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Campus Board Meeting: 2018: 02: 01: Agenda

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CAMPUS BOARD MEETING
February 1, 2018 ~ 9:30 - 11:30am
USC – Ballroom

AGENDA

1. Call to Order  
   Stephanie Goforth  
   Campus Board Chair

2. Roll Call  
   Dr. Martin Tadlock  
   Interim Regional Chancellor

3. Emeritus Awards  
   Deborah Henry and Grover Kearns  
   Stephanie Goforth  
   Campus Board Chair

4. Sailing Team Recognition  
   Martin Tadlock

5. USF System Update  
   Dr. Judy Genshaft  
   USF System President

6. USF St. Petersburg Update  
   Dr. Martin Tadlock  
   Interim Regional Chancellor

7. USF St. Petersburg Faculty Senate Update  
   Dr. Debra Sinclair  
   Faculty Senate President

8. USF St. Petersburg Student Government Update  
   David Thompson  
   Student Government Association President

9. Board of Trustees Committees and Updates  
   9.1 Academics and Campus Environment  
   9.2 Finance  
   9.3 Audit and Compliance  
   9.4 Governance  
   9.5 Strategic Initiatives  
   9.6 USF Board of Trustees  
   Stephanie Goforth
10. Action Items:

10.1 Approval of October 19, 2017 meeting minutes (2 sets)  
Stephanie Goforth

10.2 Diversity & Inclusion Action Plan  
Cecil Howard

11. Information Items:

11.1 Proposed P3 Housing Project Update  
Joe Trubacz
Nick Truvinovich

11.2 Student Housing Report  
Jake Diaz

Adjournment  
Stephanie Goforth
Committee Members Present: Stan Levy, Trustee and Chair; James Garey, Trustee; Stephanie Goforth, Trustee; Moneer Kheirddine, Trustee; Brian Lamb, Trustee and BOT Chair; Byron Shinn, Trustee; Judy Genshaft, President; David Eckel, USFSM Campus Board Liaison; Geoff Simon, Foundation Board Liaison; Gerard Solis, General Counsel; Ralph Wilcox, USF System Provost & Executive Vice President

I. Call to Order and Comments

Chair Stan Levy called the meeting to order at 2:24 PM. A quorum was confirmed by Assistant Corporate Secretary Cindy Visot, with the following Trustees present:

Trustee Stan Levy, Chair
Trustee James Garey
Trustee Kheirddine
Trustee Byron Shinn

II. Public Comments Subject to USF Procedure

Chair Levy confirmed with Dr. Visot that no requests for public comments had been received.

III. New Business – Action Items

a. Approval of Minutes – October 12, 2017

A motion was made and seconded. Approved by all committee members present.

b. Tenure as a Condition of Employment (USF)

Senior Vice President Charles Lockwood presented the two candidates for tenure as a condition of employment: the incoming Dean of Undergraduate Studies Paul Atchley and the new Chair of Surgery Paul Kuo, a Harvard and Duke University trained surgeon coming from Loyola University in Illinois.

A motion was made and seconded. Approved by all committee members present.

c. Degree Program Productivity Report and Proposed Termination

Vice Provost Theresa Chisolm explained that the Florida Board of Governors (BOG) conducts a biennial review of academic programs, but that the USF System reviews productivity each year. She further explained that every seven years, or as aligned with specialized accreditation, per BOG Regulation 8.015 and USF System Policy 10-062, an ongoing, systematic, and rigorous internal review is done, tracking degrees, enrollments, graduate school placement, job placement, and earnings. The data, balancing general educations needs and research productivity, is evaluated under two thresholds – one for the
BOG and another for the stricter standards of the USF System. Dr. Chisolm reported that since the inception of these review standards, 42 USF System degree programs have been terminated and 33 new programs have been approved. She briefly reviewed two reports, the first showing all programs and the second showing current enrollment; using a “green, yellow, red” identification for those meeting both USF and BOG thresholds, those not meeting USF standards, and those meeting neither threshold, respectively.

The members discussed, including the involvement of deans in the review process, consideration of salary and career planning, and the effect on faculty when programs are eliminated. Dr. Chisolm recommended the termination of the General Research Doctoral program in Engineering, under CIP 14.0101, due to the increasing specialization in the field of engineering.

A motion was made and seconded. Approved by all committee members present.

III. New Business – Action Items

a. Career Planning and Placement Services

Interim Dean of Undergraduate Studies William Cummings introduced Assistant Vice President Russell Coughenour to make the Career Planning presentation. He explained that career services is integrated throughout curriculum, aligns academic & career advisors and internships with majors. Mr. Coughenour described Performance Based Funding’s Metric One, Percent of Bachelor’s Graduates Employed (Earning $25,000+) or Continuing Their Education Within One Year of Graduation, as key to the Career Services mission. He identified Metric Two, Median Wages of Bachelor’s Graduates Employed Full-Time One Year After Graduation, as an area to improve. He discussed individual and group counseling, career courses “Career Development for Today” and “Job Search,” workshops, Canvas career modules, and university partnerships including NACE Career Readiness. The Committee asked questions and continued to discuss, including the definition of internship and its value as a recruiting tool, community involvement, the number and location of student success centers throughout the USF System, and The Handshake Effect launched in Summer 2016 as a platform for job listings, resumes, and E-commerce. USFSP Career Center Director Lesa Shouse explained that they offer most of the same services as USF Tampa, including a USFSP annual Job Fair. An extended discussion continued as to strategic planning over the next three years, and Chair Levy asked that Career Planning and Placement Services return to ACE within the next 6-12 months with a strategic plan to include a budget and any specifics needed from the Committee.

IV. Adjournment

Chair Levy adjourned the meeting at 3:30 PM.
I. Call to Order and Comments

The meeting of the Finance Committee was called to order by Chair Brian Lamb at 12:38pm. The following committee members and liaisons were present: Brian Lamb, Mike Carrere, Stan Levy, John Raml, and Judy Genshaft. A quorum was established. The following Trustees were also present: James Garey, Stephanie Goforth, and Byron Shinn.

II. Public Comments Subject to USF Procedure

No requests for public comments were received.

III. New Business – Action Items

a. Approval of August 17, 2017 Meeting Notes

Upon request and receiving no changes to the draft meeting notes, Chair Lamb requested a motion for approval, it was seconded and the August 17th meeting notes were unanimously approved as submitted by all committee members present.

b. Approval of October 12, 2017 Meeting Notes

Upon request and receiving no changes to the draft meeting notes, Chair Lamb requested a motion for approval, it was seconded and the October 12th meeting notes were unanimously approved as submitted by all committee members present.

IV. New Business – Information Items

a. Tampa Housing Report

John Long, Sr. Vice President/COO, reminded the Committee that in May 2016, the BOT approved the USF Tampa Student Housing Rental Request for three years (FYE 2017-2019). The purpose of the approved three-year rate structure (9.3% average – Fall 2016; 9.0% average – Fall 2017; and 8.0% average – Fall 2018) was primarily to address deferred maintenance and to maintain the debt service coverage ratio and health of the housing system. And, as required by the approved resolution, staff will return annually to report on the performance of the housing system.

Ana Hernandez, Assistant Vice President, Housing & Residential Education, gave an update on USF Tampa Student Housing. Based on performance, the recommendation is to implement a 6.5% average rate increase for FY 2018/19 (previously approved at 8.0% average). This is
year 3 of a 3-year increase. Ms. Hernandez reported that she briefed Trustee Moneer Kheireddine and he is in agreement with and in support of the recommendation.

Tampa Housing & Residential Education opened in Fall 2017 with 98.6% occupancy and demand for student housing continues. Reinvestment in housing facilities continues (FYE 2017 - $14.4M projects completed; FYE 2018 - $12.3M projects completed, planned and underway; and FYE 2019 - $6.6M projects planned). We will meet the targeted debt service coverage ratio of 1.35x in Year 2 of three year approved plan. Ms. Hernandez listed some of the FYE 2017 facility reinvestment projects, which included both non-capital and capital projects. Ms. Hernandez also presented before and after photos of some of the completed projects (interior and exterior of Magnolia Halls and renovated parcel facility). Chair Lamb stated that the pictures are compelling and it is good to see the money being reinvested into facilities. Chair Lamb asked how the projects are prioritized. Ms. Hernandez responded that it is based on the VFA deferred maintenance report (comprehensive facilities audit) and residents surveys. Trustee Levy asked if there is a spreadsheet that tracks what needs to be done (repairs, renovations, etc.) and when, in order to forecast needs. Ms. Hernandez responded that they are currently using “SchoolDude” (operations management software) for this process. She will bring this information back to the committee. Trustee Ramil explained that we need to have a good line of sight on upcoming needs over the next 5-10 years so we know where the lumps are (large projects that need to be funded).

Ms. Hernandez presented financial projections based upon proposed rates as well as debt service coverage ratios with the proposed rates. Chair Lamb asked what deferred maintenance will be after FYE 2019. Ms. Hernandez responded that we will have completed 75% of the projects in the 2012 VFA report. Chair Lamb would like for this to come back to the Finance Committee (updated deferred maintenance schedule with quantified amounts /life-cycle facility maintenance management program).

Trustee Shinn wants to be sure we do not hurt ourselves by asking for less of an increase (6.5% vs 8%); wants to be sure we do not backslide and end up with a large deferred maintenance backlog again. Mr. Long explained that we will continue to ask for modest increases in the next years (1-4%), so we can successfully manage the deferred maintenance program.

After additional discussion, the Finance Committee agreed with the report and a 6.5% average increase, which represents a reduction from the original rate increase. The 6.5% rate will be implemented in Fall 2018 as presented. Based on the May 3, 2016 motion originally approving the increase, further action was not required by the Board.

b. Morsani College of Medicine and Heart Institute Project Update

Mr. Long provided an update on the Morsani College of Medicine and Heart Institute project. Deep foundations are complete. Pile caps, grade beams, and underground utilities are ongoing. Cranes will go up in early November. The project is on schedule, on time, and on budget. GMP #2 (building core and external skin) will be implemented by mid-November. Chair Lamb reminded the Committee that the two additional shell floors do not affect the schedule and do not require any additional/new state dollars. The programs that will occupy the space will build it out.

Chair Lamb asked for an update on Skanska’s MWBE engagement. Chris Duffy, Assistant Vice President for Facilities Management, reported that Skanska has two MWBE businesses,
one of which was terminated for legal reasons. Skanska is working with us to continue to involve MWBE sub-contractors.

Trustee Levy asked about usable square footage. Mr. Duffy reported the square footage of the building as follows:

395K gross square feet
345.8K net square feet
222K usable square feet

This is consistent with the program developed and approved. The two shell floors are 72.6K gross square feet (included in the numbers above). Discussion continued on gross versus assignable square feet. Chair Lamb asked that Mr. Long and Mr. Duffy provide additional information on this to Trustees Levy and Shinn prior to the next Finance Committee meeting, and that Trustee Levy report back to the Finance Committee.

c. **Annual Foundation Investment Report**

Brian Keenan, Chair of the USF Foundation Investment Committee and USF Foundation Treasurer, and Mark Brubaker, Managing Director, Wilshire Associates, presented the Annual Foundation Investment Report. This report includes the Endowment Portfolio (current reporting practice) and the Operating Portfolio (new report).

The USF Foundation recently closed fiscal year 2017 with approximately $557M in total assets under management, of which $442M are restricted endowment assets. The Endowment Pool posted a return of 16.4% for the fiscal year, which exceeded its policy benchmark by 1.5%. This portfolio performance was due to strong performance from domestic and international equities. Our endowment return is the top performing in the state.

NACUBO is the primary benchmarking tool. USF endowment continues to outperform peers in all time periods (1, 3, 5, and 10 year) primarily due to its strategic asset allocation; relative overweight to long-only equities and high yield bonds; and no allocation to hedge funds. We have a higher equity allocation that our peers, but we are working to diversify. USF endowment is the third largest among selected institutions established since 1950. This is due to strong returns and good fundraising.

FY 2017 returns exceeded policy benchmarks. Contributors include strong performance in US and Non-US equity as well as high yield bonds; the endowment’s overweight equity position relative to peers; and positive results from private capital, especially private equity and natural resources. Detractors include core fixed income that underperformed in an equity bull market; and public real assets that lagged as inflation remained muted.

Endowment distributions provide support for endowed University programs, scholarships, etc. Distributions to the University exceeded $17M in FY 2017; approximately $157M in support over last ten years. The Foundation’s investment objective is to preserve the intergenerational equity of endowed gifts while providing a consistent source of funding to University programs, faculty, and students.

Asset allocation is set for long-term growth through multiple market cycles. Wilshire forecasts indicate that the USF endowment should be able to maintain long-term intergenerational equity while maintaining its current 6% spending rate (4% dividend, 2% administrative fee). Recent
Investment Committee initiatives include increased allocations to private credit and private real assets, and manager changes in small cap growth and public real assets. The Investment Committee looks at managers quarterly and asset allocation. The focus is on getting the long-term decisions right.

The Operating Pool is about $100M with some overlap as a portion is invested in the endowment (about $14M). The investment objective for the Operating Pool is long-term preservation of capital. Foundation management conducts an actuarial review of the operating funds’ cash flow activity in order to forecast the pool’s liquidity needs; this becomes the basis of the asset allocation strategy. Asset allocation is set based on risk/return forecasts for each asset class, under guidance from Wilshire. The Operating Pool posted a return of 3.2% for the fiscal year, which was over its policy benchmark by 1.1%. The long-term goal is 4%.

V. Adjournment

Trustee Ramil stated that he spoke to the Chair of the USF Investment Committee regarding the University’s investment portfolio and he is satisfied that the University portfolio is performing well and is aggressive enough.

Having no further business, Chair Lamb adjourned the Finance Committee meeting at 1:45pm.
USF Board of Trustees  
Audit & Compliance Committee  
NOTES  
Thursday, November 2, 2017  
Tampa Campus - Marshall Student Center Room# 3707

I. Call to Order and Comments

The meeting of the Audit & Compliance Committee was called to order by Chair Nancy Watkins at 11:10am.

Committee members present: Nancy Watkins, Stephanie Goforth and Byron Shinn. A quorum was established. President Genshaft and Trustees Mike Carrere and James Garey were also present.

II. Public Comments Subject to USF Procedure

No requests for public comments were received.

III. New Business – Action Items

a. Approval of May 18, 2017 Meeting Notes

Upon request and receiving no changes to the draft meeting notes, Chair Watkins requested a motion for approval, it was seconded and the May 18th meeting notes were unanimously approved as written.

IV. New Business – Information Items

a. University Audit & Compliance – Annual Report

Virginia Kalil, Executive Director, USF System Audit, presented the USF System Audit Annual Report for 2016-17. The report covers internal audit and investigative activities for FY 2016-17. FY 2016-17 is year 1 of a 2-year work plan which was approved in August 2016.

FY 2016-17 was a year of changes. Long-time Executive Director Debra Gula retired and Ms. Kalil came on board in February. The annual report has been prepared for the last ten years as a best practice, but was made a requirement by BOG regulation last year. BOG regulation also separated the audit and compliance functions. Compliance activities for FY 2016-17 will be reported separately to this committee at a later date.

USF System Audit consists of 10 audit professionals, including the Executive Director, and one administrative position. The organizational chart has not changed since the prior year, except for the removal of the 2 compliance positions.

Direct services include audits, consulting projects, investigations, and follow-up on management’s corrective actions related to audit recommendations. In 2016-17, USF System
Audit completed 12 audits, including 3 IT audits; 4 consulting projects; and 15 investigations. 7 audits were in core processes and Academic Affairs and 5 audits were in governance, research, and IT.

Ms. Kalil briefly reviewed a few of the audits. The Accounts Payable Vendor Set-up and Maintenance audit was very timely due to the inherent nature of potential fraud risk that takes place in this area (i.e. vendor imposter fraud and unauthorized activity in the vendor file which could lead to inappropriate payments). The Research Laboratory Safety audit addressed biosafety and radiation safety in teaching and research activities. No high risks identified.

Part of the audit process includes recommendations. In 2016-17, recommendations were made in the following areas: assignment of responsibility; authorization (adequacy and timeliness); compliance with federal laws; IT (confidentiality, integrity, and availability of data); reporting: (accuracy, completeness, and timeliness); safeguarding of assets; separation of duties; training and guidance (accuracy, completeness, and timeliness); and workplace safety. 71% of open recommendations were completed – a 9% increase over the prior year. This demonstrates a willingness and eagerness on management’s part to build a strong internal control environment.

V. Adjournment

Trustee Goforth asked about Pcards. Ms. Kalil responded that prior risks have been addressed and we are taking very aggressive actions to keep risks down. Jennifer Condon, University Controller, added that 2016/17 will be our third Auditor General operational audit with no Pcard findings.

Trustee Shinn stated that management in private industry does not always embrace the internal audit function, but USF does and this is great to see.

Trustee Shinn asked how we (the Trustees) stay ahead of things like NCAA investigations (referring to the recently concluded NCAA investigation into men’s basketball). President Genshaft explained that things happen and the important thing is how you deal with it. We reported the violations immediately and were very proactive in the investigation. Jeff Muir, Chief Compliance Officer, explained that one of the new changes from the President includes a new accountability structure/report relationship with institutional compliance and Athletics compliance so we have a safety valve for issues and we can be proactive.

John Long, Sr. Vice President/COO, noted that March 1, 2018, is the due date to the BOG for the performance-based funding audit report. The report must be approved by the BOT. The regular BOT meeting is scheduled for March 8. Therefore it may be necessary to have a special meeting to approve the report prior to the due date. The Assistant Corporate Secretary confirmed that a conference call is already being scheduled prior to the March 1 due date.

Chair Watkins acknowledged the great successes and improvements with the new Audit and Compliance structure and reminded everyone that Audit and Compliance is here to help.

Having no further business, Chair Watkins adjourned the Audit & Compliance Committee meeting at 11:28am.
Meeting called to order November 17, 2016 at 8:03 a.m.

Roll call by Corporate Secretary

Members present: Stan Levy, Hal Mullis, John Ramil, Jordan Zimmerman

Committee Chair Zimmerman welcomed the committee members.

New Business – Action Items

FL 101 – Approve 8/25/16 minutes

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

Motion was made with Trustee Hal Mullis, 2nd by Trustee John Ramil; no discussion occurred and approved by all committee members present.

FL 102 – Approve President Genshaft’s 2015-16 Performance Evaluation

Committee Chair Zimmerman reminded the members that they have a copy of President Genshaft’s 2016-2017 Goals. Each year President Genshaft works with the Board Chair to identify the top goals for USF. These are the goals that will elevate USF to even greater distinction. With this University’s research significance, it is critical to remain focused on our presence in the state and in the region. Being awarded Full preeminence status by the Florida Board of Governors and earning AAU eligibility is where USF is headed.

Trustees reviewed each goal with detailed discussions by the committee and other trustees attending.

Chair Zimmerman provided a history of the compensation committee and with the reorganization of the Board committees, the president’s evaluation and contract were moved under this committee’s responsibility. Chair Zimmerman explained the process and explained they would be recommending to the full Board in December potential performance stipend based on their evaluation. He further reminded the committee that this recommendation is based on the past 5-year contract (July 1, 2011-June 30, 2016) where the salary is $470K and annual performance stipend is up to $175k. The Governance Committee may award up to 70% ($122,500) of the $175k potential performance stipend. He further explained that Chair Lamb may award up to 30% (up to $52,500) of the $175k based on his discretion.

Chair Zimmerman reviewed with the committee the four goals and asked for feedback and scale of rank from all trustees attending the meeting (including non-voting members).

Goal 1 Research: Scale for Goal 1 was 8-9 ½ (scale 1-10) with one person ranking 8. Discussion occurred about Draper Labs leaving Florida and how it effects USF’s post-docs as well as the process USF went through upon notification Draper was leaving. President shared that she worked with the Governor’s office as Draper had received funds from the state when they came to USF and Florida. Chair Zimmerman shared they committed to 165 new high paying jobs and had only fulfilled 65 over 7 years. The President also shared that the new CEO of Draper is taking the research agenda in a different direction. She also shared
USF hired some of the researchers. A request for future discussion on benchmarking of NIH and non-government grants occurred. Trustee Ramil also shared that C-100 Higher Education and Business Economic Committees are now tied together to focus on research opportunities to bring more dollars into the state and to our universities. Overall, members felt USF’s research continues to progress and that the Draper Lab departure was out of the university’s control. The Provost shared that we exceeded the performance based funding metrics (200) that our post doc numbers has gone back up through other areas within the university.

**Goal 2 Revenue Generating including Fundraising**: Scale for Goal was 9½-10 (scale 1-10). Chair Zimmerman provided an overview of the goal and shared that 2 goals were not met, fundraising and endowment increase. Discussion centered mostly around these two areas. President Genshaft and Sr. VP Momberg shared that in the past (and when the goal was set), Keystone Technologies in-kind donation of software could be counted annually. Based on the way the gift was given this year, it cannot be counted based on CASE guidelines, yet the goal was set based on past abilities to count the gift. Discussion also occurred about endowment with most down (UF 3.2%; FSU 2.9%; Harvard 2.0% and USF 1.3%). After a discussion on endowment gifts vs designated gifts, Sr. VP Momberg also shared with the Committee that Foundation is focusing more on blended gifts from donors to increase the endowment. Sr. VP Momberg also shared that the Unstoppable Campaign is 90% dollars in 80% time. Additional comments by Trustees included it was a difficult year economically with our President setting a high goal in fundraising; how strong USF is doing with the campaign as a young institution; USF ranks #2; ultra-challenging year with the election distractions and market changes; Moody’s stays consistent showing our financial stability; and we continue to move forward and closer to preeminence. It was also noted that all other goals were met within the Revenue Generating Funds including fundraising goal.

**Goal 3 Student Success**: Scale for Goal was 8½ - 9+ (scale 1-10). Chair Zimmerman noted that for Student Success USF System met all but one goal; USF Tampa met all but one and USFSP and USF S-M have a lot of work to do not meeting most of the goals. He noted that USFSP exceeded freshman IPEDS retention and USFSM exceeded SAT scores. Discussion occurred around the President holding the Regional Chancellors accountable for not meeting the student success goals at a higher rate as performance based funding for the institutions is affected. Trustee Hopes mentioned that more emphasis needed to occur on the regional institutions for student success. President Genshaft stated that goals are based on PBF and that they must be made sharing that at USF Tampa, the student success team is being more proactive monitoring success by the incoming classes. Trustee Zimmerman stated that since Trustee Ramil's chairmanship, USF continues to focus heavily on student success, improving year after year as a system. Trustee Ramil told the President he appreciated her honesty and ability to stay focused on improving. Trustee Levy commented he was disappointed in USFSP not making a majority of the goals and wants to see action steps on improving the student success area at ACE committee.

**Goal 4 USF Health**: Scale for Goal was 9+ - 10 (scale 1-10). Trustees overall noted that USF Health is on the right direction and singled out the MCAT scores of the incoming classes being the highest in the state. Comments centered around the enhanced relationships with USF's medical partners and moving to a more healthy clinical enterprise. Trustee Hopes mentioned meetings he has been having with Dr. Lockwood and the President about the enterprise and looking forward to engaging more in the area.

Chair Zimmerman reviewed what he felt were the top 7 achievements for the year. They are: achieving emerging preeminence and moving closer to preeminence status, performance based funding metrics success, downtown redevelopment project approval/funding, Unstoppable Campaign, P3 project approval to enhance student success/living on the USF Tampa campus, academic success of our incoming classes, and eliminating the achievement gap between students based on race or family income. He mentioned the
President was recognized by Peru’s Universidad San Igacio de Loyola with an honorary degree (2nd international honorary degree during her presidency).

Chair Zimmerman asked if there was a motion for the President’s performance stipend. Trustee Mullis moved that the Committee recommend to the Board 95% of the stipend they can allocate for this year. Trustee Ramil seconded the motion.

In discussion the members of the Governance Committee felt the President set lofty goals and continues to move the USF System in a positive direction, staying focus on our move to preeminence and AAU eligibility. Trustee Levy hopes going into the future that the President also focuses on succession management and getting more deans to outreach like she does in the community. Trustee Zimmerman concurred. Trustee Ramil noted that in light of what our nation has been through, USF has had the ability to close the achievement gap is amazing and one the Trustees should be most proud of. As a newer member of the Board, Trustee Carrere stated he was quite impressed and thanked the President for her hard work. With no additional comments the Chair called for a vote. The motion was approved by unanimous vote of members present.

Trustees Ramil and Mullis congratulated the Chair for the outstanding session, noting his preparation was quite evident.

Chair Zimmerman discussed the Global Initiatives Center story that had recently been in the media and what the protocol was for trustee notice. GC Solis reviewed the process for review of audit and compliance matters with the Board. He noted that the reporter had numerous outstanding public records requests when the story aired. He shared that the Ethics Point investigations referenced in the story did not find any evidence of wrongdoing. He also shared that the university receives numerous public requests that do not develop into stories, but that the team will review our process. The President committed to better notification of the Board earlier in the public records process when there potentially could be a negative media story. Trustee Ramil recommended a template for crisis procedures and how we handle the communications internally and externally.

Due to the time and that BOT Chair Lamb was unavailable for the committee meeting, the Chair requested the two information items be held for the next Governance Committee meeting. All members present concurred.

Having no further agenda items, the meeting was adjourned by Chair Zimmerman.
NOTES
USF Board of Trustees
Strategic Initiatives Committee
November 2, 2017, 9:15 AM – 10:45 AM
Marshall Student Center Room 3707

Present:
Committee Members: Chair Hal Mullis, Mike Carrere, Stephanie Goforth, Jordan Zimmerman
Trustees: Brian Lamb, James Garey, Byron Shinn, Nancy Watkins
President: Judy Genshaft
Senior Vice President: Edmund Funai

I. Call to Order and Comments

Chair Hal Mullis called the meeting to order at 9:33 AM. A quorum was confirmed by Assistant Corporate Secretary Cindy Visot, with the following Trustees present:

Trustee Hal Mullis
Trustee Mike Carrere
Trustee Stephanie Goforth
Trustee Jordan Zimmerman

II. Public Comments Subject to USF Procedure

Chair Mullis confirmed that no requests for public comments had been received.

III. New Business – Action Items

a. Approval of Minutes – October 12, 2017

A motion was made and seconded. Approved by all committee members present.

IV. New Business – Information Items

a. System Health Collaborative Update

Senior Associate Vice President Donna Petersen provided a status update of the System Health Collaborative. The presentation outlined the rationale for the System effort, the structure of the Collaborative membership, conversations and actions completed to date. SAVP Petersen introduced the Dean of the College of Nursing, SAVP Victoria Rich, to provide a current update on System initiatives in nursing. She highlighted the Suncoast Accelerated Nursing Program and potential new nursing collaboration between USF Sarasota-Manatee and the USF College of Nursing.

Trustee Byron Shinn applauded President Genshaft and Dean Rich for their efforts to meet increasing demand for nurses in the Sarasota and Manatee areas. He explained that this is a prime example of how well the USF System can work.
There was additional discussion as to the differences of an RN and BSN, as well as the funding necessary to expand programs across the System.

b. Brand Research Update

Chief Marketing Officer Joe Hice reviewed the findings of the brand research study conducted by IPSO, a market research company. The study was conducted to develop a benchmark for the USF brand and the research to be used to guide strategic planning and measure performance of future branding campaigns, including research into brand awareness outside of Florida, USF’s location, as well as effective logos/marks.

There was discussion of the brand regarding athletics, as well as the effect the perceived cost of tuition has on the brand. In addition, the physical location of USF was discussed, in particular that USF is still seen as a commuter school, and its home in Tampa Bay is not widely appreciated. President Genshaft said that, throughout the United States, students typically attend a university within a 2.5 hour driving range from their homes. She emphasized the importance of residence halls and making the campus a destination for students. President Genshaft acknowledged that USF is privileged to be located in a metro/urban area and to be surrounded by world class companies and employers.

CMO Hice concluded his presentation by explaining that this research will be used to build a brand campaign for the USF System, emphasizing that it must resonate with USF Tampa, USF Sarasota-Manatee, and USF St. Petersburg.

c. Strategic Planning Scorecard - Physician’s Group

USF Physicians Group Chief Executive Officer Richard Sobieray thanked the Committee for their time and invited Dr. Harry Van loveren to provide a short testimony from the physicians. Dr. Van loveren reported on the cultural shift that had taken place within the Physician’s Group, thanked President Genshaft for her commitment to the Physician’s Group and turned the presentation back to CEO Sobieray.

USF Physicians Group CEO Richard Sobieray provided an update on the current status of the USFPG. He reported that he was confident that there would continue to be an improvement in the numbers, bump rate, and increased communication with patients. There was discussion around financials, as well as CFTE and bump rate. USFPG is on track to meet or exceed the financial projections submitted to the BOT 2.5 years ago.

d. Strategic Planning Scorecard – Research

Senior Vice President for Research, Innovation & Knowledge Enterprise Paul Sanberg thanked the Committee for their time and provided an annual update on USF’s research and innovation metrics for FY2017, along with a first quarter status report for FY2018. He reported that research expenditures and awards received continue to rise and the number of National Academy members on the faculty has increased, as have patents, startups and industry-related grants and contracts, with USF continuing to meet the research-related metrics for preeminence. He reported that there was a decrease in proposals submitted during FY2017, which is being addressed by providing regular updates to the deans and by a research incentive program, intended to reward principal investigators for increased proposal submissions.

IV. Adjournment
Chair Mullis adjourned the meeting at 11:59 am.
Chair Brian Lamb convened the regular meeting of the USF Board of Trustees at 8:00 a.m.

Chair Lamb welcomed everyone and thanked the leadership team at USF St. Petersburg for hosting the members of the Board of Trustees.

Chair Lamb wished everyone a happy holiday and announced that 2017 has been an outstanding year for the University of South Florida. He stated that “we have accomplished a few milestones and achieved goals thanks to the leadership of USF System President Judy Genshaft”.

Public Comments

Mr. James Ransom commented that there were plans to address the Board on issues of how USF spends money as it relates to African American business owners and other minority business enterprises. They are working with General Counsel on procedures for addressing the Board at future dates.

USF St. Petersburg Faculty WOW! Presentation.

Interim Regional Chancellor Martin Tadlock introduced and thanked members of the USF St. Petersburg Campus Board for their leadership. Those present included Mr. Bob Chiruti, Ms. Judy Mitchell, Mr. Lawrence Hamilton and Trustee Stephanie Goforth.

Interim Chancellor Tadlock also introduced faculty member Dr. Thomas Smith, a Professor of Political Science and Director of the USFSP Honors Program who gave brief comments surrounding his book *Human Rights and War Through Civilian Eyes* which reimagines the ethics of way from the standpoint of its collateral victims. Dr. Smith introduced three of his students who gave brief introductions of their Research. Elisa Duka (Global Business). “The Panama Paper and Money Laundering.” After completing her MBA, Elisa hopes to work for the U.S. Treasury Department investigating financial crimes. Sean Cornell (Finance). “Modern Piracy.” Sean (who is also a member of the sailing team) is applying to law schools to study maritime law. Zorana Knezevic (Anthropology). “Cultural Targeting in Syria.” Through an internship at the Smithsonian Institute, Zorana is developing an inventory of destroyed religious and cultural sites in Syria.

President Judy Genshaft called the roll with the following Trustees present:
Trustee Mike Carrere – By Phone  
Trustee James Garey  
Trustee Stephanie Goforth  
Trustee Moneer Kheireddine – (by phone and in person)  
Trustee Brian Lamb  
Trustee Stan Levy  
Trustee Hal Mullis  
Trustee John Ramil  
Trustee Byron Shinn  
Trustee Nancy Watkins  
Trustee Jordan Zimmerman

**New Business – Action Items**

FL 101 – Approval of Minutes – October 12, 2017

Trustee Hal Mullis moved for approval of the October 12th minutes with no additions with a second from Trustee Stephanie Goforth and the minutes were approved by the Board.

**Consent Agenda – FL 102 – FL 104**

FL 102 – Approval of Tenure as a Condition of Employment, USF  
FL 103 – Approval of Degree Program Productivity Report and Proposed Termination  
FL 104 – Approval of Expenditure Authorization Request

Trustee Stan Levy recommended approval on behalf of the ACE Committee.

Chair Brian Lamb recommended approval on behalf of the Finance committee.

There was no UFF Representative in attendance.

Trustee Hal Mullis moved for approval, it was seconded by Trustee John Ramil and approved by the Board unanimously.

**New Business – Action Items**

FL 105- Approval President Genshaft’s 2016-17 Performance Evaluations

Governance Committee Chair Jordan Zimmerman reported on the November 2nd Governance Committee meeting where they reviewed and discussed the President’s evaluation as well as the performance stipend. Vice Chair Zimmerman presented an overview of the committee’s evaluation and President Judy Genshaft’s performance self-evaluation of her four strategic goal areas.

- Goal 1 Research
- Goal 2 Revenue Generating Funds Including Fundraising
Vice Chair Zimmerman stated that the past academic year had been truly extraordinary for the USF System achieving higher levels of student success and scholarly activities. He mentioned that this was President Judy Genshaft’s seventeenth year serving as the University of South Florida System President and CEO, resulting in unprecedented results.

Highlights included:
USF continues its path to unprecedented levels of excellence as a leading higher education system, focused on supporting its students so that they can graduate on time with high quality degrees and minimal debt. The USF System maintains its upward momentum as a top research university in the State of Florida, the nation and globally. The USF System consistently performs top tier ranking for the SUS Performance Based Funding (PBF). USF Tampa continues to thrive as an Emerging Preeminent State Research University, in fact based on the 2017 laws of the State of Florida to be designated as a preeminent state research university, USF Tampa now meets 11 of the 12 required metrics.

Vice Chair Zimmerman recognized Sr. Vice President Joel Momberg and his team on an outstanding job with the Unstoppable Campaign passing the $1 billion mark noting that USF is the 3rd university in the country to raise $1 billion or greater for their endowment since the 1950. An additional $80 million was raised during 2016-17.

The USF System was in the top tier for BOG performance based funding (PBF) receiving an additional non-recurring performance stipend.

For the fall 2016-17 the average GPA for incoming students was 4.08. The average SAT, 1266 and the ACT is 28 across the USF System.

USF has been ranked #6 in the country and #1 in the state of Florida to eliminate the achievement gap of African American students by the Educational Trust.

USF System was named the #1 producing institution in the US for Fulbright Scholars.

USF received attention for extraordinary record breaking numbers for Total Research Expenditures.

The Morsani College of Medicine has the highest medical college admission with the highest MCAT scores in the state of Florida for public and private universities.

President Judy Genshaft was recognized by ACE, receiving the 2017 Donna Shavlik Award for sustained leadership and commitment to women in higher education.

Areas still needing focus include:
Completing the fundraising efforts for the Morsani College of Medicine and USF Heart Institute downtown as well as the general fundraising efforts for USF Sarasota Manatee.
The regional institutions enhancing student success so that they are able to meet the performance base metric. Specific areas of focus are freshman retention rate, six year graduation rate and degrees awarded in areas of strategic emphasis.

The Governance Committee has the authority to award President Genshaft 70% of the stipend. On behalf of the committee, the Chair recommended that the Board approve the awarding of 96% of the authorized percentage or $184,800.

A motion was made by Trustee Zimmerman and seconded by Trustee Stephanie Goforth to accept the Governance Committee’s awarding of the stipend. Motion was approved unanimously.

Trustee Byron Shinn commented on alignment and communication as well as the strengths and weaknesses that USF Sarasota-Manatee campus must overcome as an organization. He also mentioned that a new full professor of accounting has been hired and commended the positive leadership of Dr. Terry Osborn during his term as Interim Chancellor at USFSM.

Chair Lamb thanked the committee and discussed the 30% discretionary given to the BOT Chair. His comments centered around the strategic focus on metrics, strong leadership and the direction in which the USF System is heading. The Chair shared that he talked to BOG leadership and local and state leaders. A few highlights included:

- Extending the brand of the USF System under President Judy Genshaft’s leadership
- Relationships and key partnerships
- Interaction with the Board members – being transparent and willing to be held accountable.
- The professional relationship and interaction with the President helps with his role as Chair based on trust accountability and transparency.
- Continue to invest and focus on the regional campuses

Chair Lamb reported that he was awarding 95% of the discretionary stipend, or $78,375 for the many milestone achievements and hard work that has been accomplished in order to accelerate the institution. Chair Lamb congratulated the President on the positive impact in which she has had on the University of South Florida System. Total performance stipend award was $263,175.

President Judy Genshaft thanked everyone and expressed her appreciation on having the privilege to lead a great institution.

Trustee John Ramil congratulated Chair Brian Lamb on his role as Chair and President Genshaft on a great year, achieving the required goals. Trustee Ramil also thanked the Board members for their hard work and for challenging President Genshaft by tying a significant portion of her salary to an incentive stipend. He also congratulated Vice Chair Zimmerman on his role and hard work as Chair of the Governance Committee. He stated that he’s done a super job leading an inclusive and transparent process.
Chair Lamb invited Senator Darryl Rouson who joined the meeting to address the USF Board of Trustees and the community.

Senator Darryl Rouson greeted everyone on behalf of the Florida Senate and welcomed everyone to Senate District 19. Senator Rouson is one of three senators serving in Pinellas County who support the aim, mission and efforts of the University of South Florida System. He mentioned that he is part of a delegation of 7 senators in the Tampa Bay region of which he is the only Democrat who serves both sides of the Bay. Senator Rouson thanked the Director of the internationally recognized USFSP Family Study Center, Dr. James McHale and doctoral student Lisa Negrini on their hard work and dedication. He has hopes of reoccurring funds for the center. The Senator thanked the Board, Chair Lamb and President Genshaft for the recent hire of Assistant Vice President for Supplier Diversity Terrie Daniel and the efforts of community leaders to enhance diversity among the minority business community.

**FL 106 – Approval of the 2017-18 Strategic Plan for the Office of Supplier Diversity**

Chair Lamb reminded the Board that the strategic plan for the Office of Supplier Diversity was discussed thoroughly with the Strategic Initiative committee and internal and external community constituents. He supports the plan and the decision to move forward. He called on AVP Terrie Daniel to present the item.

Ms. Daniel shared that the USF System is committed to utilizing diverse businesses in the procurement of goods, services, and construction contracts and continues to actively pursue diverse businesses for contracting opportunities and is committed to serving the university and surrounding business community through educational and community outreach activities.

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

A power point presentation was provided which highlighted issues on:

- Supplier Diversity A USF Business Imperative
- Opportunities and Challenges
- Organization Governance
- USF Supplier Diversity Advisory Committee
- Strategic Plan
- Strategic Plan - Annual Objectives
- Strategic Plan Strategies Already in Progress
- Strategic Plan Key Considerations
- National Minority Supplier Development Council
- Spend
- Disparity Studies
- Disparity Analysis
Chair Lamb commented that the USF Supplier Diversity Advisory Committee was put in place intentionally and was given authority to help quickly advance commitments that were made surrounding supplier diversity. The committee is made up of senior leaders at the university who periodically will provide feedback to the Board. The committee will assist with the advancement the strategy and add change to both culture and operations.

Chair Lamb stated that the program is committed to be aligned with the best model for supplier diversity. A future goal for the USF program is to strive for recognition and eventually be viewed as a model and success story.

FSU Director for Procurement Rosie Martin was introduced who made comments on her views relating to the Jaggaer Spend analytic tool. She stated that the analytic tool is what 70% of the Carnegie Research 1 universities use. It is dominate in the market for making efficient data driven decisions, dash boarding as well as tracking benchmarks. Director Martin formally used the Jaggaer Spend tool at the University of Illinois for 15 years and highly recommends it.

AVP Daniel thanked leadership for their support of implementing the tool and that a contract to move forward with the Jaggaer Spend tool is expected to be signed before the end of the year.

Numerous trustees including Stephanie Goforth and John Ramil congratulated AVP Daniel on her progress within a short length of time and her passion for her work. Trustee Ramil also commented concerning the State University System chart and questioned what can the USF System can gain from it. Chair Lamb predicts that USF will be a leader in the State University System of Florida as it relate to Supplier Diversity in the years to come. AVP Daniel shared that she has been contacted by many in the SUS System concerning Supplier Diversity and agrees that USF will be a leader and has a great deal of information to share with other universities across the state. Trustee Nancy Watkins encourages synergism on this statewide effort and using the same software as well as a consultant study for all 12 universities. She stated that USF is already leading the charge in numerous areas and suggests working with the Board of Governors.

Trustee Watkins also questioned true diversity and how it’s measured (what does it look like and can we be more defined)? Vice Chair Zimmerman questioned how Diverse Supplier success is defined as there are many measures. Spend is one success factor of the program but there are many objectives that can be compared.

AVP Daniel is confident that the Jaggaer Spend tool, will assist in comparing the line level details and define opportunities within the Supplier Diversity business.

Chair Lamb reported that there are operating rhythms within these plans that will be considered for approval. For the first twelve months there will be updates on the Supplier Diversity program; and an opportunity for the Board members to provide feedback.

Trustee Byron Shinn suggested they embrace the word local within the Supplier Diversity plan.
Chair Lamb commented on a disparity study, marketing opportunities and the local Tampa Bay region being USF’s local service territory. The Chair thanked Trustee Mullis on his work with the Strategic Initiatives Committee and asked for a motion. Trustee Byron Shinn moved for approval with a modification of adding the word “local” terminology to the plan. It was seconded by Trustee Jim Garey and the Supplier Diversity Strategies passed unanimously.

**FL 107 – Approval of Operating Budget for USF Parking Facilities Revenue Bonds**

Vice President for Business and Finance and Chief Financial Officer Nick Trivunovich provided brief introductory comments and is seeking the approval of a balanced budget for 2018 – 2019. VP Trivunovich commented that parking has a fairly healthy cash balance and is requesting to approach the Board with a long range plan by providing an indication of how the money will be spent approving parking on the Tampa campus and mentioned no increases have occurred over the past four years in parking rates. VP Trivunovich made a recommendation that the rates remain the same for 2018-19.

USF System Treasurer Fell Stubbs provided an update on USF parking facilities revenue bonds. USF has $20,060,000 in outstanding parking revenue bonds which finances four parking garages on the Tampa campus.

The BOG Regulation 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 days preceding the beginning of the fiscal year. Chair Brian Lamb reported that Action Item FL 107 was not presented in a committee meeting. This is a new policy required by the Board of Governors that they bring the parking budget to the BOT for approval first. He also recommended that staff bring the parking strategy before the Finance Committee and back to the Board for an update at a later date. Chair Lamb also requested clarification that the Board has the ability to amend this budget should they find reason to after hearing the strategy.

Chair Lamb asked for a motion to approve the Operating Budget for USF Parking Facilities Revenue Bonds coming back to the Finance Committee with the Strategic Plan and the ability to amend the budget based on the findings.

Trustee Hal Mullis moved the motion and Trustee Stephanie Goforth seconded. FL 107 was approved unanimously.

Trustee Mullis shared that in recent facility presentations, it has been suggested that parking needs are going to change dramatically over the next four to six years on the Tampa Campus. He looks forward to the evolution of that strategy.

**New Business - Informational Items**

**USF Tampa and the USF System**
President Judy Genshaft provided an update on USF and the USF System. Highlights include:

The Gala celebrating USF reaching $1 Billion was held on November 11th. Chief Diversity Officer Jose Hernandez has stepped down from his position for personal reasons so USFSP Campus Diversity Officer, Dr. Cecil Howard will be the Interim Associate Vice President and Chief Diversity Officer for the USF System.

President Genshaft was pleased to announce that Dr. Karen Holbrook will be the new Regional Chancellor for the USF Sarasota-Manatee campus. President Genshaft thanked College of Public Health Dean, Donna Petersen for her hard work for chairing the search committee.

She shared some of Dr. Holbrook credentials including degrees from the Universities of Wisconsin and Washington; she once served as:

- Vice President for Research at the University of Florida
- Provost at the University of Georgia
- President at The Ohio State University
- Sr. Vice President for Research and Innovation and for USF World
- Interim President at Embry-Riddle Aeronautical University

Dr. Holbrook’s term will begin early January 2018. There will be a meet and greet for the community.

President Genshaft thanked Dr. Terry Osborn for his dedicated service while serving as Interim Regional Chancellor for USFSM for the past nine months.

Trustee Hal Mullis commented on the importance of finding the right people and thanked Dr. Karen Holbrook for accepting the position of Regional Chancellor for USFSM.

President Genshaft thanked Trustee Byron Shinn and the search committee members for their work in selecting a new Regional Chancellor.

Trustee Shinn thanked the President for being inclusive and transparent during the search process. He commented that this is phenomenal and will be a game changer for the USFSM campus.

Additionally, the USF System recently held seven commencement ceremonies graduating 4700 students across the USF System. Forty-nine states and over one hundred twenty nations were represented.

President Genshaft proudly announced that USF now ranks number one in the nation for Latino student success. She recognized and thanked Provost Ralph Wilcox, Vice President for Student Affairs and Student Success, Paul Dosal and their teams on their tremendous work and accomplishments.
President Genshaft gave recognition to Interim Regional Chancellor for USF St. Petersburg, Martin Tadlock on his phenomenal leadership.

A power point presentation was provided on USF Tampa Performance Update: (Please refer to the website)

- Student Access – Student Recruitment
- Recognitions
- Academic Programs
- Research
- Fundraising
- Facilities Leadership Talent – Critical Hires
- General

Trustee John Ramil commented that 15 years ago this Board set out as a goal to make USF a top 50 research University. We’re doing it and serving an incredible cross section of society, unmatched in Florida and the Southeast. Trustee Ramil congratulated the President and her leadership team.

**USF St. Petersburg**

USFSP Interim Regional Chancellor Martin Tadlock expressed his appreciation in having the opportunity to represent the institution and provided a performance update.

Interim Chancellor Tadlock commented that they are laser focused on PBF, API’s and student success. They have implemented activities and initiatives to help students be successful and complete their degrees at USFSP. (Please refer to the website)

- Student Access – New Student Recruitment Strategy Emerging Scholars Program
- Academic Programs – Progress of New Programs
- Research- Funding
- Fundraising
- The USF Unstoppable Campaign
- Facilities at the St. Petersburg
- Leadership Talent
- Success Stories Institutional Highlights
- Upcoming Events

Interim Chancellor Tadlock announced that Regional Vice Chancellor Holly Kicklighter is leaving January 5\textsuperscript{th}. She is the Vice Chancellor for Enrollment Management Marketing and Communications.

Trustee Stephanie Goforth recognized USF Student Body President David Thompson for his hard work and achievements.
Interim Chancellor Tadlock reported that Student Body President David Thompson, members of the student organizations: Food Recovery Club and the Open Education Network; contributed close to $30,000 to the CASA local Shelter in St. Petersburg.

Interim Chancellor Tadlock proudly reported that there is a 10% increase in the APR fall to fall rate which exceeds the goal at USFSP.

Trustee Goforth commented that the P3 project for USFSP will be addressed at the next Board of Trustees meeting.

**USF Sarasota Manatee**

USFSM Interim Regional Chancellor Osborn provided a power point presentation on the USF Sarasota-Manatee performance update. The power point highlighted issues on: (Please refer to the website)

- Student Access
- Student Success
- Academic Programs
- Research
- Fundraising
- Facilities at USF Sarasota Manatee campus
- Leadership Talent
- General

Interim Chancellor Osborn announced that the USFSM institution is ready to open the pre-Nursing portion of the program in fall 2018. They are focusing on student success, breakthrough research, community engagement, partnerships with LECOM and Stetson University; giving USFSM students a pathway to medical and law programs.

Vice Chair Zimmerman thanked Interim Regional Chancellor for his presentation and welcomed Dr. Karen Holbrook in her new leadership position as Regional Chancellor of USF Sarasota-Manatee.

**BOT Roundtable Discussion**

Trustee Mullis commented on Senator Darryl Rouson’s comments concerning USF’s success in Tallahassee and congratulated Mark Walsh and his team for a huge part of that success.

President Genshaft reported that USF football is off to Birmingham for a Bowl game in which we will win. Go Bulls!

Having no further business, Vice Chair Zimmerman adjourned the meeting at 10:50 a.m.
**Issue:** October 19, 2017 Campus Board Breakfast Summary Minutes and October 19, 2017 Campus Board Summary Minutes

**Proposed action:** Approval of minutes

**Executive Summary:** Summary minutes from the October 19, 2017 Campus Board Breakfast meeting and the October 19, 2017 Campus Board meeting submitted for approval.

**Financial Impact:** None

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

**Supporting Documentation:**

**Prepared by:**
The Campus Board gathered for a breakfast meeting prior to the regularly scheduled Campus Board meeting.

In attendance were:

Stephanie Goforth                   John Long
President Genshaft                  Mark Walsh
Bob Churuti                         David Thompson
Judy Mitchell                       Gerard Solis
John Connelly                       Hillary Black
Lawrence Hamilton                   Helen Levine
Martin Tadlock                      Brian Ruff
Joe Trubacz                         Paige Beles
Nick Trivunovich                    Charlene Ponce

Chair Goforth noted that the BOT has approved the USFSP P3 project and noted that it is important for the Campus Board to have a better understanding of the project as it moves forward.

Joe Trubacz updated the Campus Board on the status of the project relative to the Conference Center. He noted that he is meeting with Sodexo today to fine tune the details of the agreement. Members discussed options, timelines and the approval process.

It was the consensus of the Board that if Sodexo does not agree to the terms of the agreement, that the Conference Center be removed from the project.

With no further discussion, the meeting adjourned at 9:25 am.
Welcome/Call to Order
Chair Goforth called the meeting to order and welcomed the Campus Board to The Edge.

P3 Update and Discussion
Joe Trubacz updated the campus board on the status of the P3 Project and negotiations with Sodexo regarding the proposed Conference Center and Dining Facility. He noted that he was meeting with Sodexo today to iron out the details. Next steps are to align project assumptions, finalize materials and terms, and schedule appropriate governance approvals.

Chair Goforth noted that approvals were given and if agreement on the Conference Center cannot be achieved, the Campus Board will reevaluate to ensure housing and dining moves forward. Bob Churuti reiterated that the most important thing is getting the student housing through as quickly as possible. Lawrence Hamilton agreed that the housing is the number one priority. Judy Mitchell noted that we are keeping the students front and center for this project. While the Conference center would be nice, we cannot delay the project because we need the beds this project would provide. John Connelly noted a public private partnership has to be good for both parties.

System Update
President Genshaft expressed appreciation for everyone’s work toward achieving Preeminence. She also congratulated USFSP and Dr. Tadlock for being on track to achieve performance funding metrics. She mentioned USF Leadership is watching UF and the Free Speech issue. Six USF Police Officers are going to Gainesville to assist with law enforcement/safety.

The President noted the USF System is working with a consultant to eliminate the brand confusion that exists within the system.

She also noted that USF (System) is one of the three public institutions that were founded in the ‘50s in the U.S. that have achieved $1 Billion Fundraising Campaign. Finally, the President briefly touched on the three USF institutions working together on the nursing program. Finally – she announced that USF Football is 6-0! Go Bulls.

Approval August 11, 2017 Campus Board Minutes
The minutes of the August 11, 2017 Campus Board meeting were approved unanimously.
USF St. Petersburg Faculty Senate Update
Debra Sinclair, USFSP Faculty Senate President gave an update on the Faculty Senate. She noted the Senate is:

- Assisting Dean Sundaram with reorganization.
- Sent a letter to administration regarding concerns about processes relative to reporting sexual harassment. Administration is working with them to resolve the issues.
- Working with Dr. Tadlock to streamline hiring practices for faculty; evaluating administrators; and updating the faculty senate document.

USF St. Petersburg Student Government Update
David Thompson provided an update on student government activities:

- On-campus convenience store – working with Sodexo and Joe for an intermediate solution
- Extended study hours in library are up and running
- Bringing athletics to campus – Dr. Helton is doing a feasibility study and involving students, faculty and staff. They are working on a resolution
- Global cultures living/learning community – working with students and faculty
- Leadership program – they are a submitting proposal to student body for review and consideration

He also mentioned that The Edge is open and students are enjoying the space, and briefly went over some calendar items, including:
  - Rally in Tally - November 7
  - State-wide mental health awareness day – January 12
  - Day at the Capitol is November 14
  - Bulls in the Burg – November 2 from 11-2

Finally, he noted that Student Government wrote a letter to editor of the Crow’s Nest regarding “a campus in crisis” – and stated that students are doing well through this leadership transition.

Special Presentation
Chair Goforth introduced Sudsy Tschiderer as the recipient of this year’s Alumni Association Donald A. Gifford Service Award. A brief video was shown. Chair Goforth recognized Sudsy for her accomplishments and contributions. Sudsy thanked the board for its recognition of her and expressed how honored and humbled she is – USFSP and the USF System have been a joy for her.

Faculty Presentation
Dr. Elliott presented to the Campus Board on the National Ethics Project, a groundbreaking, multi-institutional, interdisciplinary series of research projects. The focus of the project is how to best prepare students enrolled in institutions of higher education to face ethical challenges in their current and future professional, civic and personal lives.

She noted that currently, there are no measures in place to assess how Universities are doing relative to ethics. Virtually every school offers courses in ethics. Most have majors that require coursework in ethics, and a few have ethics courses as general education requirements. Through civic engagement opportunities, all three USF campuses, along with institutions across the country, encourage students to do the kind of experiential learning that has been shown to enhance students’ moral development.
With partners from Harvard and Stanford’s Ethics Centers, the USFSP team began the work of figuring out how to research just what was going on in ethics education in U.S. higher education. They have also received funding from the Andrew W. Mellon Foundation to try out ideas and tools, and are looking for consistency and coherence between what departments are doing in ethics education and how the institution as a whole situates ethics.

Karlana June went over some quick facts and discussed the changes in ethics education over the past 25 years. She mentioned the invention of the intercollegiate ethics bowl – what has been found is that students have grown exponentially because of these bowls. The project also looked at peer review journals and found that prior to 1980 there were 20 journals focused on ethics – by 2015 there were 145. Degrees and Certificate opportunities have also been made available, up to about 70 being offered. The team has cultivated a database of resources and has more than 600 currently. Finally, Dr. Frechette discussed the technologies used to gather the data for their analysis. They are looking at hundreds of institutions and how they are communicating ethics values. The analysis and raw data will be published for future use. This will be an open source data base so researchers will have access to the research so the work can continue.

Chair Goforth asked where students who are obtaining these certificates or degrees in ethics are getting jobs. Dr. Elliott noted that many have degrees in the medical or business field.

USFSP Updates
Joe Trubacz provided a brief update on the ongoing facilities/capital projects and progress we’ve made at USFSP, including The Edge. He touched on the other projects, such as the new roof for the Poynter Library; the raising of the Gulf Coast Legal building; and addressing issues with Williams House. He noted we are also working on a campus waterfront master plan – the pride and joy of this campus, as well as working on a new roof for Harbor Hall and exploring an upgrade to our chill water plant. New labs in the old Greyhound bus facility are complete and we are looking at adding offices. We are also looking at a learning lab on the second floor of Coquina Hall – now The Edge. Finally, the second floor of Davis Hall is scheduled for renovations/upgrades.

Dr. Tadlock provided a general update on USFSP. Some of his highlights included:
- Rankings – maintain #24 in southern regional comprehensive public institutions
- Princeton Review named USFSP one of 375 green colleges
- 12% increase in headcount this fall at 4908
- Among FTICs – 23% were in the top 10% of their high school graduating class – a 5% increase
- 40% of overall student body are persons of color
- Implemented Archivum – student success management system
- New Masters in Conservation Biology – first class full
- New degrees coming – applied mathematics and sustainability studies
- Three pre-proposals going forward this year
- CAS Dean Search is in process and Interim RVCAA
- College of Business is working on its reaccreditation
- Free Speech Forum on campus last night w/Dr. Lake
- Kathleen Gibson Dee will facilitate a dialogue series
- Cecil Howard implementing a series of discussion opportunities
- Courageous Conversations w/City of St. Petersburg
- David Jolly & Patrick Murphy will be holding a Town Hall meeting here December 5

With no further discussion, the meeting was adjourned.
USF St. Petersburg Campus Board
February 1, 2018

**Issue:** USFSP Diversity and Inclusion Action Plan

**Proposed action:** Approval of the USFSP Diversity and Inclusion Action Plan

**Executive Summary:** A very committed group of USFSP faculty, staff, administrators and students have spent considerable number of hours creating the University’s inaugural Diversity and Inclusion Action Plan. While recognizing the fact that a significant number of policies, procedures, and mini plans must exist before substantive change can take place, the Committee emphasized the creation of such tools within this Plan that would in turn implement the desired changes. This Plan recognizes the need to widely display the University’s commitment to diversity and inclusion, to create a welcoming environment for all persons, to recruit, retain and graduate underrepresented students, to recruit and retain underrepresented faculty, and to diligently collect and report data that references the University diversity and inclusion efforts. It is anticipated that this initial Plan will have a three year life, but will be assessed for improvements on an annual basis.

**Strategic Goal(s) Item Supports:**
- Student-Centered Success
- Research and Innovation
- Inclusion of Differences
- Commitment to Community
- Care for Natural Environment

**Supporting Documentation:** USFSP Diversity and Inclusion Action Plan
PowerPoint Presentation

**Prepared by:** Cecil Howard, Chief Diversity Officer, USFSP
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Dear USFSP Community,

We are very pleased to present you with USF St. Petersburg’s first comprehensive diversity and inclusion action plan. An incredible team of people worked long, hard hours to bring to you what you will find within these pages. Multiple opportunities for input were afforded to the entire campus community, and you can hear those voices within the strategic goals and key initiatives of the plan.

As you may know, USF St. Petersburg reflects the values and priorities of the city and region where we live, work and serve, and from where the vast majority of our students are drawn. We respect differences. We honor diversity and the richness it brings to the campus and to the city of St. Petersburg.

As it states in the plan, we seek divergent voices and tell untold stories here. We actively recruit individuals who bring both domestic and global diversity to our campus and community. We invite challenging and difficult dialogues and help our students understand how to respond to those dialogues and better appreciate different world views. That is still the core of what higher education is about.

Thank you for taking time to read this plan. We welcome your thoughts, your participation and your support!

Martin Tadlock,
Interim Regional Chancellor
Mission, Vision & Values
from USFSP Vision Strategic Plan 20/20

MISSION STATEMENT
Inspire scholars to lead lives of impact.

VISION STATEMENT
USF St. Petersburg will shine. USF St. Petersburg faculty and administrators will work shoulder-to-shoulder with students and community partners to build a better world. We will challenge ourselves to excel in research, teaching and service.

CORE VALUES

Student-Centered Success
We provide a personalized experience for every student. We will grow by design to sustain academic programs that prepare our graduate and undergraduate students for work and life while retaining our intimate learning environment.

Research and Innovation
Our faculty members conduct nationally and internationally significant research and scholarship. Faculty members convert individual and collaborative efforts into new knowledge to improve lives far beyond our campus and community.

Inclusion of Differences
We seek divergent voices and tell untold stories. We actively recruit students, faculty, staff and administrators who bring global and domestic diversity to campus, with emphasis on representing our evolving regional demographics. We notice where conceptual differences synthesize, complement — or clash. In classes, in meetings and in public forums, we invite difficult dialogue to enable everyone to better understand different world-views. We strive to create synergy.

Commitment to Community
USF St. Petersburg connects seamlessly to St. Petersburg and the surrounding region. Our students enroll in the city as well as USFSP, bringing to the city the exuberance that only a residential campus culture can provide. Our community-based partners and mentors multiply opportunities for students and challenge faculty and administrators to recognize new areas for innovation and exploration. Together we shine.

Care for Natural Environment
We celebrate our organic connection to the waterfront and cityscape. Through study and service, we serve as stewards for the plants, animals and systems that sustain us. We take seriously our
Statement from the Chief Diversity Officer

“We strive to create synergy” is the last statement of USFSP’s Core Value of Inclusion of Differences. Through the creation of this Diversity & Inclusion Action Plan, we do indeed create synergy between and amongst each member of our community. We, in turn, seek to collaborate with our stakeholders for the advancement of diversity and inclusion.

USFSP is about to embark upon a great and transformative period of its young history. I am both honored and humbled to be in this place at this time, and to have the opportunity to lead the planning for this important inaugural document. The process resulting in this final product has been the most rewarding part of all.

The Diversity and Inclusion Planning committee is one of the most talented, forward thinking, conscientious and dedicated groups of people that I have ever been associated with in my professional career. These campus leaders clearly represent the vision of transforming USFSP into a university of national prominence for inclusive excellence. They understand that by maximizing the University’s strength and resources through the creation of many diversity mini-work groups, all of us at USFSP will benefit from the individual, collective and institutional contributions of every level of the university, thereby creating an environment that is inclusive, welcoming and highly productive.

At USFSP, we aim to create inclusive excellence! We create synergy!

Cecil Howard
Chief Diversity Officer
Diversity & Inclusion Action Plan Committee

Denelta Adderly-Henry, Associate Director, Human Resources

Maria Caban-Garcia, Professor, College of Business

Goliath Davis, Senior Advisor for Community Affairs

Kemesha Gabbidon, Post-Doctoral Research Fellow, College of Arts & Sciences

Javier Gonzalez, Coordinator, Multicultural Affairs

Olivia Hodges, Associate Dean, College of Education

Cecil Howard, Chief Diversity Officer

Penethia Mack, Academic Advisor, College of Business

Michelle Madden, Director of Institutional Effectiveness & Assessment

Jill McCracken, Assistant Professor, College of Arts & Sciences

Robert “Barry” McDowell, Student Disability Services Coordinator

James McHale, Professor, College of Arts & Sciences, Director of Family Study Center

Deanna Michael, Professor, College of Education

LaSonya Moore, Assistant Professor, College of Education

Patricia Pettijohn, Associate Librarian and Head of Collection Development & Technical Services

Amari Ross, Student & Compass Peer Coach

Anita Sahgal-Patel, Director, University Wellness Center

Marketa Teal, Recruiter, Graduate Admissions

Allyson L. Watson, Dean, College of Education

Milton White, Assistant Director, Military & Veterans Success Center

Nisuka Williams, Student & Ranking Justice, Student Government
STRATEGIC GOAL #1
Clearly define, publicize and implement the University’s commitment to diversity and inclusion.

KEY INITIATIVE #1
Ensure commitment to diversity at the highest level of the institution through approval of this Diversity Plan via a resolution of the USFSP Campus Board.
CHAMPION(S): Regional Chancellor
TIME PERIOD: 2017-2018 and beyond
MEASURE: Adopt resolution at upcoming Campus Board Meeting

KEY INITIATIVE #2
Establish sustainable funding for diversity and inclusion initiatives, including but not limited to staffing, programs, grants, research, scholarships, and awards.
CHAMPION(S): Regional Chancellor, University Cabinet and Student Government
TIME PERIOD: Annually, beginning 2018-2019
MEASURE: Establish funding procedure and formula for implementation by August 1, 2018

KEY INITIATIVE #3
Institute diversity advancement as a standing agenda item for all units and sub-units headed by members of the leadership team.
CHAMPION(S): Regional Chancellor
TIME PERIOD: Annually, beginning 2018-2019
MEASURE: Seek 100% compliance by May 2019

KEY INITIATIVE #4
All units continue to complete and file annually, a report of all diversity-related activities.
CHAMPION(S): University Cabinet
TIME PERIOD: Beginning 2018-2019, and continuing
MEASURE: Seek 100% compliance by May 2019

KEY INITIATIVE #5
Devise a comprehensive plan to enhance diversity and multicultural prominence in all university communications, including websites, publications and social media platforms.
CHAMPION(S): Chief Diversity Officer and Director of Communications
TIME PERIOD: Beginning 2018-2019, and continuing
MEASURE: Complete Plan by May 31, 2018, and initiate implementation beginning August 2018 and continuing

KEY INITIATIVE #6
Establish and publish a comprehensive Diversity Calendar of events, celebrations, historic dates, trainings and holidays.
CHAMPION(S): Chief Diversity Officer in accordance with Director of Communications
TIME PERIOD: August 2018 and beyond
MEASURE: Include in Master Calendar

KEY INITIATIVE #7
Review campus facilities, policies and procedures to ensure campus facilities are accessible, safe and accommodating to all persons.
CHAMPION(S): Chief Diversity Officer, Facilities, RVC/Administrative & Financial Services, Student Disabilities Services
TIME PERIOD: Beginning 2018-2019, and continuing
MEASURE: Completed once per academic year

KEY INITIATIVE #8
Conduct an annual Diversity Assessment to monitor progress toward creating an inclusive environment, publicizing all data and findings and comparing results to baseline data to make additional recommendations.
CHAMPION(S): Chief Diversity Officer, RVC/Enrollment Management
TIME PERIOD: Beginning 2018-2019, and continuing
MEASURE: June 30th of every year
KEY INITIATIVE #9
Seek opportunities to collaborate within the USF System, and with other institutions and community partners.

CHAMPION(S): Regional Chancellor, Chief Diversity Officer, RVC/Academic Affairs, RVC/Student Affairs

TIME PERIOD: Beginning 2018-2019, and continuing

MEASURE: Submit report indicating success by June 30th of each year

KEY INITIATIVE #10
Provide incentives to individuals and/or departments for developing best practices and innovative models for increasing diversity and inclusion.

CHAMPION(S): Chief Diversity Officer, Human Resources, RVC/Academic Affairs, RVC/Student Affairs

TIME PERIOD: Beginning 2018-2019, and continuing

MEASURE: Create plan by August 1, 2018, and implement during 2018-2019 academic year

KEY INITIATIVE #11
Establish an awards program committee to plan an annual event to celebrate the exceptional and exemplary work of members of the USFSP community who have advanced the values of diversity, inclusion, and equity across the university, and among the greater St. Petersburg community.

CHAMPION(S): Chief Diversity Officer, Human Resources, RVC/Academic Affairs, RVC/Student Affairs

TIME PERIOD: Beginning 2018-2019, and continuing

MEASURE: Create plan by August 1, 2018, and implement during 2018-2019 academic year

STRATEGIC GOAL #2
Develop annual reports summarizing progress in both internal processes and key outcomes toward advancing diversity and inclusion goals.

KEY INITIATIVE #1
Identify key outcome performance indicators to develop and implement a set of qualitative and quantitative performance evaluation tools appropriate to the units responsible for reporting on each key indicator or set of indicators.

CHAMPION(S): Chief Diversity Officer, and Chancellor’s Advisory Diversity and Inclusion Committee

TIME PERIOD: 2018-2019

MEASURE: Complete before May 31, 2019

KEY INITIATIVE #2
Assess baseline performance on key indicators.

CHAMPION(S): Chief Diversity Officer, and Chancellor’s Advisory Diversity and Inclusion Committee

TIME PERIOD: 2018-2019

MEASURE: Complete before May 31, 2019

KEY INITIATIVE #3
Establish and institutionalize means of documenting annual progress toward strengthening performance on key indicators.

CHAMPION(S): Chief Diversity Officer, and Chancellor’s Advisory Diversity and Inclusion Committee

TIME PERIOD: 2018-2019

MEASURE: Complete before May 31, 2019

KEY INITIATIVE #4
Select key indicators to be shared in external published annual reports and a mechanism for communicating publicly about annual achievement in advancing diversity and inclusion aims.

CHAMPION(S): Chief Diversity Officer, and Chancellor’s Advisory Diversity and Inclusion Committee

TIME PERIOD: 2018-2019

MEASURE: Complete before May 31, 2019
KEY INITIATIVE #5
Establish a separate internal mechanism for collating and summarizing annual unit reports of accomplishments relevant to diversity and inclusion related activities, with these data formally reviewed by the CDO and by CADIC at the end of each academic year.

CHAMPION(S): Chief Diversity Officer, and Chancellor’s Advisory Diversity and Inclusion Committee

TIME PERIOD: 2018-2019

MEASURE: Complete before May 31, 2019

KEY INITIATIVE #6
Establish means and tradition of reporting unit process data as well as institutional outcome data to Chancellor for review at the end of each academic year.

CHAMPION(S): Chief Diversity Officer, and Chancellor’s Advisory Diversity and Inclusion Committee

TIME PERIOD: 2018-2019

MEASURE: Complete before May 31, 2019

KEY INITIATIVE #7
Establish means of summarizing and communicating key diversity and inclusion related outcome findings to Campus Board for input prior to the start of each new academic year, together with any clearly-articulated plans to enhance accomplishments in any areas that underperformed in the prior academic year.

CHAMPION(S): Chief Diversity Officer, and Chancellor’s Advisory Diversity and Inclusion Committee

TIME PERIOD: 2018-2019

MEASURE: Complete before May 31, 2019

STRATEGIC GOAL #3
Create a welcoming environment for all individuals regardless of race, gender identity, age, types of ability, sex, sexual orientation, faith, nationality, ethnicity, socio-economic background, job role and function, culture, viewpoints, and familial status.

KEY INITIATIVE #1
Create and enhance University-wide approaches to engage students in opportunities to learn about cultural differences, and that prepares them to become contributing members to diverse work environments.

CHAMPION(S): RVC/Academic Affairs and RVC/Student Affairs

TIME PERIOD: 2019-2020

MEASURE: Create Plan by August 1st of each year beginning August 1, 2019, specifying University’s plan for year.

KEY INITIATIVE #2
Strengthen teaching practices that embrace teachable moments about cultural differences and inclusion in the classroom by inviting university-wide faculty dialogue and advice from the Center for Innovative Teaching and Learning (CITL) and expert resources outside of the University.

CHAMPION(S): Chief Diversity Officer and RVC/Academic Affairs

TIME PERIOD: 2018-2019

MEASURE: Schedule four faculty forums during 2018-2018 academic year, for implementation in 2019-2020

KEY INITIATIVE #3
Develop and include a required component during Orientation on “Discovering Diversity at USFSP” for all students.

CHAMPION(S): Chief Diversity Officer, RVC/Academic Affairs, RVC/Student Affairs, and RVC/Enrollment Management

TIME PERIOD: 2018-2019

MEASURE: Develop tool by December 31, 2018 to begin implementation in January 2019
**KEY INITIATIVE #4**  
Establish recurring opportunities for open forums on diversity for students, faculty and staff.  
**CHAMPION(S):** Chief Diversity Officer and CRT  
**TIME PERIOD:** Ongoing  
**MEASURE:** Continue affording campus opportunities for open forums on diversity for students, faculty and staff.

**KEY INITIATIVE #5**  
Create an awareness of groups focused on their respective identities and relevant issues.  
**CHAMPION(S):** Chief Diversity Officer, RVC/Academic Affairs, and RVC/Student Affairs Communications Officer  
**TIME PERIOD:** 2018-2019 monthly  
**MEASURE:** Highlight specific groups in print and social media each month during Fall and Spring Semesters, beginning Fall 2018

**STRATEGIC GOAL #4**  
Recruit, retain and promote more women and individuals from underrepresented backgrounds in faculty, staff, and administrator level positions.

**KEY INITIATIVE #1**  
Continue to conduct aggressive national searches for faculty, senior staff, and administrator positions by advertising openings in targeted women and minority online recruitment websites, professional conferences, and local newspapers, and by encouraging university’s faculty and staff to identify strong women and minority candidates.  
**CHAMPION(S):** Human Resources  
**TIME PERIOD:** Ongoing  
**MEASURE:** Program of enhanced advertisement and targeted efforts has been created.

**KEY INITIATIVE #2**  
Before finalizing job specifications and advertisement for faculty, senior staff, and administrator positions, review qualification requirements with Chief Diversity Officer to eliminate unnecessarily restrictive qualifiers.  
**CHAMPION(S):** Chief Diversity Officer and Human Resources  
**TIME PERIOD:** 2018-2019  
**MEASURE:** Chief Diversity Officer to implement regular review process by July 1, 2018

**KEY INITIATIVE #3**  
Refine various search guidelines to help achieve consistency in the recruitment of faculty, staff and administrators.  
**CHAMPION(S):** Chief Diversity Officer, Human Resources, RVC/Academic Affairs and RVC/Student Affairs  
**TIME PERIOD:** 2017-2018  
**MEASURE:** Complete document by June 30, 2018 and begin implementation in August 2018

**KEY INITIATIVE #4**  
Amend search process procedures to include domestic and gender diversity on search committees for faculty, senior staff, and administrator positions in order to provide a variety of perspectives.  
**CHAMPION(S):** Chief Diversity Officer, Human Resources  
**TIME PERIOD:** 2017-2018  
**MEASURE:** Complete document by June 30, 2018 and begin implementation in August 2018

**KEY INITIATIVE #5**  
Provide training opportunity for search committee members regarding search procedures and hiring practices.  
**CHAMPION(S):** Chief Diversity Officer, Human Resources  
**TIME PERIOD:** 2018-2019 and continuing  
**MEASURE:** Beginning August 2018, all search team members must undergo training before serving on search team.
KEY INITIATIVE #6
Create focus groups of hiring managers to explore helpful methods to support them in conducting robust recruitment efforts.

CHAMPION(S): Chief Diversity Officer and Human Resources
TIME PERIOD: 2018-2019 and continuing
MEASURE: Conduct at least one focus group per semester

KEY INITIATIVE #7
Develop and implement professional development for individuals transitioning into supervisory roles.

CHAMPION(S): Chief Diversity Officer and Human Resources
TIME PERIOD: 2018-2019
MEASURE: Complete Plan by December 31, 2018 and begin implementation in July 2019

KEY INITIATIVE #8
Establish process where deans and academic department chairs are accountable for increasing the representation of women and minority faculty by factoring in annual evaluations, among many other considerations, the record of barrier removal and outreach efforts in their areas, as well as concrete steps taken to make progress against goals in disciplines where under-utilization exists.

CHAMPION(S): Chief Diversity Officer and RVC/Academic Affairs
TIME PERIOD: 2018-2019
MEASURE: Complete process by May 31, 2019 to become effective during 2019-2020 academic year

KEY INITIATIVE #9
Strategically enhance the Minority Postdoctoral Fellowship Program.

CHAMPION(S): Chief Diversity Officer, RVC/Academic Affairs and RVC/Administrative & Financial Services
TIME PERIOD: Currently ongoing
MEASURE: Initiate a 2-person cohort every two years

KEY INITIATIVE #10
Review promotional processes for faculty and staff to ensure that adequate clarity regarding expectations, performance and career upward mobility has been provided.

CHAMPION(S): Chief Diversity Officer and Human Resources
TIME PERIOD: 2018-2019
MEASURE: Produce document explaining promotional processes by December 31, 2018

KEY INITIATIVE #11
Support the development of and participation in faculty and staff affinity groups

CHAMPION(S): Chief Diversity Officer, Human Resources, and RVC/Academic Affairs
TIME PERIOD: 2018-2019
MEASURE: Continue meeting with departments to promote idea and implement by January 2019

KEY INITIATIVE #12
Establish a mentoring program that will match new faculty and staff with mentors to assist in developing goals and a road map for career development.

CHAMPION(S): Chief Diversity Officer, and RVC/Academic Affairs
TIME PERIOD: 2018-2019
MEASURE: Create program by January 2019

KEY INITIATIVE #13
Develop a leadership enrichment program to help newly appointed/promoted managers and existing leaders effectively lead a diverse workforce.

CHAMPION(S): Chief Diversity Officer and Human Resources
TIME PERIOD: 2018-2019
MEASURE: Create program by January 2019
KEY INITIATIVE #14
Develop training for department chairs to create an atmosphere for faculty development, how to effectively mentor junior and tenure-track faculty, and how to work with faculty to develop and strengthen programs.

CHAMPION(S): Chief Diversity Officer, Human Resources and RVC/Academic Affairs

TIME PERIOD: 2018-2019

MEASURE: Create program by January 2019

STRATEGIC GOAL #5
Recruit, retain, develop and graduate more diverse undergraduate and graduate students to support equitable representation.

KEY INITIATIVE #1
Expand existing efforts to recruit a racially diverse student population and increase programmatic support for first generation and other diverse student population backgrounds.

CHAMPION(S): RVC/Enrollment Management, RVC/Academic Affairs

TIME PERIOD: 2018-2019 and continuing

MEASURE: Annual improvement toward mirroring State University System student population demographics for racially diverse students within three (3) years

KEY INITIATIVE #2
Provide both University funding and supportive infrastructure to build a multicultural Emerging Scholars Program introducing racially diverse students to USFSP.

CHAMPION(S): RVC/Enrollment Management, RCV/Administrative & Financial Services, RVC/Academic Affairs and RVC/Student Affairs

TIME PERIOD: 2018-2019 and continuing

MEASURE: Annual improvement toward mirroring State University System student population demographics for racially diverse students during next three (3) years

KEY INITIATIVE #3
Recognize students’ need for a sense of belonging and well-being, and systematically tie all retention efforts together (e.g., tutoring, affinity groups, mentoring opportunities, relevant community internship opportunities, relevant career forums with distinguished minority alumni, etc.).

CHAMPION(S): RVC/Academic Affairs and RVC/Student Affairs

TIME PERIOD: Ongoing

MEASURE: Comprehensive retention plan currently in effect

KEY INITIATIVE #4
Allocate University funding and supportive infrastructure to support a tutoring and mentoring program for under served and under-represented student groups at USFSP.

CHAMPION(S): RVC/Enrollment Management, RCV/Administrative & Financial Services, RVC/Academic Affairs and RVC/Student Affairs

TIME PERIOD: 2018-2019 and ongoing

MEASURE: Initiate program during 2018-2019 academic year

KEY INITIATIVE #5
Maintain and monitor efforts of university-wide Strategic Enrollment Management (SEM) team, comprised of faculty, staff and students, to develop and publicize a retention plan for the University.

CHAMPION(S): RVC/Enrollment Management, RCV/Administrative & Financial Services, RVC/Academic Affairs, and RVC/Student Affairs

TIME PERIOD: Ongoing

MEASURE: Receive and publicize retention plan and updates annually, beginning 2018-2019 academic year

KEY INITIATIVE #6
Encourage faculty engagement in supporting retention efforts.

CHAMPION(S): RVC/Academic Affairs

TIME PERIOD: 2018-2019, and ongoing

MEASURE: Conduct a student retention workshop/program each semester beginning Fall 2018
KEY INITIATIVE #7
Expand partnerships with organizations that promote opportunities for historically under-represented student groups.
CHAMPION(S): Regional Chancellor and University Advancement
TIME PERIOD: 2018-2019 and ongoing
MEASURE: Add at least one new partnership each year over the next three years

STRATEGIC GOAL #6
Provide high quality diversity education, orientation, and training for all members of the university community.

KEY INITIATIVE #1
Adopt and model a practice that “no one deserves to be discriminated against” and engage internal and external expertise to help all faculty and staff support teachable moments.
CHAMPION(S): Regional Chancellor, RVC/Academic Affairs, RVC/Student Affairs, Chief Diversity Officer
TIME PERIOD: 2018-2019
MEASURE: Create model on or before May 31, 2019

KEY INITIATIVE #2
Further the practice that “no one deserves to be discriminated against” by ensuring that all academic departments and committees facilitate inclusion and reflective examination of diversity in the development of coursework.
CHAMPION(S): RVC/Academic Affairs, Chief Diversity Officer
TIME PERIOD: 2018-2019
MEASURE: Create model on or before May 31, 2019

KEY INITIATIVE #3
Develop, implement and fund community-centered, innovative diversity courses, trainings, workshops, cross-group learning, seminars and symposiums.
CHAMPION(S): Chief Diversity Officer, RVC/Student Affairs, RVC Academic Affairs
TIME PERIOD: 2017-2018
MEASURE: Currently ongoing

KEY INITIATIVE #4
Enhance community connectedness by creating opportunities for open dialogue based on historical community needs while addressing issues that impede diversity and inclusion efforts.
CHAMPION(S): Chief Diversity Officer, RVC/Student Affairs, RVC Academic Affairs
TIME PERIOD: 2017-2018
MEASURE: Currently ongoing
**Glossary of Terms**

**Cultural Differences:** Refers to differences among people because of their racial or ethnic backgrounds, language, dress and traditions.

**Discrimination:** The unequal treatment of members of various groups based on race, gender, social class, sexual orientation, physical ability, religion, national origin, age, physical/mental abilities and other categories that may result in differences in provision of goods, services or opportunities.

**Diversity:** Describes the myriad ways in which people differ, including the psychological, physical, and social differences that occur among all individuals, such as race, ethnicity, nationality, socioeconomic status, religion, economic class, education, age, gender, sexual orientation, marital status, mental and physical ability and learning styles.

**Ethnicity:** A social construct which divides people into smaller social groups based on characteristics such as values, behavioral patterns, language, culture, history and ancestral geographical base.

**Faith:** Trust, confidence or a belief in religion or God, or a strongly held belief.

**Inclusion:** A set of community values which suggest that people of all backgrounds, identities, abilities, perspectives and beliefs should have an equal opportunity to belong, achieve and contribute to their community(ies).

**Minority:** People who are races other than White or are Hispanic (US Census Bureau).

**Multicultural:** Acknowledging and respecting the various cultures, religions, languages, social equity, races, ethnicities, attitudes and opinions within an environment. The theory and practice promotes peaceful coexistence of all identities and people.

**Racially diverse:** Denoting or relating to the division of the human species into races on grounds of physical characteristics.

**Sexual Orientation:** The direction of one’s sexual attraction toward the same gender, opposite gender, or other genders.

**Underrepresented:** Subsets of a population that hold a historically smaller percentage of representation in a field or institution. Examples are the small representation of students and employees who are women, African American, and Latina/o in STEM fields, or men in Social Work or Nursing fields, students from low-income families, first-generation students, Asian students at the undergraduate level and students of color in particular graduate programs.
Diversity & Inclusion Action Plan
Current USFSP D&I Activity

- Minority Post-Doc Program (Recruitment)
- Faculty Search Process (Recruitment)
- McKnight Doctoral Program (Recruitment)
- SREB Doctoral Program (Recruitment)
- Chancellor’s Leadership Council (Recruit)
- Emerging Scholars (Recruit/Retention)
- Diversity Infusion Project (Curriculum)
- Race & Bias Study Circles (Dialogue)
- Sexual Harassment Task Force (Training)
- Diversity Awareness (Training)
- EEO Training (Training)
- College Diversity Councils (Climate)
- COQEBS (Community)
- Library, Multicultural Affairs
D & I Action Plan Committee

1. Denelta Adderly-Henry, Associate Director, Human Resources
2. Maria Caban-Garcia, Professor, College of Business
3. Goliath Davis, Senior Advisor for Community Affairs
4. Kemesha Gabbidon, Post-Doctoral Research Fellow, College of Arts and Sciences
5. Javier Gonzalez, Coordinator of Multicultural Affairs
6. Olivia Hodges, Associate Dean, College of Education
7. Cecil Howard, USFSP Chief Diversity Officer
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17. Anita Sahgal-Patel, Director, University Wellness Center
18. Marketa Teal, Recruiter, Graduate Admissions
19. Allyson L. Watson, Dean of the College of Education
20. Milton White, Assistant Director, University Veterans Center
21. Nisuka Williams, USFSP Student and Ranking Justice, USFSP SG
D & I Action Plan Goals

**GOAL 1** - Clearly define, publicize and implement the University’s commitment to diversity and inclusion

**GOAL 2** - Develop annual reports summarizing progress in both internal processes and key outcomes toward advancing diversity and inclusion goals.

**GOAL 3** - Create a welcoming environment for all individuals regardless of race, gender identity, age, types of ability, sex, sexual orientation, faith, nationality, ethnicity, socio-economic status, job role and function, culture, viewpoints and familial status.
D & I Action Plan Goals

**GOAL 4** - Recruit, retain and promote more women and individuals from underrepresented backgrounds in faculty, staff, and administrator level positions.

**GOAL 5** - Recruit, retain, develop and graduate more diverse undergraduate and graduate students to support equitable representation.

**GOAL 6** - Provide high quality diversity education, orientation, and training for all members of the university community.
GOAL #4 Recruit, retain and promote more women and individuals from underrepresented backgrounds

- Conduct aggressive national searches
- Implement a search manual to achieve consistency
- Promote diversity initiative through CITL
- Hold deans and department chairs accountable for making efforts to increase diversity
- Enhance minority Post-Doc Minority Fellowship Program.
- Review tenure and promotional processes
- Develop faculty and staff affinity groups
- Establish a mentoring program for new faculty and staff
GOAL #5 – Recruit, retain and graduate more underrepresented undergrad and grad students

- Expand existing efforts to recruit diverse students
- Increase programmatic support for diverse students
- Create multicultural Emerging Scholars Program
- Create a tutoring and mentoring program for underrepresented groups
- Establish university-wide Retention Task Force
- Develop retention plan for the University
- Expand partnerships with organizations that promote opportunities for students of color
- Increase funding for minority graduate students
- Recognize students’ need for a sense of belonging and retention efforts together with this guiding principle
Next Steps

- Implementation
- Champions for Mini-Committees
- Annual Review – August 2018 and every August thereafter
Agenda Item: 11.1

USF St. Petersburg Campus Board
February 1, 2018

Issue: USFSP Proposed Public-Private Partnership (P3) Housing Development Project

Proposed action: Informational

Executive Summary:

The University of South Florida St. Petersburg has experienced a steady rise in student enrollment over the last five years. In addition, the university has already exceeded capacity to meet current on-campus student housing demand. In response to growing demand for on-campus housing, USFSP is in the process of negotiating a public private partnership with a national firm to develop a new 550 bed residence hall with a new dining facility.

Financial Impact:

The public private partnership allows for major capital improvements to be done on the St. Petersburg campus with modest impact to the financial position of the University.

Strategic Goal(s) Item Supports: Goal 4: Sound Financial Management
Infrastructure to Meet Current and Future Needs
Sustainable Funding
Student Success and Culture

Supporting Documentation: PowerPoint Presentation

USF System or Institution specific: USFSP

Prepared by: Joseph Trubacz, Regional Vice Chancellor Administrative & Financial Services
University of South Florida
St. Petersburg
Campus Board
P3 Project Update
February 1, 2018
Project Description

- Project Cost - $54 million
- Student Housing - 550 beds
- Dining Facility - 15,000 sq. ft.
- Project Delivery - Fall 2020
Project Structure

- Ground Sublease between University of South Florida Board of Trustees (“USF”) and National Campus and Community Development Corporation 501(c)(3) special purpose entity (“NCCD”) for 40 years from substantial completion.
- NCCD enters into Asset Management Agreement and Operating Agreement with developer Education Realty Trust, Inc. (“EdR”).
- USF retains all residential life (programmatic and academic services) and the administrative services (marketing, assignment, leasing, billing and collection).
- Advisory Committee approves the student rates and operating budget for the Project and is made up of 5 members: 3 USF members, 1 NCCD member, 1 EdR member.
Subordinated debt at 10% of the Project cost will be issued by EdR.

Project transfers the risk of construction, financing, occupancy, operations and maintenance.

Project pro forma meets the required 1.30x debt service coverage ratio.

Project preserves USF’s “Aa2” and Housing System “A1” credit rating.

USF retains all net cash flow to be used for investment in existing housing inventory and student success initiatives.

USF has an option to purchase the Project after year 10.

Dining Services Contract negotiations are ongoing.

No Exceptions to the FL BOG P3 Guidelines.
# Project Timeline

<table>
<thead>
<tr>
<th>Date Range</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>Prior to March 28</td>
<td>Submission of materials to FL BOG</td>
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<tr>
<td>April Special Meeting</td>
<td>USF SP Campus Board approval</td>
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<tr>
<td>April 19</td>
<td>USF BOT Finance Committee approval</td>
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<tr>
<td>June 26-28</td>
<td>FL BOG approval</td>
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<tr>
<td>August</td>
<td>St. Petersburg City Council approval and financial close</td>
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USF St. Petersburg Campus Board
February 1, 2018

Issue: USFSP Student Housing Report

Proposed action: Informational

Executive Summary:

On December 1, 2016, the USF Board of Trustees approved a three-year housing rental rate increase plan (fiscal years 2017-2020) to achieve a preferred 1.4 debt service coverage ratio by fiscal year 2019-2020. The Board’s approval of the rental rate increase requires USFSP staff to return annually to the Board Finance Committee to report on the performance of the housing system at USFSP to ensure that the assumptions underlying the increase remain valid. This report is presented as an information item but the Board Finance Committee retains the authority to refer the increase to the full Board for reconsideration if it disagrees with the report.

Strategic Goal(s) Item Supports:
- Student Success and Culture
- Infrastructure to Meet Current and Future Needs
- Sustainable Funding

Supporting Documentation: Presentation

Prepared by:
- Jacob Diaz
  Dean of Students & Director of Housing
  Student Affairs
USF St. Petersburg
Student Housing Report
February 2018
Overview

- In December 2016, the USF Board of Trustees approved a three-year USFSP Student Housing rental rate structure (FYE 2018 – FYE 2020)

<table>
<thead>
<tr>
<th>USFSP Housing</th>
<th>Fall 2017 (FYE 2018)</th>
<th>Fall 2018 (FYE 2019)</th>
<th>Fall 2019 (FYE 2020)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Room Type</td>
<td>Bed Count</td>
<td>Semester Rate</td>
</tr>
<tr>
<td>RHO Triple</td>
<td>52</td>
<td>$ 2,922</td>
<td>0.0%</td>
</tr>
<tr>
<td>RHO Double/Studio</td>
<td>8</td>
<td>$ 4,049</td>
<td>7.0%</td>
</tr>
<tr>
<td>RHO Single</td>
<td>311</td>
<td>$ 4,197</td>
<td>7.0%</td>
</tr>
<tr>
<td>USC Triple</td>
<td>148</td>
<td>$ 2,922</td>
<td>0.0%</td>
</tr>
<tr>
<td>USC Double</td>
<td>88</td>
<td>$ 4,049</td>
<td>7.0%</td>
</tr>
<tr>
<td>Affiliate Double</td>
<td>50</td>
<td>$ 4,984</td>
<td>0.0%</td>
</tr>
<tr>
<td>P3 Housing (New)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All Beds</td>
<td>657</td>
<td></td>
<td>4.3%</td>
</tr>
<tr>
<td>Debt Service Coverage</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ratio (Forecast)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*P3 Project was anticipated to open in fall 2019 eliminating triple room configurations
Overview

• Purpose of rental rate increases:
  – USFSP Housing Inventory will meet the Rating Agencies preferred 1.4x Debt Service Coverage Ratio (DSCR) in 2019-2020
  – Preparation for occupancy change once P3 project is completed, University owned housing will return to 95% occupancy
  – Address increasing costs of staffing, utilities, and maintenance of facilities
Update

• USFSP Housing opened Fall 2017 at 126% occupancy with continued demand for on-campus housing

• Housing Enhancements
  – Additional staffing to meet service needs
  – New shower base project started in RHO
  – Additional cameras for safety and security
  – Bike corral for both RHO and USC
  – Hammock stands for student gathering

• On target to meet Debt Service Coverage Ratio of 1.39 in 2018-2019
For our Students
Value of Living On-Campus

*Research indicates living on-campus improves student retention and graduation rates*

- Safety
- Convenience (close to classes and resources)
- 5 types of housing options
- Our 4 Living Learning communities and access to faculty outside the classroom
- Academic success (graduation and retention)
- Connection to campus life
- Flexibility (change rooms or roommates, length of contract, cancellation options)
Cost Pressures

• Matching state/university salary & benefit increases
  – Minimum wage, admin/staff wages, health premiums and other benefits
  – Since the University Student Center (USC) Housing opened in 2012, compensation and benefits increased from $178,000 to $353,000

• Increased utility and technology costs
  + 4% Electric
  + 36% Cable *
  + 3% Water
  + 56% Chilled Water**

* Cable contract expired; new rates lowest comparable available
** Rate increase for chilled water plant on campus
## Local Market Comparison

- Lack of affordable student housing near campus
- Downtown housing prices too expensive for students, and some will not rent to students
  - Camden Pier District: $4,140/month
  - Modera Prime 235: $2,515/month
  - Hermitage: $4,040/month
  - Beacon 430: $2,800/month

<table>
<thead>
<tr>
<th>Current Rates</th>
<th>Camden Pier District</th>
<th>Modera Prime 235</th>
<th>Hermitage</th>
<th>Beacon 430</th>
<th>RHO (Single)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Semester Rate per Bed</td>
<td>$6,410</td>
<td>$5,659</td>
<td>$9,090</td>
<td>$6,300</td>
<td>$4,197</td>
</tr>
</tbody>
</table>
# Financial Projections
(based upon approved rates)

## USF St. Petersburg

<table>
<thead>
<tr>
<th></th>
<th>FYE 2017 (Actual)</th>
<th>FYE 2018 (Forecast)</th>
<th>FYE 2019 (Forecast)</th>
<th>FYE 2020 (Forecast)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenue</td>
<td>$ 7,102,606</td>
<td>$ 7,387,252</td>
<td>$ 7,574,141</td>
<td>$ 7,719,566</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>2,888,184</td>
<td>3,570,200</td>
<td>3,640,531</td>
<td>3,732,063</td>
</tr>
<tr>
<td>Net Income</td>
<td>4,214,422</td>
<td>3,817,052</td>
<td>3,933,609</td>
<td>3,987,503</td>
</tr>
<tr>
<td>Debt Service</td>
<td>2,794,555</td>
<td>2,829,654</td>
<td>2,830,404</td>
<td>2,850,000</td>
</tr>
<tr>
<td>Debt Service Coverage Ratio</td>
<td>1.51x</td>
<td>1.35x</td>
<td>1.39x</td>
<td>1.40x</td>
</tr>
<tr>
<td>Fall Occupancy Rate</td>
<td>121%</td>
<td>126%</td>
<td>126%</td>
<td>126%</td>
</tr>
</tbody>
</table>

## USF System

<table>
<thead>
<tr>
<th></th>
<th>FYE 2017 (Actual)</th>
<th>FYE 2018 (Forecast)</th>
<th>FYE 2019 (Forecast)</th>
<th>FYE 2020 (Forecast)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt Service Coverage Ratio</td>
<td>1.44x</td>
<td>1.35x</td>
<td>1.40x</td>
<td>1.44x</td>
</tr>
</tbody>
</table>

*P3 Project has been deferred for one year, to open fall 2020*
**Rental Rates**

<table>
<thead>
<tr>
<th>USFSP Housing</th>
<th>Fall 2018 (FYE 2019)</th>
<th>Fall 2019 (FYE 2020)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Approved Rate</td>
<td>Increase</td>
</tr>
<tr>
<td>Room Type</td>
<td>Bed Count</td>
<td></td>
</tr>
<tr>
<td>RHO Triple</td>
<td>56</td>
<td>$2,922</td>
</tr>
<tr>
<td>RHO Double/Studio</td>
<td>8</td>
<td>$4,332</td>
</tr>
<tr>
<td>RHO Single</td>
<td>309</td>
<td>$4,491</td>
</tr>
<tr>
<td>USC Triple</td>
<td>180</td>
<td>$2,922</td>
</tr>
<tr>
<td>USC Double</td>
<td>76</td>
<td>$4,332</td>
</tr>
<tr>
<td>Affiliate Double</td>
<td>50</td>
<td>$4,984</td>
</tr>
<tr>
<td>All Beds</td>
<td>679</td>
<td></td>
</tr>
</tbody>
</table>

*Deferral of P3 Project results in reduced overall percentage rate increases*

**Recommendation:** No change to approved rates resulting in a 4.1% average rate increase overall for fall 2018