strong organizational and collaborative nature of all three campuses to ensure continued and increased benefits to all USF students regardless of home campus, and to enable the continued status of USF as a Preminent State Research University.</p>	<p>Conduct and execute all governance reviews, changes and implementations with processes that guarantee transparency, mutual accountability and collaboration among internal stakeholders including students, faculty and staff. Provide seamless consolidation transition to students, faculty and staff by building upon proven success of shared governance.</p>	<p>a. Ensure continuity and enhancement of programs, (BA, MA and PhD levels), services to students, maintenance of distinct campus identities and guarantee robust opportunities to attract talent on all campuses by designating USFSM and USFSP as branch campuses as defined by SACSCOC<sup>1</sup>.</p> <p>b. Develop an organizational structure that clarifies delegated authority and furthers mutual accountability among leadership through transparent processes, communication and reporting. Ensure assignment of local accountability for coordinating, integrating, and delivering value-added student experiences.</p> <p>c. Define, update and communicate Campus Board (Advisory) member roles and responsibilities for clear understanding of the advisory, not governing, role of the campus board. Establish a practice of collaborative review of campus governance by the board including, but not limited to, review of campus plan, budget and legislative agendas. Although not governing/binding, those actions should maintain a high degree of well-informed members who represent USF among external stakeholders.</p> <p>d. Task internal academic and administrative committees to identify new opportunities for collaboration among campuses and finding efficiencies in governance processes.</p>
2	Faculty Governance	<p>Engaged faculty and equitable campus representation shall support Preeminence objectives and offer students the benefits</p>	<p>Ensure continued representation of faculty priorities through a strong and respected Faculty Senate structure that promotes collaborative</p>	<p>a. Empower Faculty Governance to contribute to the coordination and delivery of value-added student experiences.</p> <p>b. Develop one Faculty Senate, including campus councils, across the university to include equitable representation by campuses.</p> <p>c. The Faculty Senate organizational structure should allow for Campus Senate Councils or Committees with officer</p>

<sup>1</sup> SACSCOC Branch Campus definition: Institutions that have their own administrative structures, faculties, hiring and budgetary authority.

BOG Type I Campus definition: A university operation that has obtained and continues to maintain an enrollment level of more than 2000 university student FTE in courses which lead to a college degree. A Type I campus typically provides a broad range of instruction for numerous full and partial degree programs, research activity and an extensive complement of student services. *Florida Board of Governors Regulation 8.009.*

<b>Shared Governance /Transparency Subcommittee Final Recommendations</b>				
	<b>Focus Area</b>	<b>Vision Statement</b>	<b>Recommendation</b>	<b>Description</b>
	Faculty Governance <i>(cont'd)</i>	of learning from engaged leaders:  All faculty members should have clear and accessible options for engagement and leadership of academic missions regardless of geographic location as they represent their peers, students and communities.	dialogue and decision-making between faculty and university leadership, and reflects the priorities of both academic matters and unique geographic opportunities.	representation serving on the system Executive Committee (either as officers or council/committee chairs). Officers (Pres, VP, Sec, and Sergeant –at- Arms) should have diverse representation from all campuses.  d. Carefully assess the potential impact of organizational changes to academic structure (Colleges and Schools) on the structure and representation of all campuses to ensure maximum faculty engagement across USF.  e. Clearly define the accountability and defined powers of faculty governance. Review, update and communicate roles and responsibilities of all faculty governance councils and committees to support consolidation and ensure delivery of consistently high-quality curricular and extra-curricular experiences to students in each geographic location in which USF operates and no compromise of campus identity.  f. Review and identify opportunities to consolidate committees with similar functions such as awards councils, academic committees and Gen. Ed. committees without negative impacts for any campus.
3	General Education	An enhanced General Education model offers students and faculty a dual experience of quality learning and engagement:  General Education at USF shall offer students core courses across programs that foster critical thinking skills, create engaged citizens and develop	Strengthen the internal collaborative Enhanced General Education Leadership process review to model High Impact Practices (HIP) and ensure representation from all campuses to shape key focus areas of: <ul style="list-style-type: none"> <li>• Curricular alignment</li> <li>• Course alignment</li> <li>• Assessment</li> <li>• Faculty oversight and engagement</li> </ul>	a. Create a unified general education curriculum and identify core values that ensures maximum ease of transition for FTIC and transfer students to USF.  b. Appoint a representative faculty leadership to oversee the transition to a consolidated gen ed curriculum to ensure consistent learning outcomes and seamless student mobility among USF campuses.  c. Establish equitable representation of faculty from all campuses in the identification of high-impact practices that reflect campus identities through community collaboration, service learning opportunities, and civic engagement.  d. Update governance processes and documents for the General Education Council of the Faculty Senate to support a unified university while creating equitable participation opportunities from all campuses.

<b>Shared Governance /Transparency Subcommittee Final Recommendations</b>				
	<b>Focus Area</b>	<b>Vision Statement</b>	<b>Recommendation</b>	<b>Description</b>
	General Education <i>(cont'd)</i>	cross-functional soft skills, while providing opportunities for service learning, civic engagement and experiences unique to their home campuses.		e. Implement an assessment plan for annual review and approval oversight of general education curriculum.
4	Student Governance	<p>Student government opportunities, both in leadership and local roles, shall remain open to students on all campuses:</p> <p>The student government experience and opportunities shall be enhanced by consolidation efforts with student participation available at both the local home campus and system levels.</p>	Identify a structure that allows for student government to be housed on each of the three campuses in an effective way including system-wide representation, and opportunities for interaction with faculty, university leadership and students from all campuses.	<p>a. Create a system-level SGA and ensure alternating campus officer representation on the system-level SGA.</p> <p>b. Allow for equitable representation of student-elected positions across all three campuses.</p> <p>c. Define a clear process for equitable budget allocation.</p> <p>d. Outline and communicate processes and tools for student input/feedback during the consolidation transition.</p> <p>e. Develop a process for student leaders to assess and refine the student government structure two years post-consolidation.</p>

<b>Student Success/Academic Programs/Campus Identity Subcommittee Final Recommendations</b>				
	<b>Focus Area</b>	<b>Vision Statement</b>	<b>Recommendation</b>	<b>Description</b>
1	Student Success	Supporting USF students to be successful through graduation and beyond fulfills USF's mission	Ensure that new and ongoing initiatives aimed at promoting students' success align across USF while allowing for the	a. Develop guiding principles for a unified student success movement through an inclusive and collaborative campus stakeholder engagement process

<b>Student Success/Academic Programs/Campus Identity Subcommittee Final Recommendations</b>				
	<b>Focus Area</b>	<b>Vision Statement</b>	<b>Recommendation</b>	<b>Description</b>
	Student Success <i>(cont'd)</i>	to produce graduates that positively contribute to their chosen fields while also supporting economic and community development.	flexibility to meet local geographic, student population-specific needs and providing support for the unique student populations of each campus.	<ul style="list-style-type: none"> <li>b. Provide all campuses with the necessary support to serve their unique student populations while ensuring that equitable services are offered across USF</li> <li>c. Leverage the new Student Success Committee to promote a unified approach to student success</li> <li>d. Develop Persistence Committees on each campus and leverage the unified Student Success Committee to ensure coordinated retention and completion efforts including application of predictive models and the “Finish in Four” initiative</li> <li>e. Strengthen intervention initiatives and ensure the programs are reflective of and responsive to all student populations</li> <li>f. Empower faculty to have conversations with students about potential career paths in their academic discipline</li> </ul>
2	Academic programs	Developing a broader array of integrated degree programs aligned with regional workforce demands promotes a successful journey through the student lifecycle from recruitment and the academic experience to employment and alumni engagement.	Maintain existing academic degree offerings and expand the academic portfolio across the University at every level, using evidence and rigorous analysis, as exemplified in the phased approach outlined in the “Unified Response” document authored by academic leadership at USF St. Petersburg, USF Sarasota-Manatee, and USF Tampa. Develop and communicate a disciplined approach to identifying and sustaining geographically-distributed Colleges and Schools.	<ul style="list-style-type: none"> <li>a. Develop recommendations for expanding academic degree offerings at the Baccalaureate, Master’s and Doctoral levels, based on a multi-layer, multi-year approach [see Appendix for “Unified Response” plan]</li> <li>b. Strengthen processes for the expansion of existing academic degree offerings such as examining evidence of student demand, critical mass, and capacity to deliver</li> <li>c. Empower local university leadership to strengthen employer partnerships to inform curriculum development</li> <li>d. Consider including updated labor market data sources in Program Reviews, so that students are better situated/equipped to understand real-life applications of degree programs</li> <li>e. Increase master and doctoral degree program delivery on the St. Petersburg and Sarasota-Manatee campuses no later than July 1, 2021</li> <li>f. Increase online, blended and hybrid course offerings at all levels</li> <li>g. Ensure at least one college is “homed” on each USF campus, which reflects the unique identity of each campus</li> <li>h. Unless otherwise prescribed by law, develop guiding principles for a College unit, such as <ul style="list-style-type: none"> <li>a. One college per academic discipline</li> </ul> </li> </ul>



<b>Student Success/Academic Programs/Campus Identity Subcommittee Final Recommendations</b>				
	<b>Focus Area</b>	<b>Vision Statement</b>	<b>Recommendation</b>	<b>Description</b>
	Academic programs ( <i>cont'd</i> )			<ul style="list-style-type: none"> <li>b. Establish realistic and manageable-sized college units informed by benchmarks for what constitutes a College</li> <li>c. A comprehensive resource plan and reasonable timeframe for attaining established benchmarks and a defined process for underperformance</li> <li>d. Meeting local workforce needs of the communities USF serves</li> <li>i. Ensure that existing academic offerings available on campuses pre-consolidation remain available under a single accreditation pursuant to determinations made according to faculty-led program reviews and continued demand evidence</li> <li>j. Add a student representative as a full member to the USF System Academic Program Advisory Council with provision to rotate by campus on an annual membership basis</li> </ul>
3	Campus identity	Promoting a unified educational mission while leveraging distinctive regional strengths reflects “one university geographically distributed” and USF’s commitment to designing rich and relevant learning experiences for students.	Implement initiatives that leverage the distinctive elements and communities that USF serves to strengthen campus identity while also supporting key features that establish University-wide standards across all campuses. Empower local university leadership to spearhead relationship building with surrounding communities to enhance campus identities.	<ul style="list-style-type: none"> <li>a. Identify high-impact practices that reflect campus identities through community collaboration, service learning opportunities, and civic engagement</li> <li>b. Communicate distinctive academic and programmatic elements with external audiences to increase community awareness of campus identities and offerings</li> <li>c. Continue to increase opportunities for existing and new faculty to develop academic programs, increase research contributions, and strengthen campus identities</li> <li>d. Support on-campus student housing on the Sarasota-Manatee campus, which is critically important to enhance its identity, utilizing housing demand studies and other relevant information</li> <li>e. Strengthen academic and non-curricular programs, initiatives, and research on all campuses, to further the identity of the campuses</li> <li>f. Develop new academic programs on each of the campuses, which are part of the master academic plan and lead to more vibrant connections with the business communities and other communities of interest</li> <li>g. Foster cross-university collaborations to support the needs of the communities each campus serves</li> </ul>

<b>Student Success/Academic Programs/Campus Identity Subcommittee Final Recommendations</b>				
	<b>Focus Area</b>	<b>Vision Statement</b>	<b>Recommendation</b>	<b>Description</b>
	Campus identity <i>(cont'd)</i>			h. Coordinate undergraduate admissions processes and outreach to emphasize one USF while highlighting the distinct campus identities
4	Research capacity	Elevating the level of research productivity across the three campuses enhances the University's economic and societal impact, strengthens its standing as a Carnegie R1 institution, and advances its aspirations towards membership in the Association of American Universities (AAU).	Provide the resources and infrastructure that will facilitate the flourishing of research and scholarly activities and collaborations across the University.	<ul style="list-style-type: none"> <li>a. Encourage proactive engagement of the USF Research &amp; Innovation Office with faculty on all campuses</li> <li>b. Support the growth of campus research initiatives and strengths through strategies including joint appointments for faculty on the St. Petersburg and Sarasota-Manatee campuses</li> <li>c. Empower faculty on all campuses to identify research assets and opportunities and to engage in the planning efforts designed to expand research capacity</li> <li>d. Design an online database that highlights the research resources and centers that are available to all USF faculty</li> <li>e. Develop state-of-the-art technologies to promote cross-campus collaboration</li> <li>f. Prioritize the construction of the Integrated Science and Technology Complex (ISTC) on the Sarasota-Manatee campus to serve local research and teaching needs</li> </ul>
5	Community engagement	Leveraging geographic strengths and local partnerships to drive economic development, enhance student recruitment efforts, and inform curriculum development, supports	Strengthen relationships with community stakeholders, educational institutions, corporations, non-profit organizations, and government entities to reinforce systemic support for economic development, leverage	<ul style="list-style-type: none"> <li>a. Strengthen relationships with local businesses and non-profit organizations in relevant industry sectors including the arts, aviation, healthcare, insurance, engineering, real estate, etc. to leverage community strengths</li> <li>b. Enhance partnerships with educational organizations, including K-12 schools and regional community colleges, to foster community collaboration, innovative programs, and student access and success</li> </ul>

*USF Consolidation Planning Study and Implementation Task Force as reviewed at the November 29, 2018 Task Force meeting*

<b>Student Success/Academic Programs/Campus Identity Subcommittee Final Recommendations</b>				
	<b>Focus Area</b>	<b>Vision Statement</b>	<b>Recommendation</b>	<b>Description</b>
	Community engagement <i>(cont'd)</i>	the University's commitment to making a positive impact on USF students, families, and community members.	insights from on the ground experts, and engage local partners.	c. Establish mechanisms that allow engaged partners to inform the design of contemporary, real-world curricula and the development of relevant applied research

# USF CONSOLIDATION UPDATE

Board of Trustees Consolidation, Accreditation, and Preeminence Committee  
December 4, 2018



# AGENDA

1

Consolidation Overview

2

Consolidation Implementation  
Committee Update

# Transition from planning to implementation

- The Consolidation Implementation Committee will submit its final considerations to USF leadership in late December 2018
- USF leadership will review and refine the CIC final considerations from December 2018 to February 2019 and submit its implementation plan to the CAP Committee of the Board of Trustees on February 15, 2019
- At a minimum, the plan must outline how USF will meet all SACSCOC requirements, maintain Preeminence, and not impede student progress towards graduation
- Once the implementation plan has been reviewed and approved by the Board of Governors, USF will begin the implementation. Certain aspects of implementation are already in progress to have sufficient time to be completed once single accreditation is in place, e.g. alignment of general education curricula
- Concurrently, USF will begin preparing to meet the requirements outlined in the substantive change prospectus, due to SACSCOC on March 15, 2020
- While USF must be operating under a single accreditation by July 1, 2020, consolidation activities will continue beyond that timeframe

# Guiding principles and requirements

Guided by the Board of Trustees Guiding Principles, the consolidated USF institution must maintain Preeminence and adhere to all SACSCOC requirements.

## Board of Trustees Guiding Principles

### USF Board of Trustees' Guiding Principles for USF Consolidation

- Strengthen USF's stature as a Preeminent Research University with national and global prominence;
- Embrace a model of "One University Geographically Distributed" while preserving campus identity – guided by a transparent and collaborative process;
- Commit to "Students First", through expanding access and raising educational attainment while continuing USF's national best practice of student success and diversity;
- Establish a clear, simple and unified leadership structure by aligning accountability with authority and valuing shared governance through engaging students, faculty and staff on all campuses;
- Assure consistency of high impact research across the university through establishing centers and programs of academic excellence on each campus;
- Enhance regional economic development while avoiding unwarranted duplication of academic programs, and
- Maximize performance, service quality and operational efficiencies through optimizing the utilization of faculty talent and technology across the University.

## Preeminence Metrics

### Preeminence Metrics

It is imperative that USF maintain Preeminence post-consolidation.

	Preeminence Criteria	Metric Goal
1	1a. Average GPA 1b. Average SAT Score	1a. Average weighted GPA of 4.0 or higher on a 4.0 scale 1b. An average SAT score of 1200 or higher on a 1600-point scale
2	Public University National Ranking	Top-50 ranking on at least two well-known and highly respected national public university rankings
3	Freshman Retention Rate	90 percent or higher for full-time, first-time-in-college students
4	Four-year Graduation Rate	60 percent or higher for full-time, first-time-in-college students
5	National Academy Memberships	Six or more faculty members who are members of a national academy
6	Science & Engineering Research Expenditures	\$200 million or more
7	Non-Medical Science & Engineering Research Expenditures	\$150 million or more
8	Number of Broad Disciplines Ranked in Top 100 for Research Expenditures	A top-100 university national ranking for research expenditures in five or more science, technology, engineering, or mathematics fields of study
9	Utility Patents Awarded	One hundred or more total patents awarded for the most recent 3-year period
10	Doctoral Degrees Awarded Annually	Four hundred or more doctoral degrees awarded annually, including professional doctoral degrees awarded in medical and health care disciplines
11	Number of Post-Doctoral Appointees	Two hundred or more postdoctoral appointees annually
12	Endowment Size	\$500 million or more

## SACSCOC Requirements

### SACSCOC Requirements (1 OF 2)

The consolidated USF institution must meet all of the requirements for accreditation by the Southern Association of Colleges and Schools' Commission on Colleges (SACSCOC).

#### SACSCOC Requirements

- Authority resides in USF's Board of Trustees and any statutory obligations imposed on the Board of Trustees should be codified in the BOT's Bylaws.
- The name of the new institution will be the University of South Florida and it will have one CEO, who may be called President.
- USF St. Petersburg and USF Sarasota-Manatee can maintain their respective names and their leaders can be called Chancellors.
- The University of South Florida campus in Tampa will be the main campus. USF St. Petersburg and USF Sarasota-Manatee can be designated by SACSCOC as branch campuses or instructional sites.
- None of the campuses can have a separate, unique mission statement. However, USF's BOT may want to create one mission statement for the consolidated institution that specifies the uniqueness of each campus.
- Authority resides in the University of South Florida's Board of Trustees. Campus Boards can be advisory only.
- There must be one general education program for the new USF institution.
- The consolidated institution will develop one Quality Enhancement Plan (QEP) for Reaffirmation of Accreditation in 2025.
- There can only be one College of the same field of study (e.g. Business, Education, Engineering).
- Programs must roll up to a single College with a clear administrative structure and reporting lines.
- Curricula for the same degree (e.g. BS in Accounting) must be the same regardless of campus location.
- Cannot have different programs of study for the same major (e.g. BS in Accounting) on each campus.
- The student learning outcomes for the same major and same degree are expected to be the same.

## SACSCOC Prospectus Requirements

### SACSCOC Prospectus Requirements

The Substantive Change prospectus submitted by USF leadership to SACSCOC by March 15, 2020 must meet the following requirements.

#### SACSCOC Prospectus Requirements

- Provide evidence that the consolidation has been incorporated into the institution's ongoing planning and evaluation processes and explain how consolidation has or will affect the institution's strategic planning, including the development of campus master plans
- Must describe how the consolidated institution will assess overall institutional effectiveness and the means used to monitor and ensure the quality of changes, including those resulting from consolidation.
- Must summarize procedures for systematic evaluation of instructional results, including the processes for monitoring and evaluating programs and using the results of evaluation to improve instructional programs, services and operations.
- Must describe any differences in administrative oversight of programs or services.
- Must provide evidence that the number of full time faculty members in each educational program is adequate to ensure curriculum and program quality, integrity, and review and describe the impact of consolidation on faculty and faculty workload.
- Must document adequate library and learning resources for each program offered on each campus.
- Must provide a description of student support programs, services, and activities in place to support consolidation and in general on each campus.
- Must assess the impact that consolidation will have on physical resources, facilities, and equipment and document the adequacy of facilities and equipment to support consolidation (including expansion of academic programs to additional campuses).
- Must include a business plan that includes a description of financial resources to support consolidation, a budget for the first year that is preceded by sound planning and is approved by the governing board; projected revenues and expenditures and cash flow; the amount of resources going to institutions or organizations for contractual support services; and a contingency plan in case expected resources do not materialize or costs exceed projections.
- Must provide a comprehensive list of all instructional locations and for each degree, diploma, or certificate program that a student might be able to work toward at each location, the percentage of credit hours required for that program that a motivated student might be able to complete at that location.
- Describe how consolidation affects current foundations and any new foundations that might be established.

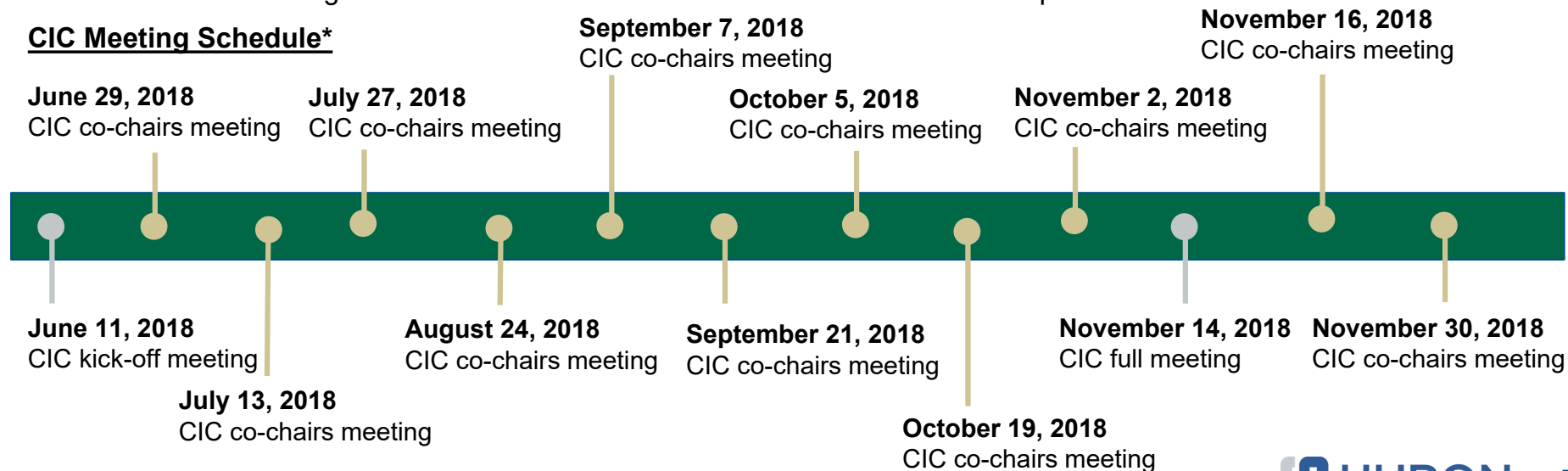
# Process for developing considerations

The CIC chairs, co-chairs, and subcommittees met frequently in person and via videoconference over the past several months to develop their considerations for consolidation.



- The subcommittee considerations are tentative in nature and will be refined and leveraged to inform the final deliverable prepared by the CIC co-chairs
- The CIC subcommittees took a collaborative and data-driven approach to developing their considerations. The subcommittees and their working groups met regularly to engage in productive dialogue and to weigh alternatives for the path forward
- The CIC chairs and the subcommittee co-chairs met biweekly for 90 minutes to discuss progress, explore interdependencies between their work, and resolve outstanding issues
- The full CIC met on two occasions, for a kick-off meeting to introduce the objectives and legislative mandates, and for a November meeting to reflect on the draft considerations and discuss interdependencies

## CIC Meeting Schedule\*



\*This schedule does not include the dates of the various subcommittee and working group meetings



# Progress highlights

The CIC subcommittees have made significant progress in several areas critical to USF's successful consolidation.

Areas	Key accomplishments
Faculty governance	<ul style="list-style-type: none"> <li>Agreement has been reached by the Faculty Affairs subcommittee on one unified faculty senate for USF. A Bylaws document based on a modified version of the USF Tampa Senate document is being drafted as a starting point</li> </ul>
Tenure and promotion	<ul style="list-style-type: none"> <li>A draft proposal for tenure and promotion guidelines has been developed to comply with the SACSCOC requirement and to align with the BOT principles</li> </ul>
General Education curriculum	<ul style="list-style-type: none"> <li>The Gen Ed curriculum has been consolidated and will meet accreditation requirements and student needs. The recently developed Tampa campus model for Gen Ed has been reviewed and adopted for implementation</li> </ul>
Student admissions, enrollment, and success	<ul style="list-style-type: none"> <li>Admissions, Enrollment Management, and Financial Aid are all aligned and collaborating effectively</li> <li>Student Persistence is being addressed collectively across all campuses, a critical and time-sensitive effort due to the importance of maintaining Preeminence and the timing of the admissions cycle</li> <li>There is also enthusiastic support for extending the TRiO program to all campuses to enhance student access</li> </ul>

## Additional areas of continuing CIC activity:

Academic  
structure

Administrative  
structure

Access and  
communications

Research and  
innovation

# Academic structure

The development of an academic structure consistent with the legislative mandate, Board of Trustees guidelines, and SACSCOC requirements, is essential to the consolidation of USF.

## **SACSCOC Requirements:**

There can only be one College of the same field of study (e.g. Business, Education, Engineering) and programs must roll up to a single College with a clear administrative structure and reporting lines.

- The Deans of the Colleges of Business at USF St. Petersburg, USF Sarasota-Manatee, and USF Tampa have been partnering for several months to develop a draft proposal informed by campus listening tours and feedback from internal and external stakeholders
- The Deans have also conducted listening tours on the three campuses and are organizing a social event for all Business faculty and staff to encourage greater cross-campus communication and collaboration
- The draft proposal recommends a structure with a single College and two Schools of Business, headed by Campus Deans and an Executive Dean

# Administrative structure

Consolidation also requires a close look at the organizational structures and lines of authority of various administrative functions, including Student Affairs and other administrative offices.

## **SACSCOC Requirements:**

The substantive change prospectus must clearly describe: a) organizational structure, b) lines of communication, and c) lines of responsibility and authority.

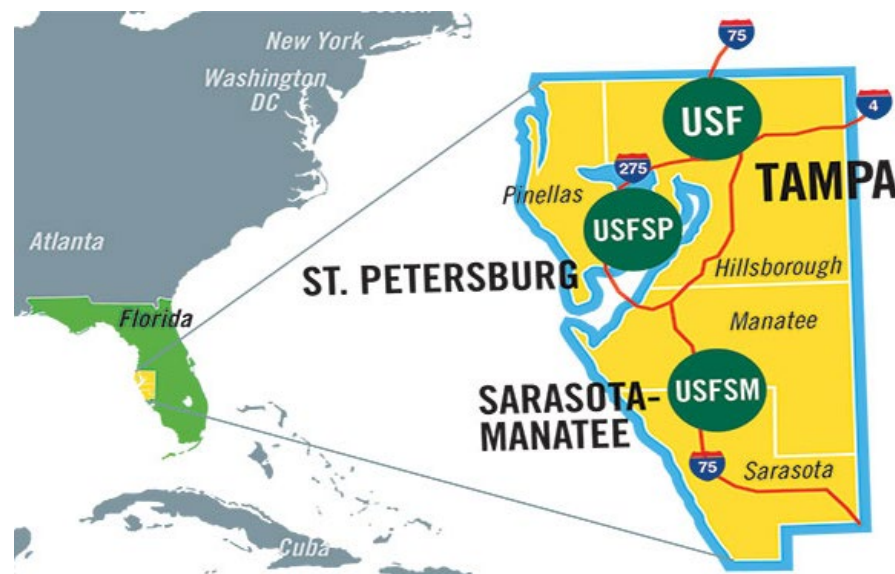
## **Student Affairs**

- The CIC highlighted the importance of consistent, system-wide policies for student affairs to promote USF's continued commitment to student success
- Subcommittee discussions also suggest the need for a central decision-making authority to ensure alignment and consistency in student services across the campuses

# Access and communications

A critical element to ensuring a successful environment post-consolidation will be the creation of opportunities to bridge the geographical distance between the campuses.

- CIC subcommittees explored various options including frequent and transparent communications, virtual connectivity, and online and blended learning opportunities
- Several CIC subcommittees proposed potential solutions to bridge the distance. All committees agreed that a wi-fi enabled bus system will be critical to enabling efficient and productive movement between the three campuses for students, faculty, and staff



## Relevant CIC draft considerations

- Leverage videoconferencing technologies to enable virtual participation in Faculty Senate meetings
- Expand student access to online course offerings
- Implement state-of-the-art videoconferencing technologies to promote cross-campus research collaborations among faculty

# Research and innovation

The primary recommendation for promoting research and innovation across the campuses is to adopt the existing and excellent Research Strategic Plan as the unified plan for the University.

## Preeminence Metrics:

- Science & Engineering Research Expenditures
  - Non-Medical Science & Engineering Research Expenditures
  - Number of Broad Disciplines Ranked in Top 100 for Research Expenditures
  - Utility Patents Awarded
- 
- The Office of Research and Innovation (OR&I) is already a system-wide office and should actively promote basic, translational and collaborative research across the campuses by:
    - Creating and communicating an asset map of all centers and institutes, research cores and shared instrumentation
    - Establishing an internal seed-grant award program for faculty and campuses, particularly one that nurtures collaborative, interdisciplinary research (share credit)
    - Nurturing the entrepreneurial culture that exists on the Tampa campus at the other campuses, support small business startups, patents and licensures, etc.
    - Developing a long-term plan for investments in research infrastructure (including pre- and post-award support) and facilities across the campuses
    - Emphasizing research opportunities for programs and faculty, availability of necessary infrastructure and job/career opportunities for the graduates in the criteria for new graduate programs

# Potential Board activities

Some SACSCOC requirements could have implications on the Board's work in the year ahead.

- None of the campuses can have a separate, unique mission statement. However, USF's BOT may want to create one new mission statement for the consolidated institution that specifies the uniqueness of each campus
- All policies and regulations must be reviewed and updated as needed to ensure that they accurately represent the programs, procedures, and services of the consolidated institution
- The consolidation prospectus must assess the impact that consolidation will have on physical resources, facilities, and equipment and document the adequacy of facilities and equipment to support consolidation (including expansion of academic programs to additional campuses)



# APPENDIX

# USF Board of Trustees' Guiding Principles for USF Consolidation

- Strengthen USF's stature as a Preeminent Research University with national and global prominence;
- Embrace a model of "One University Geographically Distributed" while preserving campus identity – guided by a transparent and collaborative process;
- Commit to "Students First", through expanding access and raising educational attainment while continuing USF's national best practice of student success and diversity;
- Establish a clear, simple and unified leadership structure by aligning accountability with authority and valuing shared governance through engaging students, faculty and staff on all campuses;
- Assure consistency of high impact research across the university through establishing centers and programs of academic excellence on each campus;
- Enhance regional economic development while avoiding unwarranted duplication of academic programs, and
- Maximize performance, service quality and operational efficiencies through optimizing the utilization of faculty talent and technology across the University.



# Preeminence Metrics

It is imperative that USF maintain Preeminence post-consolidation.

	Preeminence Criteria	Metric Goal
1	1a. Average GPA 1b. Average SAT Score	1a. Average weighted GPA of 4.0 or higher on a 4.0 scale 1b. An average SAT score of 1200 or higher on a 1600-point scale
2	Public University National Ranking	Top-50 ranking on at least two well-known and highly respected national public university rankings
3	Freshman Retention Rate	90 percent or higher for full-time, first-time-in-college students
4	Four-year Graduation Rate	60 percent or higher for full-time, first-time-in-college students
5	National Academy Memberships	Six or more faculty members who are members of a national academy
6	Science & Engineering Research Expenditures	\$200 million or more
7	Non-Medical Science & Engineering Research Expenditures	\$150 million or more
8	Number of Broad Disciplines Ranked in Top 100 for Research Expenditures	A top-100 university national ranking for research expenditures in five or more science, technology, engineering, or mathematics fields of study
9	Utility Patents Awarded	One hundred or more total patents awarded for the most recent 3-year period
10	Doctoral Degrees Awarded Annually	Four hundred or more doctoral degrees awarded annually, including professional doctoral degrees awarded in medical and health care disciplines
11	Number of Post-Doctoral Appointees	Two hundred or more postdoctoral appointees annually
12	Endowment Size	\$500 million or more

# SACSCOC Requirements (1 OF 2)

The consolidated USF institution must meet all of the requirements for accreditation by the Southern Association of Colleges and Schools' Commission on Colleges (SACSCOC).

## SACSCOC Requirements

Authority resides in USF's Board of Trustees and any statutory obligations imposed on the Board of Trustees should be codified in the BOT's Bylaws.

The name of the new institution will be the University of South Florida and it will have one CEO, who may be called President.

USF St. Petersburg and USF Sarasota-Manatee can maintain their respective names and their leaders can be called Chancellors.

The University of South Florida campus in Tampa will be the main campus. USF St. Petersburg and USF Sarasota-Manatee can be designated by SACSCOC as branch campuses or instructional sites.

None of the campuses can have a separate, unique mission statement. However, USF's BOT may want to create one new mission statement for the consolidated institution that specifies the uniqueness of each campus.

Authority resides in the University of South Florida's Board of Trustees. Campus Boards can be advisory only.

There must be one general education program for the new USF institution.

The consolidated institution will develop one Quality Enhancement Plan (QEP) for Reaffirmation of Accreditation in 2025.

There can only be one College of the same field of study (e.g. Business, Education, Engineering).

Programs must roll up to a single College with a clear administrative structure and reporting lines.

Curricula for the same degree (e.g. BS in Accounting) must be the same regardless of campus location.

Cannot have different programs of study for the same major (e.g. BS in Accounting) on each campus.

The student learning outcomes for the same major and same degree are expected to be the same.

# SACSCOC Requirements (2 OF 2)

The consolidated USF institution must meet all of the requirements for accreditation by the Southern Association of Colleges and Schools' Commission on Colleges (SACSCOC).

## SACSCOC Requirements

All students must have equal access to all student services.

The student conduct and grievances processes must be consistent and the institution must demonstrate that it follows established procedures when resolving student complaints. It must maintain a record of student complaints that can be accessed upon request by SACSCOC.

Prospective students must hear a clear and consistent message from Recruitment and Admissions.

The consolidated institution must have one set of tenure and promotion guidelines (including faculty workload and expected research contribution). The only exception that can be made is for faculty in a Medical School. Tenure and promotion criteria can differ by academic discipline, however, faculty from the same discipline must be evaluated using the same criteria.

The faculty governance structure must be aligned to ensure faculty control of the curriculum.

All policies and regulations must be reviewed and updated as needed to ensure that they accurately represent the programs, procedures, and services of the consolidated institution.

# SACSCOC Prospectus Requirements

The Substantive Change prospectus submitted by USF leadership to SACSCOC by March 15, 2020 must meet the following requirements.

## SACSCOC Prospectus Requirements

Provide evidence that the consolidation has been incorporated into the institution's ongoing planning and evaluation processes and explain how consolidation has or will affect the institution's strategic planning, including the development of campus master plans

Must describe how the consolidated institution will assess overall institutional effectiveness and the means used to monitor and ensure the quality of changes, including those resulting from consolidation.

Must summarize procedures for systematic evaluation of instructional results, including the processes for monitoring and evaluating programs and using the results of evaluation to improve instructional programs, services and operations.

Must describe any differences in administrative oversight of programs or services.

Must provide evidence that the number of full time faculty members in each educational program is adequate to ensure curriculum and program quality, integrity, and review and describe the impact of consolidation on faculty and faculty workload.

Must document adequate library and learning resources for each program offered on each campus.

Must provide a description of student support programs, services, and activities in place to support consolidation and in general on each campus.

Must assess the impact that consolidation will have on physical resources, facilities, and equipment and document the adequacy of facilities and equipment to support consolidation (including expansion of academic programs to additional campuses).

Must include a business plan that includes a description of financial resources to support consolidation; a budget for the first year that is preceded by sound planning and is approved by the governing board; projected revenues and expenditures and cash flow; the amount of resources going to institutions or organizations for contractual support services; and a contingency plan in case expected resources do not materialize or costs exceed projections.

Must provide a comprehensive list of all instructional locations and for each degree, diploma, or certificate program that a student might be able to work toward at each location, the percentage of credit hours required for that program that a motivated student might be able to complete at that location.

Describe how consolidation affects current foundations and any new foundations that might be established.