



Board of Trustees

Wednesday, December 7, 2022
10 AM-12:30 PM
A G E N D A

- | | |
|--|------------------------|
| I. Call to Order and Comments | Chair Will Weatherford |
| II. Student Presentation | Xiomara Montes Gil |
| III. President's Report | President Law |
| IV. New Business – Action Items (Minutes and Consent) | |
| a. FL 101 – Approval of Minutes | Chair Weatherford |
| <i>1. September 6, 2022</i> | |
| b. Consent Agenda (FL 102 – FL 112) | Chair Weatherford |

(BOT committee representatives may address approved items listed below.)

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

Governance Committee Approved Items

FL 102 – DSO Board Member for USF Financing Corporation and USF Property Corporation

FL 103 – USF St. Petersburg Campus Board Member

Finance Committee Approved Items

FL 104 – Energy Savings Project and Award to Siemens

FL 105 – 2023-24 USF Parking System Budget

FL 106 – Expenditure Authorization Threshold Changes

Audit & Compliance Committee Approved Items

FL 107 – Revised Internal Audit Charter

FL 108 – Audit & Compliance Committee Performance Assessment

FL 109 – Revised Compliance & Ethics Program Plan

ACE Committee Approved Items

FL 110 – Institutes & Centers – 7-year Reviews

FL 111 – Tenure as a Condition of Employment

Strategic Initiatives Committee Approved Items

FL 112 – Authorization to Develop New DSO for On-Campus Stadium Management and Intercollegiate Athletics Initiatives

V. New Business – Action Items

FL 113 – Exclusion Resolution from Personal Security Clearance

Associate General Counsel, Timothy C. Mays, Jr.

FL 114 – Ratification of the CBA between USF and the Police Benevolent Association

Senior Associate General Counsel, Craig Dawson

VI. New Business – Informational Items

a. The Florida High Tech Corridor:
The Next 25 Years of Impact

Paul Sohl, CEO – Florida High Tech Corridor

b. Best Place to Work Initiative - Embedded Services

Chief HRO, Angie Sklenka

VII. BOT Roundtable Discussion

Chair Weatherford

VIII. Adjournment

Chair Weatherford



Board of Trustees

Tuesday, September 6, 2022
USF St. Petersburg Campus
9:30 AM – 12:30 PM
MINUTES

I. Call to Order and Comments

Chair Will Weatherford

Chair Will Weatherford welcomed everyone to the St. Petersburg Campus and convened the USF Board of Trustees meeting at 9:30 a.m. The Chair thanked Christian Hardigree for hosting the meeting and provided opening comments:

- USF was named one of the State of Florida’s best employers, by Forbes Magazine, ranking 21 out of 100 public and private universities and ranked # 2 among higher education industries.
- The Chair introduced new Trustee members Nithin Palyam (Student Trustee member and Jenifer Jasinski Schneider (Faculty Trustee member).
- A special celebration was held at the Lifsey House to honor outgoing Provost, Ralph Wilcox.
- Chair Weatherford gave a special welcome to the members of TOBA.

Chair Weatherford asked Kiara Guzzo to call roll.

Kiara Guzzo called the roll:

Trustee Sandy Callahan – Did not participate

Trustee Mike Carrere

Trustee Rogan Donnelly

Trustee Mike Griffin

Trustee Oscar Horton

Trustee Jenifer Jasinski Schneider

Trustee Lauran Monbarren

Trustee Nithin Palyam

Trustee Shilen Patel

Trustee Fredrick Piccolo – Did not participate

Trustee Melissa Seixas

Trustee Will Weatherford

FL 117 – Provost Emeritus*

Chair Weatherford Presented.

On August 6, 2022, Dr. Wilcox stepped down as provost and executive vice president to return to teaching. Dr. Wilcox has called the University of South Florida his professional home for nearly two decades and served as Provost for 15 years at an unrelenting pace, continuously pushing USF towards higher levels of excellence.

Accomplishments that occurred during his tenure include:

- Increased the academic profile of incoming freshmen – from 3.86/1188 in fall 2011 to 4.18/1297 in fall 2021 – with the number of National Merit Scholars climbing to an all-time high of 62 in 2021.
- Significantly improved the freshman retention rate – from 85% in 2010-11 to 90% in 2020-21.
- Increased the four-year FTIC graduation rate – from 36% for the 2007-11 cohort to 62% for the 2017-21 cohort.
- Improved the six-year FTIC graduation rate – from 52% for the 2005-2011 cohort to 74% for the 2015-21 cohort.
- Improved the Florida College System AA transfer student two-year graduation rate – from 34% for the 2008-10 cohort to 48% for the 2018-20 cohort.
- Increased graduate degrees awarded annually – from 3,013 in AY 2010-11 to an all-time high of 4,271 in AY 2020-21.
- Decreased average cost (of tuition, fees, and books minus financial aid) for completion of a four-year degree from \$14,490 in AY 2013-14 to \$1,810 in AY 2019-20 – even as the undergraduate in-state full-time tuition has not changed from \$6,410 over the past nine years, and graduate in-state full-time tuition has not changed from \$10,428 over the past nine years.
- Led the state in percentage of undergraduate and graduate degrees awarded in state-defined “areas of strategic emphasis” – preparing a pipeline of talented graduates for employment in high-demand, high-skilled and high-paying jobs in Florida’s economy.
- and increased the number of USF students winning competitive national scholarships – from three in AY 2010-11 to 55 in AY 2020-21.
- Instrumental in USF’s designation as a Florida Emerging Preeminent Research University in 2016 and, two years later, USF’s designation as the third – and only metropolitan – Preeminent Research University.

With Board approval, Dr. Wilcox will carry the title Provost Emeritus for life.

President Rhea Law thanked Provost Wilcox for his contributions and service to the University of South Florida. She looks forward to his continued service at the University.

Chair Weatherford requested a motion to approve Provost Ralph Wilcox as Provost Emeritus; a title that he will carry for life. Trustee Seixas made the motion followed by a second from Trustee Carrere. The motion passed. On behalf of the BOT members, the Chair congratulated Provost Emeritus Wilcox.

II. Student Presentation

Sam Reчек gave a presentation on his experience at the University of South Florida. A short video was presented.

Sam is a senior at the University of South Florida in Tampa majoring in Political Science and Philosophy with minors in Economics and History. Sam is passionate about the First Amendment's value for democratic law and society, and his activities on campus reflect this dedication. Sam is the President and founder of a student organization dedicated to engaging students with their First Amendment protections on campus, and he recently co-authored a manuscript exploring social media users' tendency to avoid diverse political opinions. He has interned at the Foundation for Individual Rights in Education and has researched freedom of information law with the Florida First Amendment Foundation. After college, he aspires to attend law school and become an appellate judge. A native of Eau Claire, Wisconsin, Sam enjoys playing tennis, discovering new music, and eating.

III. President's Report

President Law provided an update and highlighted the following issues:

- Week of Welcome festivities on all USF campuses
- Residence Halls are 100% full
- There were 65,000 applications for admission
- Welcomed more than 140 new faculty members
- In August the USF Research and Innovation Office recognized 26 faculty members as Outstanding Research Achievement Awardees
- At USFSM, the Baldwin family and VRP Group made a \$5.2 million gift to rename the School of Risk Management to the Baldwin Partner School of Risk Management and Insurance. It is the largest gift that the USF Sarasota-Manatee campus has ever received.
- On November 6th USFSM will host the 28th Annual Brunch on the Bay event
- There are 2 new Majors at USFSP - Environmental Chemistry and Hospitality and Tourism Management
- At USFSP There are plans for additional Bachelor Degrees in General Studies, Applied Science and Public Health
- Met with the St. Petersburg Mayor and USF Alumni, Ken Welch
- EOS Funding is still a top priority
- USF had a best in history year in Philanthropy. \$151 million with 34,000 donors. 6300 were 1st time donors.
- Personnel Updates: Eric Eisenberg is serving as the Interim Provost, Tricia Penniecook is serving as the Interim Vice President of Diversity Equity and Inclusion, Elizabeth Hordge-Freeman is serving as the new Interim Associate Vice Provost for Faculty Recruitment Retention and Engagement. Donna Petersen is the new Chief Health Officer

- USF played BYU in the football season opener. USF was unsuccessful winning the first game. A sold-out luncheon and pep rally was held
- On Campus Stadium
- Supplier Diversity - This a priority.
- Mentor Portege Program – Partnering with Skanska
- Launched a local Restaurant Row – An ARAMARK Developed Program
- Judy Genshaft Honors College and the Indoor Practice Facility – USF will have access of 49% MBE spend.
- USF was ranked 22nd of the best places to work for women by Forbes Magazine. One month later USF was designated 21st out of 100 public and private employers as the best place to work for everyone.
- 650 employees attended a welcoming event held at the Lifsey House.
- A Town Hall meeting will be held on September 7th
- Homecoming Festivities on October 8th – 15th

Public Comments

Mr. James Ransom – TOBA – comments were concerning the on-campus stadium as well as Diversity and Inclusion

Mr. Joseph Robinson – NAACP – Commented on the Diversity and the Equity Report

Mr. Allan Greene – Envision – Made comments on Diversity and Inclusion and the on-campus Stadium

IV. New Business – Action Items (Minutes and Consent)

FL 101 – Approval of Minutes

June 22, 2022

August 19, 2022

Having no revisions to the minutes, Chair Weatherford requested a motion for approval. Trustee Jasinski-Schneider made the motion with a second from Trustee Donnelly. The June 22nd and August 19th minutes were approved.

a. Consent Agenda (FL 102 – FL 112)

FL 102 – DSO Board of Directors

- a. USF Foundation, Inc.
- b. USF Institute of Applied Engineering
- c. University Medical Service Association, Inc.
- d. Medical Services Support Corporation
- e. Health Professions Conferencing Corporation

f. Sun Dome, Inc.

Finance Committee Approved Items

FL 103 – USF Legislative Budget Request

FL 104 – FIO Legislative Budget Request

FL 105 – General Banking, Merchant, and Purchasing Card Services

Audit & Compliance Committee Approved Items

FL 106 – Internal Audit (IA) Work Plan FY23-FY24

ACE Committee Approved Items

FL 107 – Tenure as a Condition of Employment

FL 108 – USF Textbook & Instructional Materials Affordability Annual Report

FL 109 – Annual Equity Report

FL 110 – Full Report on Civil Discourse

FL 111 – Specialized Admissions

a. CIP 50.0301 Dance General

b. CIP 50.0409 Graphic Design

c. CIP 14.0501 Bioengineering & Biomedical Engineering

d. CIP 51.3801 Registered Nursing/Registered Nurse

FL 112 – 2022-2023 Linking Industry to Nursing Education (LINE) Fund Proposal

On behalf of the Finance Committee and after thorough review, Trustee Griffin recommended approval of all Finance Committee consent agenda items.

On behalf of the Audit and Compliance Committee and after thorough review, Trustee Monbarren recommended approval of all Audit and Compliance Committee consent agenda items.

On behalf of the ACE Committee and after thorough review, Trustee Horton recommended approval of all ACE Committee consent agenda items.

UFF Representative

UFF President Steve Lang commented on the following:

- The USF Sailing Team events will start this weekend.
- Growth and challenges at USF
- Implementing a contract for the faculty members

Chair Weatherford requested a motion to approve the consent agenda; it was given by Trustee Griffin with a second by Trustee Horton and the Consent Agenda, (items FL 102-112) was approved.

V. New Business – Action Items

FL 113 – Delegation of Authority

Assistant Vice President Masha Galchenko presented.

As part of Board of Governors Regulation 10.015, for state of Florida Institutes and Centers (I&C), universities must provide annual reports to the Board of Governors. In accordance with the updated regulation, these reports must now be approved by each University’s Board of Trustees prior to submission.

As the report must be submitted to the BOG for all I&Cs for Fiscal Year 2021-2022 by close of business December 1, 2022, approval of this one-time delegation of authority to the November 15th Finance Committee meeting will enable the University to meet the BOG deadline.

This request is for a one-time delegation with the intent to bring all future submissions to the full Board during a regularly scheduled Board of Trustees meeting beginning in 2023.

Chair Weatherford requested a motion to approve. It was given by Trustee Carrere and seconded by Trustee Jasinski Schneider. Item FL 113 Delegation of Authority was approved.

FL 114 – 2022-23 University E&G Carryforward Spending Plan

Assistant Vice President Masha Galchenko presented.

Approve the 2022 – 23 University E&G Carryforward Spending Plan. Board Chair approves (along with the USF President and the USF CFO) the FY 2023 Budget Certification Form.

Authorize the President in consultation with the BOT Chairman to make necessary nonmaterial changes be approved by the university Board of Trustees. This authorization does not modify the Board’s expenditure policies.

A power point was provided that highlighted the following;

- 2022–23 University E&G Carryforward Spending Plan
- Objectives
- General Restrictions on use of Carryforward
- Guidelines and Reporting Standards for Carryforward Enacted
- Overall Cash & Investments Balance - \$881.89 Million
- Summary of Carryforward Reporting Categories
- Major Categories Associated with E&G Carryforward Spending Plan
- Carryforward Usage by Category Restricted = \$93.13 million Proposed for FY 23

- Carryforward Usage by Category Commitments =\$145.78 million Proposed for FY 23
- Action Item

Chair Weatherford requested a motion to approve FL 114. The motion was given by Trustee Griffin with second from Trustee Carrere. FL 114 2022–23 University E&G Carryforward Spending Plan was approved.

FL 115 – Fixed Capital Outlay Budget

Vice President Carole Post presented.

Authorize the President, in consultation with the Board of Trustees Chair, to make necessary non-material adjustments to the 2022-2023 fixed capital outlay budget, with the requirement that material changes be approved by the University Board of Trustees. This authorization does not modify the Board’s expenditure policies.

Authorize the President, Board Chair and CFO to execute a certification required by the State University System Board of Governors relating to the Fixed Capital Outlay Budget.

A power point was provided that highlighted the following:

- Fixed Capital Outlay
- Fixed Capital Outlay Categories
- Projects \$1 million or greater
- Projects under \$1 million
- Next Steps

Chair Weatherford requested a motion to approve FL 115. Trustee Patel moved for approval with a second by Trustee Griffin. Item FL 115- Fixed Capital Outlay was approved.

FL 116 – President’s 2022-23 Goals

Chair Weatherford presented.

Per the President’s contract: On or before August 15th of each contract year, the President shall provide the Board Chair with a list of proposed goals and objectives. Once approved by the Board Chair the proposed list of goals and objectives shall be submitted by the President to the Governance Committee of the Board of Trustees for consideration. Following consideration by the Governance Committee, the proposed goals and objectives shall be presented for review and approval by the Board.

Please refer to the BOT website to view the President’s 2022- 23 Goals

Trustee Jasinski Schneider comments concerned adding language and being more specific in the Equity and Diversity section of the goals as well as including the word “transparency” in the Budget section.

Trustee Carrere had a suggestion concerning the President's Goals. He suggested that the BOT members receive updates on the President's accomplishments and the universities success on specific initiatives relating to the goals and metrics, throughout the academic year.

Trustee Carrere moved for approval and Trustee Palyam seconded the motion. Item FL 116 the President's Goals were approved, with the intent to revise the language by the next Board meeting. *

**Later in the meeting, the motion was restated by Trustee Griffin. Trustee Griffin made a motion to approve the goals as presented with the understanding the President and Chair will clarify the goals related to Diversity and Inclusion and budget transparency and that the Chair will provide the clarified goals to the trustees. The motion was seconded by Trustee Jasinski Schneider and item FL 116 the President's Goals were approved.*

**FL 117 – Provost Emeritus (This item was taken out of order and considered at the beginning of the meeting. See above).*

VI. New Business – Information Items

Board Self-Evaluation

Chair Weatherford made comments on having 100% response rate by the BOT members.

Section 4 of the Southern Association of Colleges and Schools Commission on Colleges 2018 Principles of Accreditation requires governing boards to define and regularly evaluate their responsibilities and expectations as a Board. The Board's responsibilities are defined in Article IX, Section 7 of the Florida Constitution, the Board's Operating Procedures, Board regulations, and state law.

The biennial Board of Trustees' Self-Evaluation survey administered electronically in July. The survey results have been posted in Diligent for discussion.

Chair Weatherford highlighted the following:

- For the Board to continue to seek out new diverse thoughts by engaging with individuals on our DSO boards who could add value.

Overview of Office of Corporate Partnerships

Executive Director Morgan Holmes provided an overview of Corporate and Foundation Engagement.

The Office of Corporate Partnerships provides a single point of entry for our current and potential industry partners to help identify and access USF's vast resources to advance and accelerate their company's business goals.

- Our Team

- Partnerships - External and internal partners
- Private Foundation Team
- University wide approach – Support all three USF campuses
- Increasing Corporate Philanthropic Activity
- Multi Prime Partnerships
- Next Steps – Build the Infrastructure
- Build Key Corporate Interest Areas

E&G Allocations

President Law thanked Sr. VP Rich Sobieray and his team for their contributions to the university. The President announced that this budget will include for the fiscal 2023 a minimum wage increases to \$15 an hour as well as base salary increases throughout the University based eligibility. The increase is for out of unit employees. The minimum wage increase will be completed by the end of this month. The base salary increases will be completed by the end of October. The changes for the in-unit employees will be implemented as set forth in the Collective Bargaining Agreement.

Senior Vice President Rich Sobieray provided an update of the E & G Allocations.

In 2021, the President was tasked with creating a new value driven university-wide budget allocation model and to develop strategies to maximize the University's financial resources and opportunities.

The finalization and communication of the FY'23 E&G budget allocations, adjusted for the new resources received in the FY'22 legislative session, is the first deliverable.

Accreditation Reaffirmation Update

Vice Provost Terry Chisolm and Director Christopher Combie provided an update of the Accreditation Reaffirmation.

Accreditation is a process of external review used by the higher education community to assure quality and promote ongoing improvement. Accrediting agencies are private, non-profit organizations whose members are their colleges and universities. Accreditation relies on a rigorous peer-review process to define and evaluate whether universities meet high standards. Florida's public universities are accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). USF has been accredited by SACSCOC since 1965. SACSCOC has a 10-year accreditation cycle and USF is beginning preparation for its next reaffirmation of accreditation in 2025. An update about the reaffirmation process will be presented.

A power point highlighted the following:

- Reaffirmation & SB 7044 Updates
- Reaffirmation Update
- Why is accreditation important to USF?
- What Does Reaffirmation Entail? – Areas Receiving Scrutiny – Board Involvement
- Reaffirmation Timeline

- SB 7044 (Section 1008.47, FL Statutes) Updates
- Institutional Accreditors

Enrollment Update

Interim Provost Eric Eisenberg provided an update.

USF welcomed the largest and strongest academic incoming class of first year students in the 70-year history of USF. The Interim Provost highlighted the following.

- We welcomed 6918 students. An increase of 8%.
- The Fall 2022 class have an average high school GPA of 4.20
- An average SAT score of 1309
- An average ACT score of 29
- A record 79 National Merit Scholars
- 65,000 perspective students applied – 15,000 more than last year
- Strategic Enrollment Planning
- The headcount of minority students has grown over the past 5 years
- First time in college population – our diversity remains the same
- There is a decline in FTIC black students from last year’s record high numbers
- Working with the USF Black Leadership Network
- Working with the Helios Foundation
- President’s Advisory Committee – Council on Black Affairs
- Plans to interact more with middle schools
- Status of Latino Faculty and Staff Association
- Advancing Latino Access and Success Task Force
- Status of Latinos
- Partnership with Leap Tampa Bay College Access Leaders

Stadium Update

Senior Vice President Jay Stroman and Vice President Michael Kelly presented the Stadium Update. A power point was provided that highlighted the following:

- On Campus Stadium – Timeline – 2026 Stadium Opening Project Schedule
- On Campus Stadium – Timeline – Where We Have Been
- On Campus Stadium – Timeline – Where We Are Going
- Intent To Award – Barton Malow/ Populous
- 43 Projects / 33 Years Barton Malow – Populous- Collaboration
- Next Steps

Michael Kelly commented on the Selmon Mentoring Institute.

Chair Weatherford had a question concerning other SUS institutions Athletic Departments and their structure.

Chair Weatherford requested that the Strategic Initiatives Committee Chair, Mike Carrere, and the USF General Counsel, Gerard Solis, research the legal structure of the USF Athletics Program around the State and report their findings at the next BOT meeting.

VII. BOT Roundtable Discussion

Chair Weatherford

Trustee Carrere commented on a robust discussion by committee members on Diversity Equity Inclusion and Civil Discourse. There were 7 recommendations. The BOT will report to the Board of Governors on USF's progress as it relates to Civil Discourse.

Having no further discussion Chair Weatherford adjourned the Board of Trustees meeting.

Agenda Item: FL 102

**USF Board of Trustees
December 7, 2022**

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

Proposed action: Approve appointment of Andrew Mayts to serve on USF Financing Corporation and USF Property Corporation Boards

Executive Summary:

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

Andrew Mayts is recommended to serve a term of 4 years on the USF Financing Corporation and the USF Property Corporation Boards of Directors.

Mr. Mayts is a partner and public sector chair of the Shumaker law firm and focuses his practice on banking and finance and construction related litigation, as well as cybersecurity prevention and response. He handles complex civil litigation matters for businesses, including national banks in state and federal court.

Mr. Mayts is a graduate of the University of South Florida with a B.S. degree.

Attached is Mr. Mayts' biography.

Mr. Mayts is eligible for appointment ending 2026.

This appointment will be effective upon BOT approval.

i

BOT Committee Review Date: November 21, 2022

Supporting Documentation Online (*please circle*):

Yes

No

Prepared by: Fell L. Stubbs, University Treasurer

Andrew J. Mayts, Jr.



Partner, Shumaker, Tampa

Andy focuses his practice on banking and finance and construction related litigation, as well as cybersecurity prevention and response. He handles complex civil litigation matters for businesses, including national banks in state and federal court in numerous trials.

Practicing for many years as a banking and finance litigation lawyer, he has handled the defense of regulatory compliance matters, special assets, and consumer actions against financial institutions.

As a construction law lawyer, Andy has represented owners, subcontractors, suppliers, and general contractors in numerous defect and equitable adjustment claims. He has lectured on construction law issues for the Hillsborough County Bar Association and other various associations.

Andy's cybersecurity practice involves advising clients on data breach prevention, response, and litigation for business owners and corporate clients. He works to protect companies against a data breach by improving data practices and provides in-depth incident response assessment if a breach occurs.

Andy was a director of the USF Alumni Association, 2012-2013 and 2020-2021; and chair of the Tampa Bay Chamber, Board of Directors, 2021.

Andy has a J.D., Stetson University and a B.S., University of South Florida.

Agenda Item: FL 103

USF Board of Trustees
December 7, 2022

Issue: Appointment of St. Petersburg Campus Board Member

Proposed action: Approve St. Petersburg Campus Board Member

Executive Summary:

The Board of Trustees shall appoint members to the Campus Advisory Boards, from recommendations of the President.

St. Petersburg Campus Advisory Board Appointment:

Isaac McKinney III is an accomplished leader and problem solver, with a proven ability to deliver cost-effective, innovative solutions that enhances the ability of a business when delivering cutting edge products and solutions to its clients. Isaac has over twenty-five years of organizational leadership experience with a canny ability to identify and solve complex problems. A highly effective communicator who inspires others to maximize their performance, and equally important, achieve their professional and personal goals. Respected as a credible voice in decision making, finding strategic direction, and establishing execution guidelines, Isaac earns a seat at the table wherever he serves.

Currently, as Network Information Security Global Project manager for Internet First Borderless technologies at PwC, a multinational professional services network of firms, operating as partnerships under the PwC brand, Isaac manages efforts to reduce redundant technology investment, enabled migration to public and internal clouds, which allows territories to focus on innovative efforts while utilizing Microsoft Azure and Google Cloud Platforms for public cloud services and provide private cloud services via Global Hosting Centers (GHCs) located in North America, Europe and Asia.

Internet First Borderless allows PwC to provide seamless and consistent connectivity to PwC applications and the broader Internet regardless of location (office, client, home, or public location), All while lowering global annual spend 35 million dollars, increasing global security, and providing a better user experience for our network of firms and clients.

Previously, as Principal Consultant, Isaac led Telecommunications consulting engagements for Oracle Consulting. During his time, he drove client transformations to Oracle Applications, transforming client Enterprise systems, resulting in increased IT cost savings for clients along with increased business functionality. Earlier he rose through the ranks of Andersen Consulting/Accenture providing Database services to Utility and Telecommunications clients.

Isaac holds an MBA from the University of South Florida, BS from Florida Agricultural & Mechanical University. Isaac serves on several boards and is a member of numerous professional organizations, including: Leadership St. Pete Alumni Association, Information Systems Security Association, Project Management Institute, National Black MBA Association.

Strategic Goal(s) Item Supports:

BOT Committee Review Date: Governance Committee, November 21, 2022

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

Prepared by: Paige Geers, Chief of Staff

Agenda item: FL 104

USF Board of Trustees

December 7, 2022

Issue: Energy Savings Contract and Award to Siemens

Proposed action: Award Energy Performance Contract Agreement to Siemens Industry, Inc.

Executive Summary:

The Central Plant on the Tampa campus was built in 1960 and major heating and cooling systems and components have failed or are at the end of their useful life. These systems need to be modernized to provide reliable heating and air conditioning to research and academic buildings, residence halls and other facilities.

Florida Statutes 255.05 and 1013.23 provide the means to contract with a licensed energy performance contractor to acquire, construct and install energy savings equipment to reduce the University's energy costs and to finance the costs of the project.

The University conducted an ITN process to secure the services of an energy service company to provide design, engineering and construction services to improve and modernize the Central Plant. On March 24, 2021, Siemens Industry, Inc. was notified of an intent to award. On June 2, 2021, the Board of Trustees approved energy savings performance contract methodology and an energy services company to provide an investment grade audit of the Central Plant. USF subsequently selected Siemens Industry, Inc. to perform a feasibility assessment of the facilities to determine that there is sufficient scope for the implementation of an energy performance contracting project at the Central Plant. Siemens has completed an investment grade audit and related design services for the project to determine the costs associated with the energy conservation measures and the amount of the energy cost savings.

Siemens provided a scope of work to install critical electrical upgrades for resiliency; various structural, building envelope and civil improvements to the Central Energy Plant to address storm code and storm hardening requirements; chiller plant optimization and automation improvements for the Southeast Chiller Plant; general HVAC system upgrades at various buildings to reduce energy consumption; and lighting system upgrades at various buildings to reduce energy consumption. All construction,

A RESOLUTION OF THE UNIVERSITY OF SOUTH FLORIDA BOARD OF TRUSTEES AUTHORIZING THE ACQUISITION AND INSTALLATION OF CERTAIN ENERGY CONSERVATION IMPROVEMENTS AND THE LEASE PURCHASE FINANCING OF SUCH ENERGY CONSERVATION IMPROVEMENTS; AUTHORIZING THE EXECUTION AND DELIVERY OF A PERFORMANCE CONTRACT AGREEMENT FOR MANAGEMENT AND ENERGY EFFICIENCY SERVICES; A MASTER EQUIPMENT LEASE/PURCHASE AGREEMENT, ONE OR MORE LEASING SCHEDULES, AND RELATED INSTRUMENTS; DETERMINING OTHER MATTERS IN CONNECTION THEREWITH; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, following a competitive selection process, the University of South Florida Board of Trustees (the "Board of Trustees"), as the governing board of the University of South Florida (the "University"), authorized University staff to negotiate with Siemens Industry, Inc. (the "Energy Performance Contractor"), to enter into an energy performance based contract; and

WHEREAS, the Board of Trustees desires to enter into a performance contract agreement with the Energy Performance Contractor (the "Energy Performance Based Contract"), which includes a scope of work for approximately \$8,500,000 and in any event not to exceed \$8,950,000 in energy conservation measures; and

WHEREAS, the Board of Trustees desires to provide authority to finance the costs of implementing the Energy Performance Based Contract, including the acquisition, construction, and installation of certain energy conservation measures (collectively, the "Equipment"), as more fully described in the form of Energy Performance Based Contract; and

WHEREAS, the Equipment is essential for the University to perform its governmental functions; and

WHEREAS, the University has previously received seven proposals in response to a competitive selection process for the lease purchase financing for the financing of the acquisition, construction, and installation of similar energy savings equipment and the University selected the proposal submitted by Banc of America Public Capital Corp, as lessor ("Lessor") containing the terms most advantageous to the University; and

WHEREAS, the financing will be provided pursuant to a master equipment lease/purchase agreement by and between the Board of Trustees and the Lessor (the "Lease Agreement") the proceeds of which will be deposited with the Escrow Agent named in the Financing Documents and applied to the acquisition, construction, and installation of the Equipment in accordance with the terms thereof; and

WHEREAS, the Board of Trustees has taken the necessary steps to arrange for the energy performance based contracting for the Equipment, including but not limited to: (i) publishing notice of the meeting in which the Board of Trustees is awarding the Energy Performance Based Contract, the names of the parties to the Energy Performance Based Contract, and the purpose of the Energy Performance Based Contract, (ii) obtaining a report signed and sealed by a registered professional engineer disclosing all costs associated with the Equipment and providing an estimate of the amount of energy cost savings (the "Report"), (iii) finding the amount the Board of Trustees will spend on the Equipment recommended in the Report will not exceed the amount to be saved in energy and operation costs over 20 years from the date of installation, based on life-cycle costing calculations, if the recommendation in the Report were followed and if the Energy Performance Contractor provides a written guarantee that the energy or operating cost savings will meet or exceed the costs of the system, and (iv) receiving a 100-percent public construction bond from the Energy Performance Contractor for its faithful performance as required by Section 255.05, Florida Statutes; and

WHEREAS, all obligations of the Board of Trustees under the Lease Agreement shall be payable solely from legally available revenues of the Board of Trustees lawfully appropriated in each fiscal year, and the obligation of the Board of Trustees to continue such Lease Agreement for each fiscal year shall be subject to appropriation of legally available non-ad valorem revenues for the payment of obligations under the Lease Agreement in such fiscal year; and

WHEREAS, the Board of Trustees now desires to (i) authorize and approve entering into the Energy Performance Based Contract with the Energy Performance Based Contractor (ii) authorize and approve financing the cost of the Equipment, (iii) and delegating to the President, or in the President's absence the President's designee, the authority to finalize negotiations with the Energy Performance Contractor and the Lessor including the form of the Lease Agreement, one or more leasing schedules to the Lease Agreement, any additional exhibits attached to the Lease Agreement, an escrow agreement and any other related documents (collectively, the "Financing Documents"), (ii) authorize the execution and delivery of the Financing Documents, and (iii) provide additional authority in connection therewith.

NOW, THEREFORE, BE IT RESOLVED BY THE UNIVERSITY OF SOUTH FLORIDA BOARD OF TRUSTEES:

SECTION 1. AUTHORITY FOR THIS RESOLUTION. This Resolution is adopted pursuant to the laws of the State of Florida, Section 1013.23 Florida Statutes, as amended, and other provisions of law.

SECTION 2. FINDINGS. It is hereby found, ascertained, determined and declared that:

A. The WHEREAS clauses recited above are hereby incorporated herein as a part of this Resolution.

B. The University is a duly constituted and validly existing State University institution and its Board of Trustees is a body corporate under the laws of the State of Florida pursuant to Sections 1000.21(6)(d) and 1001.72, Florida Statutes, each as amended.

C. The Board of Trustees is authorized pursuant to the provisions of the Section 1013.23, Florida Statutes, to borrow moneys to finance the acquisition, construction, and installation of the Equipment.

D. The amount the Board of Trustees would spend on the acquisition, construction, and installation of the Equipment to be verified by the Report will not exceed the amount to be saved in energy and operation costs over 20 years from the date of installation, based on lifecycle costing calculations, if the recommendation in the Report were followed.

E. The Energy Performance Contractor is providing a written guarantee that the energy or operating cost savings will meet or exceed the costs of the system.

SECTION 3. AUTHORIZATION OF THE ENERGY PERFORMANCE BASED CONTRACT; AUTHORIZATION OF FINANCING AND FINANCING DOCUMENTS.

A. The acquisition, construction, and installation of the Equipment under the terms and conditions of the Energy Performance Based Contract to be entered into with the Energy Performance Contractor is hereby approved. The President, or in the President's absence the President's designee, is hereby authorized to execute and deliver the Energy Performance Based Contract with an aggregate purchase price of approximately \$8,500,000 and in any event not to exceed \$8,950,000 in substantially in a form acceptable to the Board of Trustees, with such changes, amendments, modifications, deletions, and additions as may be approved by the President, or in the President's absence the President's designee, upon the advice of Bryant Miller Olive, P.A., special counsel to the Board of Trustees and the general counsel to the Board of Trustees delivery thereof to be conclusive evidence of such approval.

B. The financing of the Equipment under the terms and conditions of the Financing Documents to be entered into with the Lessor is hereby approved.

C. The President, or in the President's absence the President's designee, is hereby authorized to execute and deliver the Financing Documents provided the Financing Documents provide for financing of approximately \$8,500,000 and in any event not to exceed \$8,950,000 for a term of not to exceed 20 years, at an interest rate not to exceed 4.50% per annum. The Financing Documents shall provide for payments of not less than one-twentieth of the price to be paid within two years from the date of the complete installation and acceptance by the Board of Trustees of the Equipment, and the remaining costs to be paid quarterly, not to exceed a 20-year term based on life-cycle costing calculations. The Financing Documents shall contain all provisions required by, and otherwise comply with, Section 1013.23, Florida Statutes.

D. The Board of Trustees authorizes the execution and delivery, on behalf of the Board of Trustees, by the President, or in the President's absence the President's designee, under the seal of the Board of Trustees, attested by the Secretary of the Board of Trustees, the Financing Documents. The Financing Documents shall be in the form acceptable to the President, or in the President's absence the President's designee, upon the advice of Bryant Miller Olive, P.A., special counsel to the Board of Trustees and the general counsel to the Board of Trustees, with such changes, amendments, modifications, deletions, and additions as may be approved by the President, delivery thereof to be conclusive evidence of such approval. Prior to the execution and delivery of the Financing Documents, the Board of Trustees shall receive a Disclosure Letter from the Lessor containing the information required by Section 218.385, Florida Statutes and comply with the provisions of paragraph C. above.

E. Because of the unique characteristics of financing energy performance based contracts, the current volatility of the credit markets, and the fact that the Lease Agreement is not expected to be rated or insured, it is in the best interests of the Board of Trustees to enter into the Financing Documents with the Lessor pursuant to a negotiated placement.

SECTION 4. INSTALLMENT PAYMENTS; LIMITED OBLIGATION. The Board of Trustees promises that it will promptly pay installment payments, consisting of principal and interest components, as described in the Financing Documents, and all other amounts due under the Financing Documents at the place, on the dates, and in the manner provided in the Financing Documents according to the true intent and meaning hereof and thereof. Amounts due under the Financing Documents shall be payable solely from legally available non-ad valorem revenues of the Board of Trustees lawfully appropriated in each fiscal year, and the obligation of the Board of Trustees to continue such Lease Agreement for each fiscal year shall be subject to appropriation of legally available non-ad valorem revenues for the payment of obligations under the Lease Agreement in such fiscal year, all in accordance with the terms hereof and of the Lease Agreement. The Lessor shall never be entitled to payment of the installment payments from any funds of the Board of Trustees except from legally available non-ad valorem revenues of the Board of Trustees lawfully appropriated in each fiscal year, as described herein and in the Lease Agreement. The Lease Agreement does not and will not constitute a debt, liability, or obligation of the State of Florida or the Board of Trustees, or a pledge of the faith and credit of the State or the Board of Trustees.

SECTION 5. USE OF PROCEEDS. The proceeds of the lease purchase financing shall be used to finance the acquisition, construction, installation, and financing of the Equipment.

SECTION 6. GENERAL AUTHORIZATION. The Chair and the Secretary of the Board of Trustees and the President are each designated as agents of the Board of Trustees in connection with the making of the lease purchase and entering into the Financing Documents and the Energy Performance Based Contract and are authorized and empowered, collectively or individually, to take all actions and steps and to execute all instruments, documents, and contracts on behalf of the Board of Trustees that are necessary or desirable in connection with the execution and delivery of

the Financing Documents and the Energy Performance Based Contract, and which are specifically authorized or are not inconsistent with the terms and provisions of this Resolution.

SECTION 7. PREREQUISITES PERFORMED. The Board of Trustees has performed all acts, conditions, and things relating to the passage of this Resolution as are required by the laws of the State of Florida.

SECTION 8. SEVERABILITY. If any provision of this Resolution shall be held or deemed to be or shall, in fact, be illegal, inoperative or unenforceable in any context, the same shall not affect any other provision herein or render any other provision (or such provision in any other context) invalid, inoperative or unenforceable to any extent whatever.

SECTION 9. APPLICABLE PROVISIONS OF LAW. This Resolution shall be governed by and construed in accordance with the laws of the State of Florida.

SECTION 10. RULES OF INTERPRETATION. Unless expressly indicated otherwise, references to sections or articles are to be construed as references to sections or articles of this instrument as originally executed. Use of the words "herein," "hereby," "hereunder," "hereof," "hereinbefore," "hereinafter" and other equivalent words refer to this Resolution and not solely to the particular portion in which any such word are used.

SECTION 11. CAPTIONS. The captions and headings in this Resolution are for convenience only and in no way define, limit or describe the scope or intent of any provisions or sections of this Resolution.

SECTION 12. MEMBERS OF THE BOARD OF TRUSTEES EXEMPT FROM PERSONAL LIABILITY. No recourse under or upon any obligation, covenant or agreement of this Resolution, the Financing Documents, the Energy Performance Based Contract or for any claim based thereon or otherwise in respect thereof, shall be had against any member of the Board of Trustees, as such, past, present or future, either directly or through the University it being expressly understood (a) that no personal liability whatsoever shall attach to, or is or shall be incurred by, the members of the Board of Trustees, as such, under or by reason of the obligations, covenants or agreements contained in this Resolution, the Financing Documents, the Energy Performance Based Contract or implied therefrom, and (b) that any and all such personal liability, either at common law or in equity or by constitution or statute, of, and any and all such rights and claims against, every such member of the Board of Trustees, as such, are waived and released as a condition of, and as a consideration for, the execution of this Resolution, the Financing Documents, the Energy Performance Based Contract, on the part of the Board of Trustees.

SECTION 13. REPEALER. All resolutions or parts thereof in conflict herewith, if any, are hereby repealed.

SECTION 14. NO THIRD PARTY BENEFICIARIES. Except such other persons as may be expressly described in this Resolution, nothing in this Resolution, expressed or implied, is intended

or shall be construed to confer upon any person, other than the Board of Trustees and the Lessor, any right, remedy or claim, legal or equitable, under and by reason of this Resolution, or any provision thereof, all provisions thereof being intended to be and being for the sole and exclusive benefit of the Board of Trustees and the Lessor.

SECTION 15. EFFECTIVE DATE. The provisions of this Resolution shall take effect immediately upon their adoption.

Agenda item: FL 105

USF Board of Trustees
December 7, 2022

Issue: University Auxiliary Facilities with Outstanding Revenue Bonds

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

Executive Summary:

Board of Governors Regulation 9.008 “University Auxiliary Facilities with Outstanding Revenue Bonds,” amended June 22, 2017, requires universities with outstanding auxiliary revenue bonds, issued by the Florida Division of Bond Finance, to annually submit a detailed operating budget to the Board of Governors at least ninety (90) days before the beginning of the fiscal year. The USF Parking Facilities Revenue Bonds, Series 2016A, are the only USF bonds subject to this requirement.

BOG Regulation 9.008 also states that the operating budget for University Auxiliary Facilities must be approved by the Board of Trustees before submitting to the Board of Governors. The Operating Budget for the USF Parking Facilities Revenue Bonds is due to the Board of Governors in February 2023 for the fiscal period 2023-2024.

Financial Impact:

The FY 2023-2024 Operating Budget for the USF Parking Facilities Revenue Bonds reflects modest increases in permit and fee revenues in FY 2022-2023 and FY 2023-2024, due to the continued recovery from the pandemic with students and staff returning to campus. In FY 2021-2022, \$1.825 million of federal funds (CRRSAA) were provided to cover lost revenues in FY 2020-21 related to the pandemic.

The FY 2022-23 Estimate and the FY 2023-2024 Budget reflect adjustments to Salaries, consistent with objectives to restore multiple vacancies, increase wages to meet new university-wide minimum wage requirements and market wage adjustments, and to Capital Outlay Expenditures to complete long-standing deferred preventative maintenance projects for the garages and lots and strategically replace and upgrade the aging bus fleet. Demand for parking and transportation services is still evolving since the pandemic. In Spring/Summer 2023, Parking will conduct a comprehensive assessment of how demand for services has evolved and will seek to adjust the FY 2023-2024 Operating Budget as needed.

The estimated unrestricted operating cash funds of \$13.7M in FY 2022-2023 and \$11.1M in FY 2023-24 provide support for AA credit ratings.

Strategic Goal(s) Item Supports: **Goal 5: A strong, sustainable and adaptable financial base**
BOT Committee Review Date: **Finance Committee - November 15, 2022**
Supporting Documentation Online (please circle): **Yes** **No**
USF Parking Revenue Bonds, Series 2016A – Income and
Expenditure Statement (Operating Budget)
Prepared by: **Fell L. Stubbs, University Treasurer, (813) 974-3298**

INCOME AND EXPENDITURE STATEMENT			
UNIVERSITY : University of South Florida			
BOND TITLE : Parking Revenue Bonds: Series 2016A			
AUXILIARY FACILITY (IES) : Parking Garages 1, 2, 3 &4			
	2021-22 Actual	2022-23 Estimated	2023-24 Projected
1. REVENUE CARRIED FORWARD			
A. Operating Cash Carried Forward:			
Liquid	13,785,727	15,934,143	13,671,510
Investments	0	0	0
Subtotal:	13,785,727	15,934,143	13,671,510
B. Replacement Reserve Forward:			
Debt Service Reserve	26,320	26,184	25,684
Maintenance & Equipment Reserve	3,342,781	3,474,101	3,589,110
General Reserve	8,628,925	8,595,119	8,645,119
Subtotal:	11,998,026	12,095,404	12,259,913
TOTAL CARRIED FORWARD (A +B):	25,783,753	28,029,547	25,931,423
2. CURRENT YEAR REVENUE / INFLOWS			
* Revenue Permit/Decal/Other	8,433,709	8,900,000	9,000,000
* Revenue- Transportation Access Fee	3,192,811	3,224,952	3,225,000
Interest Income	0	0	0
Other Income / Inflows	1,831,525	0	0
TOTAL CURRENT YEAR REVENUE:	13,458,045	12,124,952	12,225,000
3. SUMMARY OF AVAILABLE REVENUES (1 +2):	39,241,798	40,154,499	38,156,423
4. CURRENT YEAR EXPENDITURES / OUTFLOWS			
Salaries and Matching	3,748,126	4,781,859	5,000,000
Other Personal Services	227,497	300,000	300,000
Operating Expense	3,566,477	3,440,000	3,450,000
Repairs and Maintenance	0	0	0
Debt Service	2,929,280	2,934,550	2,043,390
Repair and Replacement Expense	0	0	0
Operating Capital Outlay	119,262	1,880,000	2,850,000
Other Outflows & Transfers Out	587,667	936,167	1,044,000
TOTAL EXPENDITURES:	11,178,309	14,272,576	14,687,390
5. TRANSFERS TO REPLACEMENT RESERVES			
Debt Service Reserve	0	0	0
Maintenance & Equipment Reserve	131,320	115,009	120,000
General Reserve	0	0	0
Subtotal:	131,320	115,009	120,000
6. TRANSFERS FROM REPLACEMENT RESERVES			
Debt Service Reserve	136	500	500
Maintenance & Equipment Reserve	0	0	0
General Reserve	153,947	150,000	150,000
Subtotal:	154,083	150,500	150,500
7. ENDING REPLACEMENT RESERVES (1B +5 -6)			
Debt Service Reserve	26,184	25,684	25,184
Maintenance & Equipment Reserve	3,474,101	3,589,110	3,709,110
General Reserve	8,474,978	8,445,119	8,495,119
Interest Earned on Reserve Balances	120,141	200,000	200,000
Subtotal:	12,095,404	12,259,913	12,429,413
8. ENDING OPERATING CASH (1A +2 -4 -5)	15,934,143	13,671,510	11,089,120
9. SUMMARY OF ENDING REVENUES (7 +8)	28,029,547	25,931,423	23,518,533

*** REQUIRED INFORMATION ***

Date budget approved by University Board of Trustees : December 8, 2020 December 7, 2021

Prepared By : Raymond Mensah

Telephone : 813-974-0672

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

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

1. Do the pledged revenues reported contain any overhead assessments ? If yes, please explain.

No. The pledged revenues reported do not contain overhead assessments.

2. Do pledged revenues or expenditures change year over year 10% or more ? If yes, please explain.

Yes, total revenues are expected to decrease by more than 10% from FY 2021-22 to FY 2022-23 as a result of receiving \$1.8M in one-time CRRSAA funds in FY 2021-22 to compensate for revenue losses related to COVID19. These funds will not be received in FY 2022-23 or going forward. Revenues are expected to remain flat from FY 2022-23 to FY 2023-24.

Expenses are expected to increase by more than 10% from FY 2021-22 to FY 2022-23, and again from FY 2022-23 to FY 2023-24.

Salaries and Matching and Other Personal Services are expected to increase from FY22 to FY23 by \$1M (28%) due to filling vacancies, increasing minimum wage rates, market wage adjustments, and compression wage increases. These expenses are expected to increase modestly from FY 2022-23 to FY 2023-24.

Operating Capital Outlay expenses are expected to increase from FY22 to FY23 by \$1.88M due to special projects addressing deferred preventative maintenance on parking garages and purchasing two small buses, and are expected to increase from FY23 to FY24 by \$1.0M due to special projects addressing deferred preventative maintenance on parking garages and purchasing multiple electric buses.

Other Outflows and Transfers Out is primarily comprised of overhead assessment expense, which will increase relative to increasing Operating Expenses.

3. Please explain amounts categorized as "other".

Expenditures "Other Outflows & Transfers Out" - Overhead assessment expense
FY 2021-22 Other Income/Inflows includes \$1.825M of CRRSAA funds provided to cover lost revenues from
FY 2019-20 and FY 2020-21 due to the pandemic.

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

The FY 2022-23 Estimate and the FY 2023-2024 Budget reflect a commitment to continue to deliver quality services to the community, even as the demand for these services is evolving. Service needs have fluctuated greatly in FY23, reflecting the first full 'return to campus' for students, staff, and faculty in Fall 2022 semester. As such, in Spring/Summer 2023, we will conduct a comprehensive assessment of how demand for services has evolved and will seek to adjust our budget as needed.

Agenda Item: FL 106

USF Board of Trustees
December 7, 2022

Issue: Expenditure Approval Authorization Levels

Proposed action: Adjust USF expenditure approval authorization levels to align with SUS benchmark peers (UF, FSU, UCF)

Executive Summary:

USF expenditure approval authorizations are more constrictive than our SUS benchmark peers.

We are seeking approval to increase the:

- authority delegated from the President to the CFO up to \$1.5M,
- authority granted to the Board of Trustee Finance Committee Chair up to \$3M

USF volume information at the new authority levels will be presented.

Action Item includes DSO approvals and will need to be approved by full Board if endorsed by Finance Committee.

Financial Impact:

Grants appropriate authority to CFO and focus will be maintained for higher dollar level transactions.

Strategic Goal(s) Item Supports: Goal 5: A strong, sustainable, and adaptable financial base.

BOT Committee Review Date: Finance Committee - November 15, 2022

Supporting Documentation Online (please circle): Yes No

Prepared by: Jennifer Condon, Vice President/Deputy CFO/Controller

Expenditure Approval Thresholds

BOT Finance Committee – November 15, 2022



Expenditure Approval Authorizations Benchmarking/Recommendation

Delegated Approval Authority ⁵	Approval Thresholds				
	USF Current	USF Recommended	FSU ¹	UF	UCF ³
Procurement	Up to \$1M	Up to \$1M	Up to \$1M ²	Up to \$1M	Up to \$1M
CFO (USF,UF,UCF) Provost (UCF) VP F&A (FSU)	Exceptions to BOT approval over \$1M	Up to \$1.5M	No \$ limit	Up to \$10M	Up to \$5M ⁴
Board of Trustees	- Greater than \$1M to BOTFC Chair - Greater than \$2M to BOTFC	- Greater than \$1.5M to BOTFC Chair - Greater than \$3M to BOTFC	- Greater than or equal to 10-year exclusive contract	- Greater than \$10M - Greater than \$2M annual spend - Greater than or equal to 10-year exclusive contract	- Greater than \$5M

Footnotes: 1. FSU makes an annual report to the BOT on purchases over \$1M annually
 2. FSU Chief Procurement Officer has backup authority to \$5M but all over \$1M got to VP F&A
 3. UCF has different procedures for purchase orders vs. contracts; table indicates contracts
 4. UCF has various VP with different approval thresholds
 5. Delegated Authority is from President for positions and by policy for BOT

Expenditure Approval Authorizations USF Recommendation Impact

	Authorization Counts ¹					
	FY21-22		FY20-21		FY19-20	
	BOTFC Chair Approvals	BOT/BOTFC Approvals	BOTFC Chair Approvals	BOT/BOTFC Approvals	BOTFC Chair Approvals	BOT/BOTFC Approvals
USF Actual	24	25	12	14	7	9
USF Recommended²	20	14	7	8	8	4
Quantity Reduction	4	11	5	6	-1	5
% Reduction	17%	44%	42%	43%	-14%	56%

Footnotes: 1. Source: CFO and Procurement tracking

2. BOT Chair at \$1.5M; BOTFC at \$3M

Proposed Action

Recommend increase in expenditure approval authorization limits for approval by full Board of Trustees as follows:

- Authorize CFO to approve transactions up to \$1.5M
- Authorize BOTFC Chair to approve transactions up to \$3M
- Require BOTFC approval of transactions greater than \$3M

Notes: Action includes expenditures of USF and DSOs
New thresholds would be effective 7/1/23.

QUESTIONS



Agenda Item: FL 107

USF Board of Trustees
December 7, 2022

Issue: Office of Internal Audit (IA) Charter Revisions

Proposed action: Approval of the IA Charter Revisions

Executive Summary:

According to Florida Board of Governors (BOG) Regulations 4.002 State University System Chief Audit Executives, “each board of trustees shall adopt a charter which defines the duties and responsibilities of the office of the chief audit executive” and this “charter shall be reviewed at least every three (3) years for consistency with applicable Board of Governors and university regulations, professional standards, and best practices”.

In compliance with BOG Regulation 4.002, the current Charter has been reviewed and suggestions have been made by the chief audit executive to better align the Charter with professional standards.

The current Charter was approved on March 10, 2020.

Financial Impact: N/A

Strategic Goal(s) Item Supports: To practice continuous visionary planning and sound stewardship throughout USF to ensure a strong and sustainable financial base, and to adapt proactively to emerging opportunities in a dynamic environment.

BOT Committee Review Date: 11/15/2022

Supporting Documentation Online (please circle): Yes No

USF Internal Audit Charter 10292022 DR.pdf

Prepared by: Virginia Kalil, Executive Director/Chief Internal Auditor, USF Internal Audit



Internal Audit Charter

This Charter identifies the purpose, authority, and responsibilities of University of South Florida (USF or University) Office of Internal Audit (IA).

I. ~~Purpose~~Mission

IA provides independent, objective assurance and advisory services designed to add value and improve the university's operations. IA's mission is to enhance and protect organizational value through risk-based and objective assurance, advice, and insight and assist the university in achieving its strategic goals by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of governance, risk management, and control processes.

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

II. Authority

IA reports functionally to the USF Board of Trustees (BOT)~~BOT~~ and administratively to the President. This reporting relationship ensures the organizational independence and objectivity of the Chief Audit Executive (CAE) in the performance of his/her~~their~~ responsibilities in a manner free from actual or perceived impairment. The CAE routinely reports to the BOT significant risk exposures, control issues, fraud risks, governance issues, and other matters requested by the President and the BOT. This reporting is done through the BOT Audit & Compliance Committee.

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

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

authority.

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

III. Responsibilities

IA is responsible for coordinating activities that promote accountability, integrity, and efficiency in the operations of USF. This is accomplished through ~~IA is responsible for~~ assessing the various functions and control systems of USF, including its DSOs, and for advising management concerning their condition. ~~While DSOs may obtain internal audit and compliance services from public accountants, consultants, and their own internal audit staff, IA may also provide DSOs with internal audit and compliance services.~~ IA may also provide these services to other entities under the control and direction of USF at the request of management or the BOT.

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

- Developing and submitting an IA Work Plan to the BOT Audit & Compliance Committee and the President for review and approval. Such IA Work Plan development utilizes an appropriate risk-based methodology which takes into consideration risk or control concerns identified by management. The IA Work Plan progress and resource requirements, including significant changes, must be communicated to the BOT Audit & Compliance Committee at least annually.
- Evaluating risk exposures and the adequacy and effectiveness of controls within the governance, operations, and information systems of USF in responding to identified risk exposures. This evaluation of risk exposure and control assessment is performed in the context of the following:
 - Ability of USF to achieve its strategic objectives,
 - Reliability and integrity of financial and operational information,
 - Effectiveness and efficiency of operations and programs,
 - Safeguarding of assets, and
 - Compliance with laws, regulations, policies, procedures, and contracts, including controls designed to enhance and promote accountability.
- Providing audits, consulting services, and compliance oversight based on the following professional frameworks and standards:
 - Mandatory elements of the IIA International Professional Practices Framework, published by the IIA professional standards IPPF, including the definition, standards, core principles, and code of ethics;
 - Information Technology Assurance Framework, published by the Information Systems Audit and Control Association (ISACA); and/or
 - Other professional standards as appropriate for the IA engagement.
- Following up on findings appearing in IA's reports. Such follow up by IA will determine

whether the corrective actions appearing in these reports and assessments have either been effectively implemented or senior management or the BOT have chosen to accept the risk of not taking these corrective actions.

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

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

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

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

- Review and make recommendations, as appropriate, concerning policies and regulations related to the University's programs and operations including, but not limited to, auxiliary facilities and services, DSOs, and other component units.
- Establish policies, which articulate steps for reporting and escalating matters of alleged misconduct, including criminal conduct, when there are reasonable grounds to believe such conduct has occurred.
- Hire and retain professional staff with sufficient knowledge, skills, experience, and professional certification to fulfill IA's responsibilities and the requirements of this Charter.
- Assure appropriate training and education designed to promote accountability and address topics such as fraud awareness, risk management, controls, and other related subject matter is provided to all IA employees in accordance with applicable professional education standards.
- For specialized or technical engagements, hire consulting experts to effectively perform and complete the engagement and supplement IA's efforts.
- Coordinate or request audit, financial- and fraud-related compliance, controls, and investigative information or assistance as may be necessary from any university, federal, state, or local government entity.
- Inform the BOT when contracting for specific instances of audit or investigative assistance.
- Develop and maintain a quality assurance and improvement program in accordance with professional standards, which includes an external assessment at least once every five years. Such external assessments are presented to the BOT Audit and Compliance Committee and forwarded to the BOG.
- By September 30th of each year, Prepare-prepare an annual report for distribution to the President, BOT, and BOG which summarizes the following:
 - IA activities for the preceding fiscal year;
 - Plans and resource requirements for the IA office, including significant changes; and
 - Impacts of any resource limitations.

IV. Charter Review and Approval

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

~~Jordan B. Zimmerman~~William Weatherford, USF Board of Trustees
Chair

Approved on: _____

~~Steven C. Curral~~Rhea Law, USF President

Approved on: _____

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

Approved on: _____

Agenda Item: FL 108

USF Board of Trustees
December 7, 2022

Issue: Audit and Compliance Committee (ACC) Performance Assessment

Proposed action: Acceptance of the ACC Performance Assessment

Executive Summary:

In accordance with the Board of Trustees (Board) ACC Charter, the committee is required to evaluate its own performance on a periodic basis and communicate the results of this evaluation to the Board.

Financial Impact: N/A

Strategic Goal(s) Item Supports: To practice continuous visionary planning and sound stewardship throughout USF to ensure a strong and sustainable financial base, and to adapt proactively to emerging opportunities in a dynamic environment.

BOT Committee Review Date: 11/15/2022

Supporting Documentation Online (please circle): Yes No

23-012 QAIP ACC Performance Assessment FR 12072022-Signed.pdf

Prepared by: Virginia Kalil, Executive Director/Chief Internal Auditor, USF Internal Audit



MEMORANDUM

TO: Chair Will Weatherford, USF Board of Trustees
Trustee Sandra Callahan, USF Board of Trustees Audit and Compliance Committee
Chair

FROM: Virginia L. Kalil, CIA, CISA, CFE, CRISC
Executive Director/Chief Internal Auditor

DATE: December 7, 2022

SUBJECT: 23-012 Audit and Compliance Committee Performance Assessment

DocuSigned by:
Virginia Kalil
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The USF Office of Internal Audit (IA) conducted an assessment of the USF Board of Trustees Audit and Compliance Committee (Committee) performance. The Committee Charter requires the Committee to evaluate its performance on a periodic basis and communicate the results of this evaluation to the USF Board of Trustees.

In compliance with this requirement, the IA conducted a performance assessment and evaluated the Committee's compliance with the Committee Charter to verify that the Committee fulfilled its responsibilities as outlined in the Committee Charter. The IA also solicited feedback from the Committee members about their understanding of the IA and the USF Office of Compliance and Ethics operation and communication with the Committee. The results of this assessment and the Committee members' survey responses are included in [Appendix A](#).

Based on the review, IA concluded the Committee fulfilled its responsibilities as outlined in the Committee Charter and complied with the Committee Charter components. See [Appendix A](#) for additional details.

Please contact us at 974-2705 if you have any questions.

cc: Rhea Law, USF President
Oscar Horton, Trustee, USF Board of Trustees Audit and Compliance Committee
Lauran Monbarren, Trustee, USF Board of Trustees Audit and Compliance Committee

**APPENDIX A
EVALUATION SUMMARY**

The USF Board of Trustees Audit and Compliance Committee (Committee) Charter Components	Compliant (✓/X) ¹
Membership	
Committee consists of at least three members of the USF Board of Trustees (Board).	✓
Committee members have professional experience and expertise in at least one of the following fields: post-secondary education, non-profit administration, law, banking, finance, accounting, financial reporting, auditing, risk management, compliance, or information technology.	✓
Committee consists of at least one member with professional experience and expertise in the following areas: finance, accounting, financial reporting, auditing, risk management, or compliance.	✓
Meetings	
Meeting agendas are prepared jointly by the Committee Chair, the Chief Audit Executive (CAE), and the Chief Compliance Officer (CCO).	✓
Meeting agendas and appropriate briefing materials are provided in advance to Committee members.	✓
Written minutes of the meetings are prepared.	✓
Authority & Governance	
Committee is provided full and unrestricted access to records and personnel for all functions of the organization needed to fulfill its responsibilities.	✓
Board is informed of Committee's investigative activities, as appropriate.	✓
Responsibilities	
Committee considers the economy, efficiency, and effectiveness of the financial and operational internal control systems, including information technology, by requesting and reviewing information from the CAE, CCO, and external auditors about significant risks, including compliance with laws and regulations, within USF and its direct support organizations (DSOs).	✓

The USF Board of Trustees Audit and Compliance Committee (Committee) Charter Components	Compliant (✓/X)¹
Committee assesses the adequacy of management's actions to identify, assess, and mitigate identified risks with strong control activities, information and communication, and monitoring processes.	✓
Committee reviews external auditors' audits and engagements, including the review of financial internal controls over financial reporting, and obtains reports on significant findings and recommendations, together with management's responses.	✓
Committee reviews any disclosure of: 1) significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect USF's ability to record, process, summarize, and report financial data; and 2) any fraud, whether material or not, that involves management or other employees who have a significant role in USF's internal controls.	✓
Committee performs annual reviews of DSOs' audit and financial reports in accordance with USF Regulation 13.002.	✓
Committee reviews the independence, qualifications, activities, performance, resources, and structure of the USF Office of Internal Audit (IA) and the USF Office of Compliance and Ethics (Compliance & Ethics) functions.	✓
Committee discusses with the CAE any difficulties encountered in the course of performing audits and other engagements, including restrictions on the scope of work and access to required information.	✓
Committee reviews and approves the IA risk-based Work Plan and Compliance & Ethics Program Plan and any subsequent changes.	✓
Committee obtains and reviews IA reports, including those concerning investigations to address significant and credible allegations relating to waste, fraud, or financial mismanagement.	✓
Committee reviews the status of IA and Compliance & Ethics recommendations to ensure significant findings and recommendations made by IA and Compliance & Ethics and management's proposed responses are received, discussed, and appropriately dispositioned.	✓
Committee reviews the IA Annual Report and IA's performance relative to the Work Plan and the impact of any resource limitations.	✓
Committee ensures procedures for reporting misconduct and criminal violations includes a mechanism that allows for anonymity or confidentiality, whereby members of the USF community may report or seek guidance without the fear of retaliation.	✓

The USF Board of Trustees Audit and Compliance Committee (Committee) Charter Components	Compliant (✓/X) ¹
Committee Chair consults with the President on the hiring, dismissal, and compensation of the CAE and CCO in accordance with USF Policy 0-100, IV.B.2.(d).	✓
Committee reviews the Committee, IA, and Compliance & Ethics Charters at least every three (3) years.	✓
Committee reviews the results of IA's and Compliance & Ethics' quality assurance and improvement programs, including the external assessments performed every five (5) years.	✓
Committee regularly updates the Board about the Committee's activities and makes appropriate recommendations.	✓
Committee ensures the Board is aware of matters that may have a significant financial, legal, reputational, or operational impact to USF or its DSOs.	✓

¹✓ - Compliant, X - Non-Compliant

SURVEY RESULTS

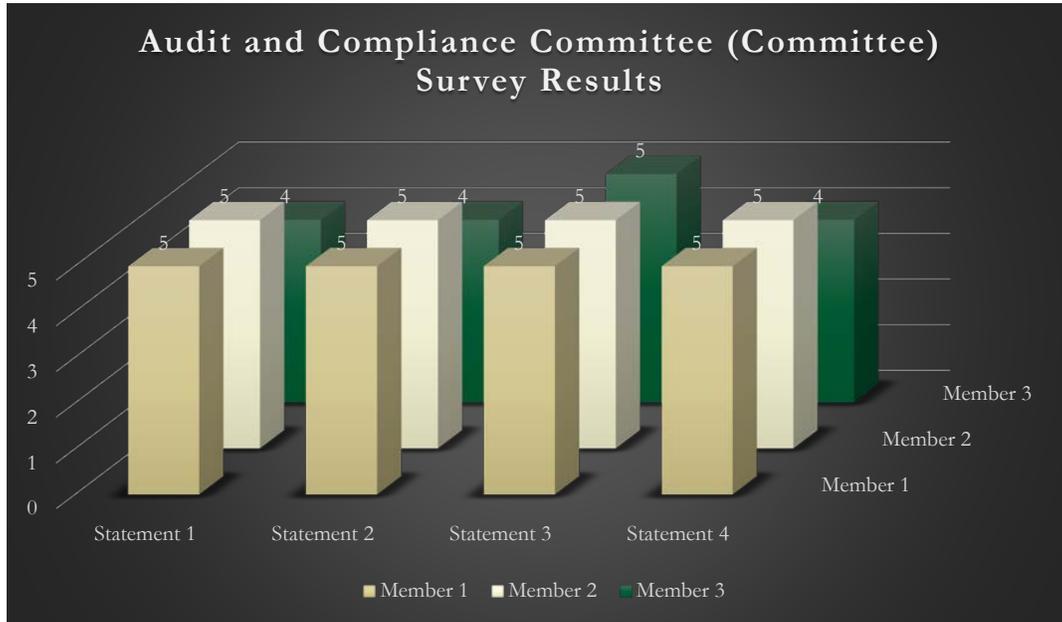


Figure 1 : Audit and Compliance Committee Survey Results: 5 - Strongly Agree, 4 – Agree, 3 – Neither Agree or Disagree, 2 – Disagree, 1 – Strongly Disagree

Survey Statement	Average Response
<p>Statement 1 – Committee receives sufficient information to expand its knowledge about current and emerging risks to the organization. Comment: “The Audit and Compliance committee reviews everything diligently.”</p>	4.67
<p>Statement 2 – Committee understands how the IA Work Plan and Compliance & Ethics Program Plan covers challenging and critical areas, including emerging or existing risk areas that will or could impede the organization’s objectives. Comment: “Being able to be briefed on all audit and compliance matters in depth has helped maintain.”</p>	4.67
<p>Statement 3 – Committee builds a trusting relationship with IA and Compliance & Ethics that includes candid and continual communication between meetings, facilitating ability to raise sensitive issues. Comment: “We have worked extremely hard to keep the relationships together and strong and trusting.”</p>	5.00
<p>Statement 4 – Committee ensures the role of IA and Compliance & Ethics meets the Committee's needs for assurance and provides value to management.</p>	4.67

Agenda Item: FL 109

USF Board of Trustees
December 7, 2022

Issue: Compliance & Ethics Program Plan Revisions

Proposed action: Approval of the revised Compliance & Ethics Program Plan

Executive Summary:

According to Florida Board of Governors (BOG) Regulation 4.003, all State University System institutions must “implement a university-wide compliance and ethics program (Program) as a point for coordination of and responsibility for activities that promote ethical conduct and maximize compliance with applicable laws, regulations, rules, policies, and procedures”. The Office of Compliance & Ethics is responsible for developing and implementing a Program Plan to reflect these programmatic responsibilities.

Changes to the Program Plan must be approved by the Board of Trustees and a copy of the approved plan provided to the Board of Governors, pursuant to BOG Regulation 4.003, Section (7)(a).

The current Program Plan has been reviewed and suggestions have been made by the Chief Compliance Officer (CCO) to bring the plan into alignment with the current Office of Compliance & Ethics governance structure.

The current Program Plan was approved on October 15, 2020.

Financial Impact: None

Strategic Goal(s) Item Supports: *Goal 5: A strong, sustainable, and adaptable financial base*—To practice continuous visionary planning and sound stewardship throughout USF to ensure a strong and sustainable financial base and adapt proactively to emerging opportunities in a dynamic environment.

BOT Committee Review Date: Audit & Compliance – November 15, 2022

Supporting Documentation Online (please circle): Yes

No

Prepared by: Caroline Fultz-Carver, Chief Compliance Officer



Program Plan

The Office of Compliance & Ethics (Compliance & Ethics) is responsible for the coordination and management of all compliance and ethics activities at the University of South Florida (USF). Compliance & Ethics provides assurance to the USF Board of Trustees that such activities are reasonably designed, implemented, enforced, and effective in preventing and detecting violations of law, regulation, and policies, as well as violations of ethical principles of conduct. Compliance & Ethics provides centralized, coordinated compliance oversight by utilizing risk assessments, compliance gap analyses, education and training, and monitoring and responding to reported issues.

All State University System institutions must develop and implement a compliance and ethics program by November 2018 under Florida Board of Governors Regulation 4.003. This regulation is based on the Federal Sentencing Guidelines (FSG), the Florida Code of Ethics for Public Officers and Employees (the "FCOE") and industry best practices. Organizations with effective compliance and ethics programs, as defined by the FSG, can be spared potential fines, in some cases up to 95% of potential fines, if they can demonstrate their exercise of due diligence in preventing and detecting criminal conduct; and otherwise promoting an organizational culture that encourages ethical conduct and a commitment to compliance with the law.

This program plan summarizes the current status of the Compliance & Ethics program as required under Board of Governors (BOG) Regulation 4.003, organized by prescribed "essential elements" under the Federal Sentencing Guidelines.

Element 1: Governance & High-Level Oversight

The **governance and high-level oversight** element of an effective compliance and ethics program refers to the board of trustees receiving reports about compliance program activities. Trustees must demonstrate knowledge and oversight of the program. A high-level person (a compliance officer who has proper authority and reporting responsibilities) must be designated to oversee the compliance & ethics program. USF addresses this element through the Board of Trustees Audit and Compliance Committee, Compliance & Ethics program, Chief Compliance Officer, Executive Compliance and Ethics Council, and Compliance Officers Workgroup.

A. Board of Trustees Audit and Compliance Committee

*Effective compliance and ethics programs have a **governing authority** knowledgeable about the content and operation of the compliance and ethics*

program. This governing authority exercises reasonable oversight with respect to the implementation and effectiveness of the compliance and ethics program. [FSG Element 2A]

Each board of trustees shall assign responsibility for providing governance oversight of the Program to the committee of the board responsible for audit and compliance. [BOG Regulation 4.003(3)]

The Audit and Compliance Committee of the USF Board of Trustees serves as USF's governing authority for the Compliance & Ethics program. Members of this committee are appointed by the Chair of the USF Board of Trustees. This committee assists the Board in discharging its oversight responsibilities and oversees the following for USF and its direct support organizations:

- Internal control structure,
- Independence and performance of internal and external audits and corrective action plans,
- Integrity of information technology infrastructure and data governance,
- Independence and effectiveness of the compliance and ethics program,
- Compliance with applicable laws and regulations,
- Standards for ethical conduct,
- Risk mitigation, and
- Internal investigative processes.

B. Compliance & Ethics Program

Each board of trustees shall implement a university-wide compliance and ethics program (Program) as a point for coordination of and responsibility for activities that promote ethical conduct and maximize compliance with applicable laws, regulations, rules, policies, and procedures. [BOG 4.003(1)]

Compliance & Ethics was established in 2007 with the appointment of a Chief Compliance Officer, who was charged by the USF President and Board of Trustees to create and maintain an effective compliance & ethics program based on best-practices to prevent, monitor, detect, and respond to non-compliance and recommend corrective actions to fully meet regulatory requirements. Compliance & Ethics is responsible for the coordination and management of all USF compliance and ethics activities. As such, Compliance & Ethics serves as a central point for coordination of and responsibility for activities promoting ethical conduct and maximizing compliance with applicable laws, regulations, rules, policies, and procedures. Compliance & Ethics provides assurance to the Board that such activities are reasonably designed, implemented, enforced, and effective in preventing and detecting violations of law, regulations, and policies, as well as violations of ethical principles of conduct.

The mission of Compliance & Ethics is to create, support, and promote a system-wide culture of compliance, ethics, and accountability as required by Chapter 8, Part B, Section 2(b) of the FSG and BOG Regulation 4.003. The *vision* is for USF to demonstrate and maintain preeminence—via our institution’s commitment to a culture of compliance and ethics throughout all levels of our organization.

C. Chief Compliance Officer

High-level personnel of the organization ensure that the organization has an effective compliance and ethics program. A specific individual within high-level personnel is assigned overall responsibility for the compliance and ethics program. [FSG Element 2B]

Each university, in coordination with its board of trustees, shall designate a senior level administrator as the chief compliance officer. The chief compliance officer is the individual responsible for managing or coordinating the Program. Universities may have multiple compliance officers; however, the highest ranking compliance officer shall be designated the chief compliance officer. [BOG 4.003(4)]

The USF Chief Compliance Officer (CCO) is ultimately responsible for the Compliance & Ethics program. The CCO reports functionally to the Board of Trustees Audit and Compliance Committee and administratively to the USF President

To ensure that the program has the capabilities to perform its assigned responsibilities and duties, the CCO is responsible for the following:

- Maintaining a professional staff with sufficient size, knowledge, skills, and experience to ensure an effective program,
- Utilizing approved third-party resources as appropriate to supplement programmatic efforts,
- Communicating routinely with the Board of Trustees and USF President regarding program activities and perform assessments of the program with changes and improvements where necessary, and
- Developing and updating this plan.

D. Executive Compliance and Ethics Council

The Executive Compliance and Ethics Council (ECEC) serves as the oversight committee for operational issues concerning the Compliance & Ethics program. The Council’s primary role is advising the USF President on appropriate system responses to major cross-jurisdictional compliance gaps, including determination of “risk ownership”, mitigation strategies, and resource implications.

The ECEC is chaired by the Senior Vice President for Business and Financial Strategy. The Council is comprised of the following individuals:

- Senior Vice Provost and Dean, Office of Graduate Studies
- Vice President, Student Success
- Senior Associate Vice President and Chief Financial Officer, USF Health
- Vice President and Chief Operating Officer, USF Foundation
- Vice President, Business & Finance and Chief Financial Officer
- Chief Information Officer
- Chief Compliance Officer
- Executive Director/Chief Internal Auditor
- Associate Vice President, Research & Innovation
- General Counsel

The ECEC meets at the call of the Chair and is provided staff support by the Associate Compliance Officer and the Senior Compliance Officers. The CCO is responsible for keeping the Audit and Compliance Committee informed as to the activities of the ECEC.

Deleted: Workgroup

E. Senior Compliance Officers

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The Program may designate compliance officers for various program areas throughout the university based on an assessment of risk in any particular program or area. If so designated, the individual shall coordinate and communicate with the chief compliance officer on matters relating to the Program. [BOG 4.003(7)(d)]

Pursuant to the Compliance & Ethics charter, senior compliance officers in “high-risk” compliance units within USF are either accountable or direct reports to the CCO. The terms of accountable reporting are outlined in memoranda by the USF President. Senior compliance officers include the following individuals, listed by their reporting relationship to the CCO:

Deleted: The Compliance Officers workgroup is composed of senior compliance officers in all “high-risk” compliance units within USF.

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Accountable Reports

- Senior Director, Research Integrity & Compliance
- Assistant Vice President, Compliance Programs, Human Resources,
- Chief Information Security Officer
- Director, Environmental Health and Safety
- Other compliance officers as designated by the USF President

Deleted: <#>Senior Associate Director of Athletics, Compliance¶
Chief

Deleted: <#>Officer

Deleted: <#>Director, Professional Integrity Program, USF Health¶

Deleted: <#>Director, Equal Opportunity and Compliance¶

Direct Reports

- Athletics Compliance Officer
- Healthcare Compliance Officer
- Privacy and Healthcare Civil Rights Compliance Officer

- Equality Opportunity and Americans with Disabilities Act (EO-ADA) Compliance Officer
- Title IX and Violence Against Women Act (Title IX-VAWA) Compliance Officer

Senior compliance officers assist the CCO in maintaining an effective and broad-based program designed to prevent, monitor, and detect areas of non-compliance and, when necessary to fully meet compliance requirements, recommend corrective actions. The CCO may also include compliance officers from other risk areas in senior compliance officer deliberations to assist the Compliance & Ethics program in its efforts.

Deleted: The Compliance Officers workgroup

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Element 2: Establish Standards of Conduct, Policies, & Procedures

The **establish standards** element of an effective compliance and ethics program refers to maintaining and publishing policies, procedures, and a code of conduct that addresses the risks of doing business and the expectations for the conduct of the workforce. [*Compliance Makes A Difference*, SCCE, 2014]. Under the FSG and BOG regulation, this element is expressed as follows:

The organization shall establish standards and procedures to prevent and detect criminal conduct. [FSG Element 1]

The Program shall be...reasonably designed to optimize its effectiveness in preventing or detecting noncompliance, unethical behavior, and criminal conduct, as appropriate to the institution's mission, size, activities, and unique risk profile. [BOG 4.003(2)(a)]

USF establishes, maintains, and publishes policies which address the risks of doing business. USF policies and regulations are published in a searchable, online database maintained by Office of the General Counsel. Procedures for core business processes are available via the Online Business Processes Library, available to USF faculty, staff, administration, and temporary employees ("USF employees") through the *myUSF* portal.

The foundational standard of conduct for USF employees is the FCOE, Section 112.313 of the Florida statutes. Under the FCOE, USF employees are prohibited or restricted from engaging in certain activities that create, or have the potential to create, a conflict of interest or conflict of commitment between their personal interests and the public responsibilities of our university. All USF employees are public employees of the State of Florida and, therefore, are subject to the provisions of the FCOE. Guidance for USF employees regarding compliance with the FCOE and related standards of conduct are provided in USF Policy 0-027. This policy also proscribes employees' disclosure and acknowledgment requirements concerning matters covered under the FCOE.

These established standards ensure the efficiency and effectiveness of our operations while addressing the intrinsic risks of doing business; and set expectations for USF employee conduct.

Element 3: Create a Fair and Ethical Culture

The **create a fair and ethical culture** element of an effective compliance and ethics program involves establishing incentives tied to performance for the workforce, including leadership, to help create a tone where “doing the right thing” is evaluated and rewarded. Under the FSG and BOG regulation, this element is expressed as follows:

The organization's compliance and ethics program shall be promoted and enforced consistently throughout the organization through (A) appropriate incentives to perform in accordance with the compliance and ethics program; and (B) appropriate disciplinary measures for engaging in criminal conduct and for failing to take reasonable steps to prevent or detect criminal conduct.
[FSG Element 6]

The Chief Compliance Officer shall...promote and enforce the Program, in consultation with the president and board of trustees, consistently through appropriate incentives and disciplinary measures to encourage a culture of compliance and ethics. Failures in compliance or ethics shall be addressed through appropriate measures, including education or disciplinary action.
[BOG 4.003 (7)(g)9]

Institutions must ensure that their workforce adhere to the institution’s policies and procedures with respect to internal controls and compliance, including adherence to high ethical standards. As a starting point, our institutions’ compliance and internal controls infrastructure must be strong enough to underpin these incentives. Compliance “happens” when employees *understand* their obligations, are *able* to meet their obligations, and are *willing* to comply. Incentives impact risk. Institutions can better incentivize employee compliance via their risk and compliance controls in several ways:

- Be clear about expectations.
- Reward managers who achieve compliance.
- Reward managers who cultivate a culture of compliance.
- Make strong compliance an advertised goal.

All USF and related-entity employees are responsible for detecting and reporting known or suspected waste, fraud, or financial mismanagement. This responsibility also extends to business entities conducting business with USF. Our institution strives to identify and promptly investigate any possibility of wasteful, fraudulent, or related dishonest activities against USF or its students and employees; and to take appropriate disciplinary or legal action. Anyone found to have engaged in wasteful or fraudulent conduct, including financial mismanagement, are subject to disciplinary action up to and including dismissal or expulsion and civil or criminal prosecution under USF Regulation USF5.001. USF employees who deliberately, willfully, and knowingly make false accusations are subject to disciplinary action up to and including dismissal.

Element 4: Open Lines of Communication

The **open lines of communication** element of an effective compliance and ethics program refers to establishing an anonymous or confidential reporting line/hotline for misconduct and surveying the workforce for feedback. Under the FSG and BOG regulation, this element is expressed as follows:

The organization shall take reasonable steps to have and publicize a system, which may include mechanisms that allow for anonymity or confidentiality, whereby the organization's employees and agents may report or seek guidance regarding potential or actual criminal conduct without fear of retaliation. [FSG Element 5C]

The Program shall require the university, in a manner which promotes visibility, to publicize a mechanism for individuals to report potential or actual misconduct and violations of university policy, regulations, or law, and to ensure that no individual faces retaliation for reporting a potential or actual violation when such report is made in good faith. If the chief compliance officer determines the reporting process is being abused by an individual, he or she may recommend actions to prevent such abuse. [BOG 4.003(7)(e)]

USF Regulation USF5.001 assigns responsibility to all levels of USF management, their employees, and related-entity employees to prevent, detect, and report waste, fraud, financial mismanagement, or other violations of USF policy or regulation. These responsibilities are assigned as described below:

USF management must be familiar with the types of improprieties that may occur in their areas of responsibility and must be alert for any indication of wasteful, fraudulent, or dishonest acts. "Risk ownership" for such activities resides with each USF vice president or chancellor; therefore, each is responsible for ensuring a system of internal controls is established and maintained which provides reasonable assurance that improprieties are prevented within their respective area. USF management is also required to establish and follow internal controls necessary for their operations.

USF and related-entity employees are required to immediately report suspected wasteful, fraudulent, or dishonest acts which are suspected, observed, or made known to them. USF and related-entity employees must either anonymously report the acts in EthicsPoint, our anonymous reporting hotline, or to their supervisor. When there is a known or suspected conflict of interest with the entity to whom the regulation directs the employee to report, then the regulation provides alternative individuals or units to whom the employee must report.

EthicsPoint—a third party hosted hotline—enables USF employees to safely, securely, and anonymously report activities which may involve misconduct, fraud, abuse, and other violations of USF policies. EthicsPoint may be accessed online or by contacting the hotline by telephone. The CCO is responsible for the management of EthicsPoint. In addition to anonymous reporting in EthicsPoint, USF provides its employees with a confidential resource via ombuds with whom they can discuss concerns regarding their experience at our institution and explore alternatives for how to best address those concerns. Our ombuds provide independent, impartial, informal, and confidential professional resources to our employees.

The USF Ombuds Office provides ombuds services to all USF employees. The Ombuds Office at USF St. Petersburg (USFSP) provides ombuds services to faculty, staff, administration, and temporary employees at USFSP.

USF publicizes EthicsPoint and employee ombuds services via the following mechanisms:

- Including EthicsPoint, Ombuds Office, Regulation USF5.001, and USF Policy 0-027 education and training in the Compliance & Ethics portion of New Employee Orientation,
- Displaying EthicsPoint posters prominently throughout our campuses, and
- Including EthicsPoint information as part of the training component of the FCOE disclosure form, completed annually by the following USF employee position types: all faculty; all administration employees; and any staff or temporary employees issued a procurement card or role in FAST, our financial system.

Element 5: Education and Training

The **education and training** element of an effective compliance and ethics program refers to conducting training programs that cover regulatory requirements, the roles of the workforce, and areas of risk. Under the FSG and BOG regulation, this element is expressed as follows:

The organization shall take reasonable steps to communicate periodically and in a practical manner its standards and procedures, and other aspects of the compliance and ethics program, to members of the governing authority, high-level personnel, substantial authority personnel, the organization's employees, and, as appropriate, the

organization's agents by conducting effective training programs and otherwise disseminating information appropriate to such individuals' respective roles and responsibilities. [FSG Element 4]

University employees and board of trustees' members shall receive training regarding their responsibility and accountability for ethical conduct and compliance with applicable laws, regulations, rules, policies, and procedures. The Program plan shall specify when and how often this training shall occur. [BOG 4.003(7)(b)]

USF employees receive training regarding their responsibility and accountability for ethical conduct and compliance with applicable laws, regulations, rules, policies, and procedures. This training occurs as described below.

A. Compliance and Ethics Training for New Employees

Compliance & Ethics delivers compliance and ethics training to new USF employees as part of employee onboarding programs administered by the Division of Human Resources. All new administration and staff employees are encouraged to attend orientation, called "Welcome to USF". At USF Tampa, these sessions are held every two weeks and coincide with USF Tampa's new administration and staff employee hiring cycles. At USF St. Petersburg, these trainings are held periodically throughout the year, the frequency of which is based on the volume of new hires. At USF Sarasota-Manatee, this information is provided as part of new employees' one-on-one orientation with their HR department, due to the low volume of new hires relative to the Tampa and St. Petersburg campuses.

B. Compliance and Ethics Training for Current Employees

Certain USF employees are required to complete an annual FCOE disclosure in eDisclose, our online disclosure and review system. This annual disclosure includes FCOE, nepotism, and outside activity training as well as a mechanism for the disclosure, review, and, when warranted, implementation of mitigation strategies for potential and actual conflicts of interest under the FCOE or USF Policy 0-027. An annual FCOE disclosure is required of the following employee position types, which equates to approximately 6,700 employees each year:

- All current Faculty
- All current Administration employees
- All current Staff employees issued a procurement card (PCard) or FAST role.
- All current temporary employees issued a PCard or FAST role.

Compliance & Ethics does not provide compliance and ethics training to new staff or temporary employees who do not have a financial role for USF; that is, they have not been issued a PCard or FAST role.

C. Compliance and Ethics Training for Board of Trustees

Members of the Board of Trustees receive compliance training regarding their responsibility and accountability for ethical conduct and compliance on an annual basis or at the request of the Chair.

Element 6: Detection, Remediation, and Enforcement

The **detection, remediation, and enforcement** element of an effective compliance and ethics program refers to screening employees to ensure they have not been involved in criminal activity, establishing sanctions for non-compliance with organizational standards and the law, taking immediate action to address misconduct, and making corrective actions to prevent recurrence. Under the FSG and BOG regulation, this element is expressed as follows:

The organization shall use reasonable efforts not to include within the substantial authority personnel of the organization any individual whom the organization knew, or should have known through the exercise of due diligence, has engaged in illegal activities or other conduct inconsistent with an effective compliance and ethics program. [FSG Element 3]

After criminal conduct has been detected, the organization shall take reasonable steps to respond appropriately to the criminal conduct and to prevent further similar criminal conduct, including making any necessary modifications to the organization's compliance and ethics program. [FSG Element 7]

The university shall use reasonable efforts not to include within the university and its affiliated organizations individuals whom it knew, or should have known (through the exercise of due diligence), to have engaged in conduct not consistent with an effective Program. [BOG 4.003(8)]

As part of its efforts to create a safe work and study environment, USF requires a criminal history background check be conducted on prospective employees as a condition of employment under USF Policy 0-615 as follows:

Level 1 background checks are performed on all prospective employees as a condition of employment. A "Level 1 background check" is a background check that includes an employment history check, a nationwide criminal history background check through validated national database sources, and a check of the National Sex Offenders Public Website. It may also include a local criminal record check through local law enforcement agencies.

Level 2 background checks are performed on prospective employees where required by law or internal procedure. A “Level 2 background check” is a background check that includes a state or national fingerprint-based check in addition to the requirements of a Level 1 background check.

Current employees must report any conviction which occurs during their employment with USF to Human Resources. Human Resources may authorize a criminal history background check on current employees if required by law or if there is a reasonable belief that the employee has been convicted of a crime without reporting it to Human Resources. Where required by law, administrative rule, internal procedure, or administrative requirement or mandate, periodic Level 2 background check rescreens may be performed. If a criminal history background check on a current employee reveals any conviction of a felony or first degree misdemeanor, the individual will be separated from employment, unless the individual shows that the report is in error.

Element 7: Risk Assessment, Audit, & Monitoring

The **risk assessment, audit, and monitoring** element of an effective compliance and ethics program refers to finding and evaluating operational and organizational risks and taking steps to minimize those risk areas. This element includes ongoing testing of controls established to minimize risks and ensure controls are working. Under the FSG, this element is expressed as follows:

The organization shall take reasonable steps—to ensure that the organization’s compliance and ethics program is followed, including monitoring and auditing to detect criminal conduct. [FSG Element 5(A)]

A. Enterprise-Wide Risk Assessments

Every three years since 2011, Compliance & Ethics has coordinated and facilitated an enterprise-wide risk assessment for USF as part of the Enterprise Risk Management (ERM) program. ERM is an institution-wide or holistic approach to risk management. “Risk Management” is a process that defines how our organization does the following:

- Identifies risks to the achievement of goals and objectives,
- Measures the significance of each identified risk,
- Determines the most appropriate business response to each risk, and
- Evaluates and reports on how well the chosen responses are carried out.

A USF-level risk assessment is performed by upper-level management and their teams via the following actions:

- Define the major activities their area performs to achieve goals and objectives,
- Identify the essential processes used in each major activity, and

- Rank each process with respect to its impact on the achievement of goals and objectives and the probability the process will fail to contribute to that achievement.

B. Auditing and Monitoring Risks

The Office of Internal Audit (Internal Audit) is available to consult with USF management to assist in establishing effective internal controls and recognizing improper conduct. As part of their annual work plan, Internal Audit performs audits which test internal controls established by USF management. When deficiencies through such testing are found, Internal Audit collaborates with USF management in developing actionable steps to implement effective internal controls which are consistent with applicable federal or state law, USF policies and procedures, and industry best practices. Internal Audit then follows up with management to verify the corrective and preventative measures are implemented in a timely fashion. Compliance & Ethics is available to perform compliance reviews, risk assessments, and other consulting projects when compliance gaps are known or suspected. Compliance gaps can arise when USF has no known internal controls or the existing controls are not consistent with the law or industry best practices. Such reviews, assessments, and projects performed by Compliance & Ethics aim to bring the process or unit into compliance and, thereby, mitigate risk to the institution.

All USF employees with compliance responsibilities, particularly those in high-risk areas, are responsible for monitoring their unit's internal controls. Monitoring involves pointing out errors, omissions, exceptions, and inconsistencies in procedures, and working with their team members to implement corrective and preventative measures. In this way, unit compliance officers assist the CCO in maintaining an effective and broad-based program designed to prevent, monitor, and detect areas of non-compliance and, when necessary to fully meet compliance requirements, implement corrective action.

Element 8: Assessment of Effectiveness

The **assessment of effectiveness** element of an effective compliance and ethics program refers to evaluating the compliance program elements and how well they are being met. Under the FSG and BOG regulation, this element is expressed as follows:

The organization shall take reasonable steps—to evaluate periodically the effectiveness of the organization's compliance and ethics program. [FSG Element 5B]

The Program shall address the following components... The president and board of trustees shall be knowledgeable about the Program and shall exercise oversight with

respect to its implementation and effectiveness. The board of trustees shall approve a Program plan and any subsequent changes. A copy of the approved plan shall be provided to the Board of Governors. [BOG 4.003 (7)(a)]

The Chief Compliance Officer shall...report at least annually on the effectiveness of the Program. Any Program plan revisions, based on the chief compliance officer's report shall be approved by the board of trustees. A copy of the report and revised plan shall be provided to the Board of Governors. [BOG 4.003 (7)(g)8.]

Under BOG Regulation 4.003, the CCO is required to provide an annual USF Compliance & Ethics program report (Annual Report) on the effectiveness of the program to the Board of Trustees. Any program plan revisions, based on the CCO's Annual Report, must be approved by the Board of Trustees. Copies of the Annual Report and revised program plan are provided to the Board of Governors.

Program Plan: Preparation, Review, & Approval

The Board of Trustees shall approve a program plan and any subsequent changes. A copy of the approved plan shall be provided to the Board of Governors. [BOG 4.003(7)(a)]

The CCO and Compliance & Ethics staff are responsible for developing and implementing the Compliance & Ethics program plan. The CCO is responsible for routinely communicating to the Board of Trustees and USF President regarding program activities and providing an annual report on the effectiveness of the program. Any program plan revisions, based on the CCO's routine or annual reporting, shall be reviewed and approved by the Board of Trustees. A copy of the approved program plan and any subsequent changes shall be provided to the Florida Board of Governors.

Approved on: _____
William Weatherford, Chair, USF Board of Trustees

Deleted: Jordan B. Zimmerman

Approved on: _____
Rhea Law, USF President

Deleted: Steven C. Currall

Approved on: _____
Caroline B. Fultz-Carver, Chief Compliance Officer

Agenda Item: FL 110

USF Board of Trustees
December 7, 2022

Issue: Required submission of the Institute and Centers (I&C) Formal 7-Year Reviews

Proposed action: Approval of compliance with reporting of required elements in the 7-year reviews for Institutes & Centers reviewed in CY 2022

Executive Summary:

As part of Board of Governors Regulation 10.015, for state of Florida Institutes and Centers (I&C) universities must provide a summary of 7-year reviews of each I&C to the Board of Governors. In accordance with the updated regulation, each University's board of trustees must certify that the evaluation/review contained all elements specified in Regulation 10.015 using a template provided by the Chancellor. Copies of the most recent evaluations need to be submitted to the Board of Governors along with certification template. The reports for I&Cs reviewed in CY 2022 and the certification template will must be submitted to the BOG by January 10, 2023 close of business.

I&C reviewed in CY 2022:

- Center for Brownfields Research & Redevelopment
- Center for Research, Evaluation, Assessment and Measurement (CREAM)
- Center for Study of Migrant Education
- David C. Anchin Center for the Advancement of Teaching
- Institute for School Reform, Integrated Services, and Child Mental Health and Educational Policy

Financial Impact: No financial impact.

Strategic Goal(s) Item Supports: Goal 2 – Faculty Excellence in research & innovation; Goal 3 – Partnerships and engagement with local, national & global impact; Goal 5 – A strong, sustainable and adaptable financial base

BOT Committee Review Date: 11/21/2022 ACE

Supporting Documentation Online (please circle):

Yes

No

- 7-year evaluation reports for each I&C listed above
- BOG certification template for 2022

Prepared by: Theresa Chisolm, Ph.D., Vice Provost for Strategic Planning, Performance & Accountability



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Centers & Institutes 7-Year Report Form

Name of Center/Institute:	David C. Anchin Center for the Advancement of Teaching
Key Code:	40.0080
Director's Name:	Open (Report prepared by Associate Director, Rachel Hatten)
Date of Director's Last Evaluation by Supervisor:	Unknown
Date of Prior Review:	2015
Date of Report:	August 2022

Please provide a brief response to the following items.

1. A determination of the institute or center's progress against defined goals and objectives within the context of the institute or center's mission, university mission, and the current Board of Governor's Strategic Plan.

The David C. Anchin Center for the Advancement of Teaching is in its 25th year of collaborating with teachers, school leaders, school districts, and other educators to restructure schools in ways that improve the quality of education and enhance our ability to attract and retain able teachers. The Center's work aims to complement the strengths of the education community by:

1. Providing learning opportunities for practicing teachers. The Anchin Center's professional development programs focus on evidence-based, innovative, inclusive, and culturally responsive instructional strategies. The Center also provides technical assistance and workshops for school- and district-based educators interested in creating strengths-based policies and practices.
2. Creating intellectually stimulating and cognitively-enriching learning experiences for students, particularly those who have been historically and traditionally minoritized. Anchin Center staff envision an education system in which all students learn in a just, equitable, asset-based, and culturally sustaining environment that meets their unique needs.



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Q1 - continued

3. Collaborating with partners to promote the teaching profession. Schools need individuals who are passionate about teaching and serving their communities. The Anchin Center partners with school districts, community groups, and other stakeholders to help attract, develop, and retain a diverse pool of high-quality educators to the teaching profession.

The Center's mission is aligned with the mission and vision of the University of South Florida (USF). Specifically, the Center aims to "generate knowledge" and to "foster intellectual development" through professional development offerings and collaborative partnerships with practicing PreK-12 teachers and leaders. The work of the Anchin Center also supports the following elements of USF's vision:

- Student access, learning, and success through a vibrant, interdisciplinary, and learner-centered research environment incorporating a global curriculum.
- Research and scientific discovery to strengthen the economy, promote civic culture and the arts, and design and build sustainable communities through the generation, dissemination, and translation of new knowledge across all academic and health-related disciplines.
- Partnerships to build significant locally- and globally-integrated university-community collaborations through sound scholarly and artistic activities and technological innovation.

Consistent with the mission and vision of the University of South Florida, the Anchin Center values and seeks to expand opportunities for students to receive a high-quality education and to be immersed in excellence in teaching and learning. The work of the Center advances high-impact scholarship and research that is shared with practicing PreK-12 teachers and leaders through professional development and research and policy briefs prepared by the Center. Through community partnerships and collaborative engagements with our school district partners, the Anchin Center exemplifies USF's values of research, community engagement, and public service.

The work of the Anchin Center is aligned with the Board of Governors Strategic Plan, most specifically in goals 2, 3, and 4.

Goal 2: Faculty Excellence in Research and Innovation

The Anchin Center fosters strategic collaborative research and innovation that is highly impactful and transformative. Through partnerships with USF faculty, as well as with PreK-12 teachers, administrators, and educational consultant groups in the



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Q1 - continued

Tampa Bay area, the Center disseminates innovative teaching practices that are based in current research. The Anchin Center's commitment to providing research briefs that are consumable by practicing teachers, and professional development that is relevant and timely, advances USF's goal towards transformative research that impacts the schools, teachers, and students we serve.

Goal 3: Partnerships and Engagement with Local, National, and Global Impact
USF aims to continue to build partnerships with the community, particularly with PreK-12 school systems, businesses, non-profit organizations, and government agencies. The Anchin Center's work aligns with this goal in our ongoing efforts to support PreK-12 school systems through professional development offerings and collaborative projects in support of high-impact instructional practices. The Anchin Center is building relationships with local businesses and non-profit organizations who have a vested interest in a strong local school system. The Anchin Center's work to build a community advisory board to help shape goals and objectives for both immediate and long-term plans highlights the Center's commitment to community engagement. The annual conference, as well as community events and fundraisers like the annual 5K for K12 race bring alumni, current USF faculty and staff, practicing PreK-12 teachers and leaders, and community members together.

Goal 4: A Diverse and Inclusive Community for Learning and Discovery
USF wants to expand "workshops and learning opportunities for faculty and staff to promote inclusivity, equitability, critical thinking, and diversity of thought." The Anchin Center's Guiding Beliefs echo this goal. Staff at the Center believe that education is a conduit for life opportunities, human rights, and justice, and that equitable and just education policies and practices can bring real and sustaining change to our communities. The professional development programming and the Anchin Center Annual Conference are guided by the values of equity, justice, and academic excellence grounded in research-based practices.

The Anchin Center engages with school districts in the Tampa Bay area (Hillsborough, Pinellas, Pasco, Hernando, Polk, Sarasota, and Manatee) through professional development offerings, and also facilitates the Professional Development Leadership Collaborative. The Leadership Collaborative is an initiative developed in partnership with school district professional development leaders from the west coast of Florida, including Citrus to Sarasota Counties, Polk County and the Heartland Consortium. Participants focus on issues related to professional development and discuss strategies for meeting state-level requirements.

The Leadership Collaborative meets each semester for discussion related to new legislative requirements for teacher recertification, upcoming professional development opportunities, and shared strategies in support of teaching and learning.



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2. An assessment of the return on investment of State dollars, if applicable.

At this time, the Anchin Center receives E&G funds to support two staff positions. The Business and Fiscal Analyst position is supported 100% by E&G funds and 85% of the Director of Professional Development's position is supported by state dollars. Including benefits, this totals approximately \$120,000. These positions are critical to the Center's ability to deliver on its mission of collaborating with teachers, school leaders, and districts to improve the quality of education and enhance our ability to recruit and retain excellent teachers.

The Business and Fiscal Analyst is responsible for the financial health of the Center, including monitoring appropriate use of endowment funds, auxiliary accounts, and E&G dollars. The Director of Professional Development provides leadership for the Center aligned with its mission and facilitates collaboration with a diverse group of constituents, including college and university-wide faculty, schools and school districts, community organizations, and the business/industry sector to achieve the stated goals of the Center; plans and oversees professional development opportunities for individuals entering the teaching profession and those already in the profession; supports the Director of the Anchin Center in seeking out funding opportunities for the Center; and assists the Director of the David C. Anchin Center as appropriate.

The Center worked with USF Foundation to develop an annual 5K for K12 race. All funds raised through the race are gifts to an endowed fund that will support activities of the Center, particularly in providing professional development to PreK-12 teachers and leaders. The Center continues to utilize endowed funds totaling approximately \$3,000,000 that support an Endowed Chair, resources for operational costs, professional development, and leadership development. The Center seeks to expand its research and funded projects over the next three to five years.

The Anchin Center continues to demonstrate a strong return on investment of state dollars.



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3. The need for continuation of the institute or center.

The University of South Florida strategic plan presents a core set of values that are essential to actualizing university goals. These values emphasize the importance of high-quality education and excellence in teaching and learning, high-impact scholarship, research, and creative activities, global research, community engagement, and public service, and entrepreneurial spirit, partnerships, and innovation. The David C. Anchin Center exemplifies these core values in its relationship with districts and other organizations that bring recognition to the University of South Florida. Specifically, the Anchin Center works with educators to enhance leadership and instruction that results in improved PreK-12 student learning. As a result, the Center is recognized as a key leader in education and resources that contributes to economic development in the greater Tampa Bay region. Evidence of the impact of this work can be found across state, national, and international contexts.

The Center's ongoing efforts to provide research and policy briefs, particularly related to legislative changes, new recertification requirements, and state statutes that directly impact classroom instruction, are a critical service to supporting practicing teachers and leaders in the PreK-12 system. The Center also provides professional development for PreK-12 educators that is aligned to new Florida state standards in English Language Arts and Mathematics, and hosts webinars, panel discussions, and sessions connected to recently passed legislation. These services provided for PreK-12 teachers and administrators are critical in the Center's ongoing efforts to support and retain excellent teachers.

The Anchin Center is a critical partner to school districts and provides a space to highlight the research and scholarly activities of USF faculty. The Center is committed to restructuring schools to better serve students and families, and connects the community and practicing teachers to the work of the USF College of Education. The Center will continue to seek out partnerships and secure additional funding to advance the mission of the Center in support of the teachers, students, and communities we serve.



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4. A description of possible changes in mission or organizational structure.

No changes in mission are anticipated.

At the time of this report, the Center Director/Endowed Chair in Education Innovation position is vacant. In partnership with the Dean's Office and the Provost's Office, a search committee is engaged in the process of identifying a new permanent Director. The search is aligned with the goals of the Center and the ideal candidate will continue to seek out partnerships and opportunities for expanded external funding. The Director will be responsible for advancing the mission of the Center, meeting the needs of the communities we serve, and ensuring the Center will continue to thrive and grow.



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5. A discussion of projected budget reductions or expansions.

The Anchin Center has a goal of being fully supported by external funds rather than by E&G funds. The Center is making steady progress towards this goal, as E&G funds represent approximately \$120,000 of the approximate \$1.5 million budget. The Center is working towards building its endowment base and securing additional external grants and/or privately funded projects. This will be a major focus of the new Center Director. The Center continues to build upon existing programming like the Advanced Placement Summer Institute, annual conference, and other professional development offerings that advance the mission and provide financial stability to the Center.



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6. Recommendations for a status change (e.g., active, inactive, or terminate), if applicable.

No status change recommended.



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Approvals	Name	Signature	Date
Institute/Center Director	Rachel Hatten	DocuSigned by: <i>Rachel Hatten</i> 0B1D3349E496453...	9/15/2022
Department Chair <i>(if applicable)</i>			
Associate Dean for Research	Kathy Bradley-Klug	DocuSigned by: <i>Kathy Bradley-Klug</i> 449926CA1832470...	9/15/2022
College Dean	R. Anthony Rolle	DocuSigned by: <i>R. Anthony Rolle</i> D8F5261D234F40F...	9/15/2022
Board of Trustees	USF BOT Chair		



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Centers & Institutes 7-Year Report Form

Centers & Institutes 7-Year Report Form	
Name of Center/Institute:	Center for the Study of Migrant Education
Key Code:	40.0600
Director's Name:	Ann Cranston-Gingras
Date of Director's Last Evaluation by Supervisor:	July, 2021
Date of Prior Review:	September, 2015
Date of Report:	September, 2022

Please provide a brief response to the following items.

1. A determination of the institute or center's progress against defined goals and objectives within the context of the institute or center's mission, university mission, and the current Board of Governor's Strategic Plan.

The mission of the Center for the Study of Migrant Education is:

to join with local, state, and national agencies and organizations to improve education and related services for migrant children and their families through the development and study of programs and training addressed at special needs.

The Center's mission aligns with the current Board of Governor's Strategic Plan and contributes to the university's mission through the attainment of external funding for research and innovative programs supporting the success of diverse students from migrant and seasonal farmworker backgrounds in collaboration with local, regional and national partners. The Center was established in response to a need for a focused effort to address the often-dismal educational outcomes of Florida's migrant farmworker students and the substantial barriers inhibiting educational and economic opportunity for this vulnerable population. Initially focused on dropout prevention and recovery for migrant youth, the Center's initiatives have expanded over its thirty-six-year history, to include externally funded research and programs in the areas of college success for migrant students, migrant students with disabilities, teacher preparation for migrant students and interstate migrant education programs. Highlights of the Center's accomplishments since the last seven-year review are presented below in alignment with the Board of Governor's Strategic Goals.



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GOAL 1: Student Success at USF and beyond

A foremost goal of the Center for the Study of Migrant Education is to continue to foster success among students from migrant farmworker backgrounds. The objectives related to this goal are derived from government performance indicators associated with the Center's federally funded projects and the university's student access and persistence indicators. Primary Student Success initiatives offered through the Center include two federally funded projects, the High School Equivalency Program (HEP) for Migrant Youth and the College Assistance Migrant Program (CAMP). Recognized in recent years by the U.S. Department of Education as high performing programs, both HEP and CAMP boast outstanding outcomes for students from migrant farmworker backgrounds. For example, during the past seven years, 177 students participated in the CAMP program with 95% completing their first year at USF and successfully transitioning to the second year of college. Similarly, over the past seven years 367 out-of-school youth from Florida's migrant communities participated in the HEP program with 94% attaining their high school diploma. Further, through the Migrant Scholars Program, College of Education undergraduate and graduate students from migrant farmworker families have been supported with full tuition scholarships and provided academic and other support services through the Center. Graduates have gone on to work in school districts in migrant farmworker communities throughout the state of Florida.

GOAL 2: Faculty excellence in research and innovation

Integral to the mission of the Center for the Study of Migrant Education is the advancement of knowledge regarding the unique educational contexts impacting students from migrant farmworker backgrounds. To this end, the Center demonstrates, through its funded projects, effective practices in dropout retrieval and college success and supports and disseminates impactful research on effective practices to address the educational needs of students from migrant farmworker backgrounds and their families. Over the past seven years this is evidenced by the acquisition of federal grants and private funding as well as through numerous national presentations, refereed journal articles and research support of faculty and graduate students.

GOAL 3: Partnerships and engagement with local, national, and global impact

Working partnerships among federal, state and local agencies, as well as, national networks contribute to the success of the Center for the Study of Migrant Education. Center staff work closely with migrant education personnel in school districts throughout the state of Florida and in partnerships with other public agencies such as the Florida Department of Education's Child Migrant and Farmworker Career Development Programs, The Florida Identification and Recruitment Network, and Migrant Head Start. Individuals from several of these agencies serve on the Center's Management Team. Additionally, collaborative working relationships with non-governmental and faith-based organizations such as Redlands Christian Migrant Association, the San Jose Mission, the Guadalupe Center, Take Stock in Children, the Immokalee Foundation and local migrant health clinics provide mutually beneficial opportunities to jointly address concerns of the migrant student population. Further, relationships with fraternal organizations



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and private foundations assist in providing scholarships and career opportunities for students participating in the Center's programs.

GOAL 4: A diverse and inclusive community for learning and discovery

The Center for Migrant Education employs a diverse staff who have extensive backgrounds in direct service to migrant youth and have delivered and received considerable professional development relevant to sensitivity and understanding of the unique characteristics of this population. For all open positions, individuals from traditionally underrepresented groups, particularly those with migrant farmworker backgrounds, are recruited and encouraged to apply for employment. Of the seventeen current Center employees, including student employees, eleven are Hispanic, four are White, one is Black and one is Asian. With regard to students participating in the Center's initiatives, staff ensure that migrant and seasonal farmworker students, including those from diverse ethnic, racial, age and national origin groups, as well as those with disabilities, have equal access and that those with greatest need have priority for services. Over 95% of students participating in the Center's programs are Hispanic.

GOAL 5: A strong, sustainable, and adaptable financial base

This Goal closely aligns with the Center's objective to operate as a fully self-sustaining entity through the acquisition of external funding. Throughout the past seven-year period, the Center has been fully supported through federal grants from the U.S. Department of Education, private endowments and a private operating fund. Two major grants totaling over four and a half million dollars over five years, *The College Assistance Migrant Program (CAMP)*, and the *High School Equivalency Program (HEP)* received new funding in 2019. Through generous donations from agribusiness, students from migrant farmworker backgrounds preparing for careers in education receive tuition funding to complete their undergraduate and graduate degrees.

As a consistently recognized top performing program, with highly experienced staff, the Center's operation is both effective and efficient. Data in relation to the Center's objectives and financial and time expenditures are continuously examined to insure optimal results are achieved and component costs do not exceed benefits. Costs are minimized by having personnel assigned for as low an FTE as possible to maximize specific areas of expertise. The budget reflects significant voluntary resources from external agencies involved with migrant youth.

Additionally, indirect costs affiliated with the grant awards received through the Center's projects provide funds to the university, the College of Education and the Center to provide resources for faculty and student research.



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2. An assessment of the return on investment of State dollars, if applicable.

The Center is 100% self-sustaining through federal and private grants and receives no State funding. Grants generate indirect and faculty buyout dollars as well as direct financial support to students and opportunities for student employment.

3. The need for continuation of the institute or center.

Florida is a home base state for migrant farmworkers who travel throughout the Eastern Stream and the Midwest. Estimates on the number of farmworkers in the state range from 150,000 to 200,000 (Florida Dept. of Health, 2021). With approximately 25,000 currently migrant students attending Florida schools, Florida ranks fourth in the nation in terms of the number of current migrant students and is one of only four states in the country with greater than 20,000 migrant eligible students. Further, Florida ranks closely behind only California and Texas in terms of the number of migrant students classified as “priority for services” due to their high-risk status (EDFacts/Consolidated State Performance, 2017). Adding to the significant population of Florida migrant students at risk for school failure are the high numbers of out-of-school youth working in agriculture with over 4,000 migrant eligible out-of-school youth (FLDOE, 2018). As students whose backgrounds include frequent mobility, high poverty and cultural and linguistic isolation, migrant students have historically been identified as among those least likely to complete high school and postsecondary education. According to the U.S. Census the nationwide migrant dropout rate is holding at close to 50% and in Florida, despite intensive interventions, over 45% of migrant students fail to graduate from high school (FLDOE, 2018). Although Florida consistently ranks among the top three or four states with the highest number of current migrant students in the country, the USF Center for the Study of Migrant Education is one of only two institutions in Florida, and the only research intensive, residential institution with initiatives focused on migrant student success. Through the Center’s research and educational opportunities, the large group of migrant youth located in the state have an opportunity to increase their earning power and improve educational outcomes for themselves and their communities. Because of its proximity to neighboring regions, approximately 90% of the migrant population is either directly served by the West Central (USF) region or a tangent region. This represents significant potential to address the needs of migrant and seasonal farmworkers who have been disadvantaged by below poverty level income, poor and inaccessible health care, inadequate housing, and most relevant to the Center’s mission, fragmented and inadequate school experiences.



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4. A description of possible changes in mission or organizational structure.

No changes in mission or organizational structure are proposed.

5. A discussion of projected budget reductions or expansions.

There are no projected budget reductions or expansions at this time.

6. Recommendations for a status change (e.g., active, inactive, or terminate), if applicable.

Not applicable

Approvals	Name	Signature	Date
Institute/Center Director	Ann Cranston-Gingras	DocuSigned by: <i>Ann Cranston-Gingras</i> BBB16AF906E0442...	9/15/2022
Department Chair <i>(if applicable)</i>			
Associate Dean for Research	Kathy Bradley-Klug	DocuSigned by: <i>Kathy Bradley-Klug</i> 488286A1833470...	9/15/2022
College Dean	R. Anthony Rolle	DocuSigned by: <i>R Anthony Rolle</i> D9F5261D234F40F...	9/15/2022
Board of Trustees	USF BOT Chair		



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Centers & Institutes 7-Year Report Form

Centers & Institutes 7-Year Report Form	
Name of Center/Institute:	Center for Research, Evaluation, Assessment, and Measurement (CREAM)
Key Code:	40.1200
Director's Name:	Dr. Kathy L. Bradley-Klug (Interim Director)
Date of Director's Last Evaluation by Supervisor:	July 2021 (Interim Director's Evaluation)
Date of Prior Review:	September 2015
Date of Report:	September 2022

Please provide a brief response to the following items.

- 1. A determination of the institute or center's progress against defined goals and objectives within the context of the institute or center's mission, university mission, and the current Board of Governor's Strategic Plan.**

The Center for Research, Evaluation, Assessment, and Measurement (CREAM) serves as the hub of research activity in the University of South Florida College of Education.

The Mission of CREAM is to engage in high-quality research, evaluation, assessment, and measurement efforts and enhance the culture of research productivity in the College of Education. Specific objectives of the Center are to:

- 1) Facilitate the implementation of high-quality funded-research projects
- 2) Facilitate faculty and student engagement in interdisciplinary research, evaluation, assessment, or measurement opportunities
- 3) Provide consulting services related to research design through the Consulting of Research in Education (CORE)
- 4) Build and extend the faculty and student capacity for engagement in high quality research, evaluation, assessment, or measurement efforts through professional development opportunities



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5) Showcase faculty and student research, evaluation, assessment, or research efforts

At the time of the prior Center report (August, 2015) CREAM had oversight of six research grants, two evaluations, and two assessments, with approximately \$3 million of federal, state, and regional contracts and grants under active management. A goal set in the 2015 report was to "increase grants and contracts in all areas". Since 2015, the majority of College of Education funded projects have been moved to CREAM for consistency of post-award management. As of the date of this current report (September, 2022) CREAM now provides post-award support for 36 funded research projects in the College for a total of over \$26 Million in both internal and external funding.

The mission and goals of CREAM are aligned with the five areas of the University of South Florida's strategic plan:

Goal 1: Student Success at USF and Beyond - Several of CREAM's goals include a focus on promoting student success through engagement in research, evaluation, assessment, or measurement opportunities; build and extend capacity for engagement in research, and showcasing student research. Examples of ways in which CREAM has promoted student success include offering grant writing workshops to undergraduate student members of the SunCoast Area Teacher Training Honors Program, providing research design and evaluation support through CORE, and providing venues such as the COEDU Lightning Talks, for students to share their research interests and projects.

Goal 2: Faculty Excellence in Research and Innovation - Consistent with the mission to advance research, the projects managed through CREAM involve diverse scholars as evidenced by the interdisciplinary (e.g., engineering, medicine, computer science, behavioral health), inter-university (College of Arts & Science, College of Behavioral and Community Sciences, College of Business, College of Engineering, College of Public Health, Cyber Florida, and USF Libraries), intra-university (e.g., University of Florida, University of Rhode Island, University of Wisconsin, University of Washington, University of Massachusetts, Ohio State University) and international (e.g., Ministry of Education in the Bahamas, University of West Indies) teams collaborating on projects. These funded projects (including grants from IES, NSF, Spencer Foundation, USDOE, FLDOE, US Agency for International Development) advance scholarship that is nationally and internationally recognized for its outstanding quality.

Goal 3: Partnerships and Engagement with Local, National, and Global Impact - CREAM provides post-award support on a large number of interdisciplinary projects. Faculty in the College of Education partner with local agencies (e.g., Children's Home Society of Florida, Tampa VA, Tampa YMCA, City of St. Petersburg, local school districts) and engage in projects that have a direct impact on the local community.



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Faculty also actively research and receive external funds to partner and engage in projects that have national and global impact (i.e., Investigating the Impact of COVID-19 on Young Children's Early Literacy Development, Technology and Threat Assessment Solutions for Safer Schools, Caribbean Educational Research Initiative).

Goal 4: A Diverse and Inclusive Community for Learning and Discovery - One of the goals of our College is to increase our visibility in diverse communities that have been historically overlooked, and one way for us to achieve this goal is to create more grant-funded community collaborative research partnerships. Specific examples of recent grants managed through CREAM that focus on this goal include: Improving Pathways to Success for High-Achieving Pre-Collegiate African American Males in Information Technology, Examination of Historical and Modern-Day Impact of Structural Racism on the Lives of Black People in the City of St. Petersburg, Florida, Exploring Heterogeneity Among the US Latino Dual Language Learner Head Start Population, and Knowledge, Beliefs, and Mindsets about Equity in Educators and Educational Leadership Survey.

Goal 5: A Strong, Sustainable, and Adaptable Financial Base - The indirect costs affiliated with the awards managed through CREAM provide direct financial benefit to the University of South Florida and the College of Education. Specifically, these funds help to support the infrastructure of USF Research & Innovation and any funds returned to the College are disbursed to principal investigators, departments, centers & institutes, and a percentage is retained in the Office of the Dean in the College Research Initiative Account (RIA) to further support and promote the research and scholarly productivity of faculty and students.



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2. An assessment of the return on investment of State dollars, if applicable.

At the time of this report, the following staff members affiliated with CREAM are partially supported through E&G funds (note: the current Interim Director is funded by both E&G and grant funds):

- 1) Two Unit Research Administrators (supported two thirds through E&G funds and one third through the College RIA fund)
- 2) One Business & Fiscal Analyst (supported two thirds through E&G funds and one third through the College RIA fund)
- 3) One Business & Fiscal Specialist (supported 100% by College RIA funds)

The total amount of E&G funds across these staff positions is approximately \$178,193.47 (salary plus benefits). With the current amount of internal and external grant funds awarded to the College and supported through CREAM (over \$26 Million), there is a very positive return on investment from these state dollars.

Going forward, the plan is to gradually move the staff affiliated with CREAM to 100% support through the College RIA fund, thereby further reducing the investment of state dollars.

3. The need for continuation of the institute or center.

The Center for Research, Evaluation, Assessment, & Measurement is critical to the College of Education. The Center currently manages 36 internally and externally funded projects for faculty in the College. As the College of Education strategizes to expand community-based research partnerships, CREAM will play a major role. For example, the Interim Director is collaborating with Hillsborough County Public Schools to formalize a research partnership that will focus on addressing problems of practice in the school district by linking district personnel with faculty in the College who have related areas of expertise. The goal is to then expand this partnership model to surrounding school districts. CREAM will play a central role in matching faculty with district needs and identifying funding sources to sustain these partnerships. Additional professional development opportunities will be made available to faculty and students through a national speaker series and "brown bag" panel discussions focused on a variety of topics to promote grant writing and scholarly productivity. The Center also will enhance its role in identifying funding opportunities that align with the research interests and expertise of our faculty and students.



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With an increased need to support research endeavors through external sources such as grants and contracts, the resources and support currently provided through CREAM as well as the plans for expanding upon those resources are critical to the mission and goals of the College of Education.

4. A description of possible changes in mission or organizational structure.

There is no anticipated change in the mission of CREAM. With regard to organizational structure, there is a plan to hire a Grant Editor who will be 100% supported through College RIA funds to provide additional pre-award support to faculty with the goal of increasing the number of external awards funded and therefore expanding the College of Education's contributions to the strategic priorities of the University. The College also will pursue hiring a permanent Director for CREAM to provide continued leadership for the Center.

5. A discussion of projected budget reductions or expansions.

Projections for continued budget support of CREAM are based on the number of grant funds awarded to faculty in the College of Education and the subsequent indirect costs distributed back to the College from USF Research and Innovation. With a focus on post-award management of current projects and an investment in the position of a Grant Editor to increase successful proposal submissions and subsequent awards, the Center will continue to support our faculty and students in the College.

6. Recommendations for a status change (e.g., active, inactive, or terminate), if applicable.

There is no recommendation for a change in status of the Center for Research, Evaluation, Assessment, & Measurement.



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Approvals	Name	Signature	Date
Institute/Center Director	Kathy L. Bradley-Klug (Interim)	DocuSigned by: Kathy Bradley-Klug 449926CA1832470...	9/15/2022
Department Chair <i>(if applicable)</i>	NA		
Associate Dean for Research	Kathy L. Bradley-Klug	DocuSigned by: Kathy Bradley-Klug 449926CA1832470...	9/15/2022
College Dean	R. Anthony Rolle	DocuSigned by: R Anthony Rolle D9F5261D234F40F...	9/15/2022
Board of Trustees	USF BOT Chair		



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Centers & Institutes 7-Year Report Form

Name of Center/Institute:	Institute for School Reform, Integrated Services, and Child Mental Health and Educational Policy
Key Code:	40.0700
Director's Name:	Jose Castillo
Date of Director's Last Evaluation by Supervisor:	Unknown
Date of Prior Review:	2015
Date of Report:	August 2022

Please provide a brief response to the following items.

1. A determination of the institute or center's progress against defined goals and objectives within the context of the institute or center's mission, university mission, and the current Board of Governor's Strategic Plan.

The Institute for School Reform, Integrated Services, and Child Mental Health and Educational Policy is a research and technical assistance center focused on improving educational and related services for children, youth, families, and communities. The Institute envisions that all schools in the state of Florida and nationally will have the capacity to provide a safe, effective, and efficient environment to continuously improve the academic, social, and emotional growth of all students and to actively engage families and communities in education. The mission of the Institute is to implement and evaluate research-based and innovative practices in school and community settings through:

- Training, technical assistance, and support provided to key partners
- Community engaged research and program evaluation to inform key partners' decision making
- Development of research- and evidence-based documents, tools, and resources to support implementation and evaluation activities
- Supporting the infrastructure and capacity of key partners to implement and evaluate federal and state educational policy



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Q1 - continued

The Institute's mission is aligned specifically with the overall mission and vision of The University of South Florida (USF). In particular, the Institute's mission serves to “generate knowledge” and supports the following 3 statements from the University's vision:

- Research and scientific discovery to strengthen the economy, promote civic culture and the arts, and design and build sustainable communities through the generation, dissemination, and translation of new knowledge across all academic and health-related disciplines.
- Partnerships to build significant locally- and globally-integrated university-community collaborations through sound scholarly and artistic activities and technological innovation.
- A sustainable economic base to support USF's continued academic advancement.

The Institute's work also aligns with the USF strategic plan in the following ways:

Goal 2 - Faculty excellence in research and innovation. USF aims to conduct high-impact research and innovation to advance frontiers of knowledge, solve global problems, and improve lives including fostering strategic collaborative research and innovation that is highly impactful and transformative: Institute staff partner with USF faculty and staff, faculty at other universities, and community partners to engage in collaborative research activities and partnerships that are impactful and transform educational and related systems.

Goal 3: Partnerships and engagement with local, national, and global impact. USF aims to be a major social and economic engine creating robust global, national, and regional partnerships to build a prosperous and sustainable future for our regional communities and the state of Florida: In particular, the Institute partners closely with the Florida Department of Education (FDOE), school districts, universities, and other agencies to accomplish its aims. For example, Institute staff have partnered with the FDOE and school districts across the state of Florida to support students who attend schools in neighborhoods with families living under impoverished conditions, to build educator capacity to use assessment data to inform instruction and intervention for all students, to improve access and opportunities for students with disabilities, and to promote school mental health services, among other foci. Our staff provide training, technical assistance, and support virtually and face-to-face as well as create a number of products and resources to support school improvement efforts.



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Q1 - continued

Finally, the mission of the Institute is aligned with all three goal areas of the Florida BOG— Teaching and Learning, Scholarship, Research and Innovation, and Community and Business Engagement. In particular, the Institute has demonstrated a specific impact in the following goal areas:

Teaching and Learning - Increase Degree Productivity & Program Efficiency: The Institute supports funding for graduate students in School Psychology and related disciplines and contributes to the number of graduates from these programs. For example, from the 2018-19 through the 2021-22 academic years, the Institute provided funding to 54 graduate students enrolled in the School Psychology Program. This funding supported their recruitment to and retention within the program. During this same time span, 29 Ph.D. and 13 Ed.S. School Psychology Program students earned their degrees.

Scholarship Research and Innovation- Increase Research Activity & Attract More External Funding: The Institute has increased its funding from \$4,613,413.00 in 2008 to \$15,008,360.00 in 2014-15 to \$22,876,517 in 2022-23, and from a staff of 24 to a staff of greater than 125. Additionally, faculty and staff affiliated with the Institute publish research articles and book chapters as well as present at state and national conferences.

Increase Community and Business Engagement-Increase Community/Business Engagement and Increase Community/Business Workforce: The Institute actively engages with all 76 school districts in Florida through training, technical assistance, and support provided directly to school, district, and state partners. Additionally, the Institute supports directly the community and business engagement of the Florida Department of Education through providing staff and operational services to increase their infrastructure and capacity to implement and evaluate state and federal education policy. In addition, the Institute has contributed to the community workforce through a continuous increase in the number of institute employees who live and work in communities throughout Florida (24 to 125 employees). These employees are 100% supported through the grant funds generated by the Institute.

In summary, the Institute, housed at a preeminent Research 1 university, has facilitated research to practice that improves the educational outcomes of students and schools in Florida as well as nationally. The Institute facilitates research- and evidence-based practices through community engagement and dissemination activities. The Institute also supports the training of highly qualified graduate students to move from the university to school and community practice (to sustain growth and innovative, evidence-based practices). Finally, the Institute supports the economic health of USF through external funding that benefits the University, College, and Institute as well as the graduate education of future professionals.



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2. An assessment of the return on investment of State dollars, if applicable.

The Institute is 100% supported through external funding.



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3. The need for continuation of the institute or center.

The Institute remains a critical partner of the Florida Department of Education. The FDOE's mission is to "increase the proficiency of all students within one seamless, efficient system, by allowing them the opportunity to expand their knowledge and skills through learning opportunities and research valued by students, parents, and communities." Consistent with its mission, the Institute will continue to provide training, technical assistance, and support, as well as documents, tools, and resources that support key FDOE initiatives supported by state and federal policy (e.g., Multi-Tiered Systems of Support, raising literacy outcomes for students, school improvement processes, assistive technology and other supports for students with disabilities, programs and supports for students living under impoverished conditions, migrant and homeless student programs). The Institute will continue to do so through providing staffing and operational services to the FDOE as well as through community engaged research and services. These activities will continue to build infrastructure and capacity for the implementation of research- and evidence-based policies and practices. The past 7 years has seen growth in the number of projects and overall funding levels that demonstrate the strength of the partnership and need for continued work.

Although the FDOE remains a critical partner, other partners and funding agencies offer opportunities to engage in community-oriented scholarship and to promote the implementation of research-based practices. In addition to the FDOE, the Institute will seek out other opportunities to secure funding to investigate ways to promote improved outcomes for students, families, schools, and the communities they serve.



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4. A description of possible changes in mission or organizational structure.

The Director of the Institute is having exploratory conversations with College of Education leadership regarding expanding Institute faculty and support staff. The increase in funded projects from the Florida Department of Education has resulted in the Institute reaching a point where it must increase its capacity in order to seek and accept additional funded projects. Capacity is needed in two areas. First, current funded projects skew more heavily toward implementation and policy support, product development, and staff augmentation and business services. Additional research staff (e.g., Research Professor, faculty appointments) would create more dedicated personnel to pursue and conduct community engaged research that promotes research to practice. Second, seeking and securing additional research projects would require additional grants business staff to conduct the critical business operations (e.g., hiring processes, purchasing, travel support, leave procedures, opening and closing grants).



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5. A discussion of projected budget reductions or expansions.

Current budget projections indicate sufficient levels of funding to carry out project deliverables through 2023. The Institute will continue to partner with the FDOE to identify and respond to Requests for Application on an annual basis. Institute faculty also will pursue other external funding opportunities to increase its budget for community engaged research and dissemination activities.



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6. Recommendations for a status change (e.g., active, inactive, or terminate), if applicable.

No status change recommended



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Approvals	Name	Signature	Date
Institute/Center Director	Jose Castillo, Ph.D.	<small>DocuSigned by:</small> Jose Castillo	09/15/2022
Department Chair <i>(if applicable)</i>	Barbara Shircliffe, Ph.D.	<small>DocuSigned by:</small> Barbara Shircliffe	09/15/2022
Associate Dean for Research	Kathy Bradley-Klug, Ph.D.	<small>DocuSigned by:</small> Kathy Bradley-Klug	09/15/2022
College Dean	R. Anthony Rolle, Ph.D.	<small>DocuSigned by:</small> R. Anthony Rolle	09/15/2022
Board of Trustees	USF BOT Chair	<small>DocuSigned by:</small>	



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Centers & Institutes 7-Year Report Form

Name of Center/Institute:	Center for Brownfields Research and Redevelopment
Key Code:	40.0810
Director's Name:	E. Christian Wells
Date of Director's Last Evaluation by Supervisor:	2014
Date of Prior Review:	NA
Date of Report:	06/20/2022

Please provide a brief response to the following items.

1. A determination of the institute or center's progress against defined goals and objectives within the context of the institute or center's mission, university mission, and the current Board of Governor's Strategic Plan.

The Center was established in 1998 by an act of the Florida Legislature (Florida Law, Ch. 240.5321). Our mission is to leverage interdisciplinary scientific expertise at the University of South Florida to inform outcome-driven research on environmental toxicants, land use legacies, community health, environmental justice, and sustainable and equitable development. The three main goals of the Center are: 1) Engagement...with community partners to identify problems and context-sensitive solutions; 2) Convergence...of multiple perspectives, voices, and approaches for holistic and outcome-driven scientific research; and 3) Translation...of scientific findings for community impact.

"Brownfields" are defined by the U.S. Environmental Protection Agency as properties—"the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant." The EPA estimates that there are nearly half a million brownfields in the U.S., many located in poor and underserved communities. Most of these sites are located in poor and underserved communities with limited access to fresh foods, outdoor recreation, and healthcare. Research demonstrates that residents of brownfields communities have disproportionately higher levels of heart disease, cancer, asthma, and infant mortality than non-brownfields communities. Empowering community members to transform brownfields into healthfields (former brownfield properties that have been redeveloped to improve access to healthcare and healthy living) is therefore key to social, economic, and environmental sustainability in these areas.



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Q1 - continued

Since the last review, the Center has made substantial progress against our three goals as follows:

Goal 1: Engagement...with community partners to identify problems and context-sensitive solutions -- Through the Center's "Florida Brownfields Redevelopment Atlas" (an on-line decision-support tool developed by the Center), we have engaged with approximately 500 stakeholders across the state, including local, regional, and state governments; community-based nonprofit organizations; colleges and universities; and the private sector. Center leadership, faculty associates, and student interns have engaged with dozens of brownfields communities throughout the state. Locally in the Tampa Bay area, we have concentrated deep engagement with three communities: East Tampa, Tampa Heights, and the University Area Community (in unincorporated Hillsborough County). All three of these represent underserved historically Black communities with brownfields and environmental justice challenges. Working with these communities, we have obtained over \$750,000 in federal grants to address redevelopment challenges and job training. Finally, Center staff and students have provided presentations and workshops throughout the state at over 75 conferences and events.

Goal 2: Convergence...of multiple perspectives, voices, and approaches for holistic and outcome-driven scientific research -- The Center brings together USF faculty and students in the social sciences, environmental engineering, and public health to work collaboratively with community leaders and other stakeholders to co-design solutions to community-identified problems with brownfields redevelopment. In doing so, the Center has obtained a total of \$1.5 million in federal support for integrated, interdisciplinary research and community-engaged citizen science. Finally, the Center director was recently appointed President of the Florida Brownfields Association, the state's largest nonprofit advocacy organization dedicated to brownfields redevelopment and community revitalization. This position provides abundant opportunities for increasing both engagement and convergence.

Goal 3: Translation...of scientific findings for community impact -- The Center strives for community impact by conducting outcome-driven research and leveraging scientific research findings for positive policy recommendations. To this end, the Center has published five important peer-reviewed articles over the past two years and we currently have an additional four under review. We have provided advice regarding brownfields issues to the Environmental Protection Commission of Hillsborough County. We have provided the Department of Environmental Protection with 6 scientific reports. We have provided Region 4 of the U.S. EPA with one high-level briefing. We have provided professional briefs for Congresswoman Castor for bills before the U.S. House of Representatives' Energy and Commerce Committee and other legislation.



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Q1 - continued

The Center aligns with USF Strategic Plan in the following ways:

Goal 1-Student Success at USF and Beyond: The Center trains graduate and undergraduate students in the social and environmental sciences and in science-policy interactions. Since our last review, we have supervised 8 professional internships and Center research has resulted in 7 dissertations and theses.

Goal 2-Faculty Excellence in Research and Innovation: The Center has been awarded over \$1.5 million in federal and state grants and contracts for research.

Goal 3-Partnerships with Local Impact: The Center has established long-standing research partnerships with Region 4 U.S. EPA and the Florida Department of Environmental Protection to study the efficacy of brownfields redevelopment in Florida and to provide technical assistance to numerous communities throughout the state.

Goal 4: A Diverse and Inclusive Community for Learning and Discovery: The Center focuses on African-American and Hispanic communities experiencing environmental justice challenges and develops partnerships with community-based organizations and with USF faculty and students to address environmental justice challenges. The Center is also now co-PI of a \$1.5 million grant from the National Science Foundation (Improving Undergraduate STEM Education - IUSE program) to re-envision the civil and environmental engineering curriculum for our project entitled "Collaborative Research: Challenging Anti-Black-Racism in Civil and Environmental Engineering Curriculum."

The Center contributes to FL BOG Strategic Plan goals, including the following: #9 (Bachelor's degrees awarded; n=2), #10 (Graduate degrees awarded' n=7), #11 (Percent of Bachelor's degrees awarded to African-American and Hispanic students; n=3), #19 (Number & Percent of Bachelor's degrees in STEM & Health; n=3), #21 (Number & Percent of Graduate degrees in STEM & Health' n=9), #24 (Percent of undergraduates engaged in research; n=2), and #26 (R&D expenditures funded from external sources; n=\$1.5 million).

The Center also contributes to the FL BOG Strategic Plan priority "Increase Community and Business Workforce" through our collaboration with the CDC of Tampa on a \$200,000 environmental workforce development and job training grant from the U.S. EPA. To date, we have trained 70 unemployed individuals from East Tampa in hazardous waste management and safety jobs in a wide variety of industries.



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2. An assessment of the return on investment of State dollars, if applicable.

This center does not receive State funding through USF. However, the Center has received State grants from the Department of Environmental Protection for the development of the Florida Brownfields Redevelopment Atlas, an online discovery tool that allows researchers to explore, summarize, and extract various types of environmental and socioeconomic data, with an emphasis on change over time, at the census block group level for the entire state of Florida. Since its development in 2019, the Atlas has been used by hundreds of researchers at universities, state and local governments, and community-based nonprofits to study the social and economic impacts of brownfields redevelopment. Our on-line tracking reports roughly 1,000 visits/uses per year. The Florida Brownfields Association has used these data to advocate for State incentive programs for brownfields redevelopment including the Voluntary Cleanup Tax Credit (VCTC, Section 376.30781, Florida Statutes), annually funded at around \$10 million by the Florida Legislature.



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3. The need for continuation of the institute or center.

The Center has received/collaborated on over \$1.5 million in federal and state funding, providing technical assistance, research, and capacity building to numerous Florida communities experiencing environmental justice challenges associated with brownfields and contaminated lands. There is a very strong need for this Center and its activities in Florida, as recognized by collaborations and partnerships with the Florida Brownfields Association, the Florida Redevelopment Association, the Florida Department of Environmental Protection, Region 4 U.S. Environmental Protection Agency, and other organizations. Recent publications regarding this work include the following:

Wakhungu, M. J., N. Abdel-Mottaleb, E. C. Wells, and Q. Zhang (2021). A Geospatial Vulnerability Framework for Identifying Water Infrastructure Inequalities. *Journal of Environmental Engineering* 147(9):04021034.

Alexander, W. L., E. C. Wells, M. Lincoln, B. Y. Davis, and P. Little (2021). Environmental Justice Ethnography in the Classroom: Teaching Activism, Inspiring Involvement. *Human Organization* 80(1):37-48.

Wells, E. C., G. R. Lehigh, and A. M. Vidmar (2021). Stakeholder Engagement for Sustainable Communities. In *The Palgrave Handbook of Global Sustainability*, edited by R. Brinkmann, pp. 1-13. Palgrave Macmillan, London.

Lehigh, G. R., E. C. Wells, and D. Diaz (2020). Evidence-informed Strategies for Promoting Equitability in Brownfields Redevelopment. *Journal of Environmental Management* 261(1):110150.

Wells, E. C., G. R. Lehigh, S. Combs, and M. Ballogg (2020). Diversity Improves Design: Sustainable Place-making in a Suburban Tampa Bay Brownfield Neighborhood. In *Case Studies in Suburban Sustainability*, edited by S. J. Garren and R. Brinkmann, pp. 131-149. University Press of Florida, Gainesville.



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4. A description of possible changes in mission or organizational structure.

At the time the Center was established in 1998 (Florida Law, Ch. 240.5321), the name selected for the Center reflected current understandings of brownfields redevelopment and the language used to describe this process. Since then, the language of brownfields has changed to align with that used in contemporary science and policy. Therefore, we request that the name of the Center be changed to: Center for Brownfields Research and Redevelopment.



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5. A discussion of projected budget reductions or expansions.

All Center activities are funded by federal grants and cooperative agreements and by state grants administered by the Florida Department of Environmental Protection. Since I began as director in 2015, we have received the following project funding, totaling \$1,557,021:

2022-2026 Cooperative Agreement, PI. Community-wide Brownfield Assessment Grant Program (CBAG), U.S. Environmental Protection Agency; \$500,000, "Community-wide Brownfield Assessment for Tallevast, Manatee County, Florida"

2022-2023 Research Contract, PI. U.S. EPA CERCLA 128(a), State Response Program (SRP), Florida Department of Environmental Protection; \$52,551, "Capacity Building for Brownfields Redevelopment: Phase I"

2021-2022 Research Contract, PI. U.S. EPA CERCLA 104(k), Small Community Technical Assistance Grant, Florida Department of Environmental Protection; \$20,000, "Technical Assistance, Community Engagement, and Re-use Planning for Tallevast, Manatee County, Florida"

2021-2022 Research Contract, PI. U.S. EPA CERCLA 128(a), State Response Program (SRP), Florida Department of Environmental Protection; \$18,490, "Social and Economic Impacts of SRP Grant-supported Assessment and Remedial Activities Conducted at Brownfield Sites in Florida—Phase V"

2021-2023 Cooperative Agreement, Senior Personnel (D. Bolden, PI). Environmental Justice Collaborative Problem Solving (EJCPS) Grant Program, U.S. Environmental Protection Agency; \$200,000, "Safe, Healthy, and Resilient Housing in Post-Hurricane Florida"

2020-2021 Research Contract, PI. U.S. EPA CERCLA 128(a), State Response Program (SRP), Florida Department of Environmental Protection; \$4,000, "Social and Economic Impacts of SRP Grant-supported Assessment and Remedial Activities Conducted at Brownfield Sites in Florida—Phase IV"

2020-2022 Cooperative Agreement, Co-PI (D. Jones, PI). Environmental Workforce Development and Job Training (EWDJT) Program, U.S. Environmental Protection Agency; \$200,000, "Environmental Workforce Development and Job Training Program for East Tampa"

2020-2021 Research Contract, PI. U.S. EPA CERCLA 128(a), State Response Program (SRP), Florida Department of Environmental Protection; \$18,490, "Social and Economic Impacts of SRP Grant-supported Assessment and Remedial Activities Conducted at Brownfield Sites in Florida—Phase III"

2019-2021 Cooperative Agreement, Senior Personnel (S. Combs, PI). Brownfields Assessment and Cleanup Program (BACP), U.S. Environmental Protection Agency; \$300,000, "Brownfields Assessment and Cleanup in the University Area Community Neighborhood, Hillsborough Country, Florida"

2019-2020 Research Contract, PI. U.S. EPA CERCLA 128(a), State Response Program (SRP), Florida Department of Environmental Protection; \$18,490, "Social and Economic Impacts of SRP Grant-supported Assessment and Remedial Activities Conducted at Brownfield Sites in Florida—Phase II"

2018-2019 Research Contract, PI. U.S. EPA CERCLA 128(a), State Response Program (SRP), Florida Department of Environmental Protection; \$25,000, "Social and Economic Impacts of SRP Grant-supported Assessment and Remedial Activities Conducted at Brownfield Sites in Florida—Phase I"

2017-2019 Cooperative Agreement, PI. Brownfields Area-wide Planning Grant Program (BAWPG), U.S. Environmental Protection Agency; \$200,000, "Brownfields Area-wide Planning Project for the University Area Community, Hillsborough County, Florida"



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6. Recommendations for a status change (e.g., active, inactive, or terminate), if applicable.

The Center should remain in "active" status. Much of the Center's progress has been documented by the media:

2022 Research Shares Findings on Water Issues. WFTS/TV ABC News Channel 7, Tampa, February 15. (J. Uhler)

2022 Queja por quejan de agua contaminada. WVEA/TV, Univision Channel 50, Tampa, February 15. (V. Berríos)

2022 After Complaints about Dirty Water, Meeting Will Address Issues in University Area. WFTS/TV ABC News Channel 7, Tampa, February 15. (C. Mills)

2021 New EPA-funded Program at USF Helps Tampa Residents Secure Careers in the Environmental Sector. USF News, May 14. (S. Roa)

2020 USF, CDC of Tampa Team Up on Job Creation Program with a Focus on East Tampa. Tampa Bay Business Journal, November 25. (L. Coffey)

2020 USF Partnership Will Train Tampa Residents in Environmental Health and Safety. The Oracle, November 24. (J. Manna-Rea)

2020 USF Establishes Environmental Job Training Program in Tampa. The Crow's Nest, November 8. (E. Gottlieb)

2020 EPA Administrator Announces Launch of USF-led Project to Address Local Revitalization Efforts through Workforce Development. USF News, October 22. (T. Meketa)

2020 Neighborhood Transformation. USF Magazine, Spring:24-25. (A. Hilf and T. Woolf)

2019 University Area Redevelopment Project. USF News, November 5. (A. Hilf)

2019 Uplifting a Community by Improving its Environment. USF News, November 5. (A. Hilf)

2019 Brownfield Rehab and Redevelopment. The HUB, July 22. (M. Holden)

2017 From Brownfields to Healthfields. WUSF 89.7 HD3 FM, Tampa, April 28. (R. Herrera and S. Bockover)

2017 University Area CDC to Break Ground for Harvest Hope Park. Tampa Bay Newswire, February 27. (L. Farrell)

2017 EPA Grant. Tampa Bay Business Journal, February 17. (L. Farrell)

2017 Abandoned Properties Near USF Hurting Development: New Efforts to 'Fight the Blight.' WFTS/TV ABC News Channel 7, Tampa, February 16. (A. Winer)

2017 Sustainable Reuse Project Continues after EPA Freeze. The Oracle, February 5. (C. Grosbeck)

2017 EPA Gives Grant to USF, University Area Community. Tampa Bay Reporter, January 30. (M. Scaringella)

2017 USF, with University Area CDC, receives EPA Grant. Tampa Bay Newswire, January 27. (L. Farrell)

2017 USF Awarded EPA Grant to Help University Community Area Plan New Uses for Former Brownfield Sites. USF News, January 12. (A. DeLotto Baier)



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Approvals	Name	Signature	Date
Institute/Center Director	E. Christian Wells		6/20/2022
Department Chair <i>(if applicable)</i>	Antoinette Jackson	 <small>DocuSigned by: Antoinette Jackson</small>	9/22/2022
Associate Dean for Research	Randy Larsen	 <small>DocuSigned by: 60F9B9B0AF14E7...</small>	9/26/2022
College Dean	Magali C. Michael	 <small>DocuSigned by: 13088EFC8C494E...</small>	9/28/2022
Board of Trustees	USF BOT Chair		

Agenda Item: FL 111

USF Board of Trustees
December 7, 2022

Issue: Tenure Nomination as a Condition of Employment

Proposed action: Approve Tenure as a Condition of Employment

Executive Summary:

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

Financial Impact:

Strategic Goal(s) Item Supports:

USF Strategic Plan 2013-2018, Goal II

Workgroup Review Date:

Academic and Campus Environment Work Group – August 23, 2022

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

- Memorandum to William Weatherford, Chair, USF Board of Trustees
- Tenure Nominations as a Condition of Employment
- Faculty Profiles

USF System or Institution specific: USF

Prepared by: Elizabeth Bell, Interim Senior Vice Provost



MEMORANDUM

DATE: December 7, 2022
TO: William Weatherford, Chair
FROM: Rhea Law, President
SUBJECT: Tenure as a Condition of Employment Nominations

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

Enclosures

Faculty Nominations for Tenure as a Condition of Employment
USF Board of Trustees Meeting – December 7, 2022

<u>College</u>	<u>Name</u>	<u>Rank</u>	<u>Department/ School</u>	<u>Degree of Effort*</u>	<u>Previous Institution</u>	<u>Tenure at Previous Institution</u>
College of Nursing	Christina McCrae	Professor	N/A	1.0	University of Missouri	Yes
College of Nursing	Ukamaka Oruche	Professor	N/A	1.0	Indiana University	Yes

*If less than 1.0 FTE

University of South Florida
Tenure Nominations as a Condition of Employment

1

COLLEGE OF NURSING

Christina McCrae, PhD

Dr. Christina McCrae joined the USF Health College of Nursing on August 15, 2022, as a Full Professor. Dr. McCrae obtained her Ph.D. in Clinical Psychology (APA-accredited) from Washington University, St. Louis, MO. She was a tenured Full Professor in the Department of Psychiatry, School of Medicine, the University of Missouri (MU). Dr. McCrae's research program focuses on sleep and its correlates in patients across the lifespan. She has received more than \$12 million in grant funding from NIH. She received MU Research Board funding to pilot CBT-CI-A, and was further awarded a DOD Clinical Trial Award to be transferred to USF. Currently, she is PI on an NIH/NINR R01, and a second NIH/NIA R01. Dr. McCrae has published 130 peer-reviewed papers, five book reviews, and one book. She has given numerous presentations at national or international conferences. Dr. McCrae mentored hundreds of trainees at all levels. She has received several awards for teaching and mentoring. Dr. McCrae has chaired and served on numerous committees for the American Academy of Sleep Medicine (AASM), the American Board of Sleep Medicine (ABSM), and the Society of Behavioral Sleep Medicine (SBSM), and served as the first President-Elect of SBSM. Currently, she serves as the Editor in Chief for the Behavioral Sleep Medicine journal, as Associate Editor for the Journal of Clinical Sleep Medicine and Frontiers in Sleep Medicine, and as a content expert reviewer for numerous panels, such as NIH-various institutes, US Department of Veterans Administration, Missouri Department of Mental Health, and the AASM Foundation. At the university level, she served on research and mentoring committees. Her role in service activities earned her multiple awards, including a Distinguished Service Award from the SBSM in 2013 and the Stuart Quan Award for Editorial Excellence from the Journal of Clinical Sleep Medicine in 2017. The College of Nursing APT Committee; Dr. Usha Menon, Dean and Distinguished University Health Professor and Senior Associate Vice President, USF Health; Dr. Charles J. Lockwood, Executive Vice President, USF Health and Dean, Morsani College of Medicine; and President Rhea Law all concur in recommending Dr. McCrae for tenure at the rank of Full Professor.

**University of South Florida
Tenure Nominations as a Condition of Employment**

1

COLLEGE OF NURSING**Ukamaka M. Oruche, PHD, RN, PMHCNS-BC, FAAN**

Dr. Ukamaka M. Oruche, Ph.D., RN, PMHCNS-BC, FAAN, joined the USF Health College of Nursing (CON) on September 13, 2022, as the Gordon Keller Professor of Nursing. Previously, Dr. Oruche was a tenured Associate Professor at the Indiana University School of Nursing, Indianapolis, IN. She received a Ph.D. in nursing (2011) from Indiana University and is a Board Certified as Psychiatric Mental Health Clinical Nurse Specialist. Dr. Oruche has demonstrated excellence in teaching and received teaching scholarships totaling \$45,100. Dr. Oruche's program of research is focused on development of parent and provider-focused evidence-based interventions to improve the well-being of children living with DICs. As a primary Investigator and co-investigator, she secured funding totaling about \$1.4 million. She received a KL2 grant from NIH to support the Modification and Evaluation of the DECIDE Intervention to Improve Parent-Provider Interactions in Low Income Parents of Adolescents with Disruptive Impulse Control and Conduct Disorder. Dr. Oruche has 14 databased journal articles in high-impact nursing and interdisciplinary journals. These articles have been accessed 13516 times with 7189 downloads and have been cited 349 times. Her h-index is 10 (Google Scholar). She has 16 refereed presentations and 19 non-refereed presentations. She also published eight opinion editorials and made 23 media presentations. Her service at the college, university, national and international levels are exemplary. Indiana Governor Eric Holcomb appointed Dr. Oruche to the Indiana Protection and Advocacy Services Commission. At the international level, she is founder and President of Providence Community Health Initiative (CHI) and its parent organization, Village CHI Inc., a charity to improve access to high-quality and affordable health care in Nigeria. The College of Nursing APT Committee; Dr. Usha Menon, Dean and Distinguished University Health Professor and Senior Associate Vice President, USF Health; Dr. Charles J. Lockwood, Executive Vice President, USF Health and Dean, Morsani College of Medicine; and President Rhea Law all concur in recommending Dr. Oruche for tenure at the rank of Full Professor.

Agenda Item: FL 112

USF Board of Trustees
December 7, 2022

Issue: Development of a new direct support organization to facilitate management of an on-campus stadium and intercollegiate athletics initiatives

Proposed action: Recommend to the full Board the initial developmental work for a new university direct support organization limited to: (1) establishing the duties and scope of the new DSO; (2) preparing the DSO's organizing documents; and (3) presenting an initial set of directors for the new DSO. The approval of this item does not authorize the creation of a new DSO, which would require separate approval by the full Board of Trustees.

Executive Summary: Sun Dome, Inc., a Florida not for profit corporation and Direct Support Organization (DSO) formed under sec. 1004.28, Florida Statutes, manages the Yuengling Center. Sun Dome, Inc., also manages multimedia and naming arrangements associated with the venue and supports intercollegiate athletics initiatives associated with the Yuengling Center.

Sun Dome, Inc.'s management of the Yuengling Center benefits USF. Therefore, as part of the conceptual planning for an on-campus stadium, the Committee is asked to recommend to the full Board the development of a new DSO to facilitate the management of an on-campus stadium with event contracts, engagement opportunities, staffing needs, and to support intercollegiate athletic initiatives.

In addition to Sun Dome, Inc., the University operates eight other DSOs that support USF's mission in areas such as philanthropy, research, financing, and the delivery of clinical services. DSOs regularly support SUS institutions across the state, including in areas related to facility management and intercollegiate athletics. For example, the University of Florida, Florida State University, and the University of Central Florida all have DSOs that support intercollegiate athletics.

DSO Accountability: Regardless of a DSO's specific function, all DSOs are created to benefit the parent institution. At USF, all DSO.s must also be formed and operated as required by University Regulation 13.002, which gives the Board of Trustees oversight over all USF DSOs.

Under the public records law, DSOs are required to produce any records related to the expenditure of state funds, and any financial records related to the expenditure of private funds for travel, all records of the organization and any supplemental data requested by the Board of Governors, the university board of trustees, the Auditor General, and the Office of Program Policy Analysis and Government Accountability. In addition, DSO's may opt to produce otherwise exempt records. DSO Boards meetings are open to the public.

Action Item: At this stage, the developmental work will be limited to:

- (1) establishing the duties and scope of the new DSO;
- (2) preparing the DSO's organizing documents, and
- (3) presenting an initial set of directors for the new DSO.

The approval of this item does not authorize the creation of a new DSO. Only the full Board of Trustees can authorize the formation of a new DSO..

Supporting Documentation Online: Yes No

Prepared by: Gerard D. Solis, Sr. VP Legal Affairs and General Counsel

Agenda Item: FL 113

USF Board of Trustees
December 7, 2022

Issue: Facility Security Clearance for Classified Contract Activity

Proposed action: Approve a resolution excluding the Trustees from the personal security clearance requirements for Key Management Personnel associated with USF's facility security clearance and designating USF President as Senior Management Official.

Executive Summary: Maintaining a Facility Security Clearance (“**FCL**”) allows USF to participate in research and other contract activity requiring access to classified information. The National Industrial Security Program Operating Manual (“**NISPOM**”) makes it mandatory that our Senior Management Official and Facility Security Officer maintain a Personal Security Clearance (“**PCL**”) at or above the level of USF's FCL. Other Key Management Personnel are required to maintain a PCL at or above the level of USF's FCL unless USF formally excludes them from access to classified information. NISPOM's exclusion procedures require a resolution identifying the individuals excluded from access to classified information be passed by USF's Board of Trustees and provided to the Cognizant Security Agency overseeing USF's FCL.

Typically, a university's president serves as the Senior Management Official. However, given the lengthy personnel security investigation needed to obtain the required PCL, USF's Dean of the College of Engineering served this role during USF's Presidential Search. Now that President Law has been appointed as University President and obtained the required PCL, it is appropriate that she serve as USF's Senior Management Official.

Financial Impact: None.

BOT Committee Review Date: N/A

Supporting Documentation Online (please circle):

(Yes)

No

Prepared by: Office of the General Counsel

EXCLUSION RESOLUTION FOR CERTAIN TRUSTEES AND OFFICERS

I, Rhea F. Law, do hereby certify that I am President of the University of South Florida (“**University**”), a public university and Corporate Secretary of The University of South Florida Board of Trustees (“**Board**”) each organized and existing under the laws of the State of Florida, and that the following is a true and correct copy of a resolution adopted by the Board at a meeting held at 4202 E. Fowler Avenue, MSC 2100, Tampa, FL 33620 on 7 December 2022 at which time a quorum was present.

WHEREAS, the National Industrial Security Program Operating Manual (“**NISPOM**”) makes it mandatory that the Senior Management Official, Facility Security Officer, and Insider Threat Program Senior Official as defined in the NISPOM meet the requirements for access to classified information established for a contractor facility security clearance; and

WHEREAS, the NISPOM permits the exclusion from the personnel security clearance requirements of certain members of an organization’s governing body and other officers, provided that this action is recorded in the corporate minutes.

NOW THEREFORE BE IT DECLARED that during my term as President of the University, I will perform the functions of the Senior Management Official as described in the NISPOM on behalf of the University;

BE IT DECLARED that the Senior Management Official, Facility Security Officer, and Insider Threat Program Senior Official at the present time do possess, or will be processed for, the required eligibility for access to classified information;

BE IT RESOLVED that in the future, when any individual enters upon any duties as Senior Management Official, Facility Security Officer, or Insider Threat Program Senior Official, such individual shall timely make application for the required eligibility for access to classified information; and

BE IT RESOLVED AND DIRECTED that the Board trustees identified in annex A will not require, will not have, and can be effectively and formally excluded from, access to all classified information disclosed to the University and do not occupy any positions that would enable them to adversely affect the University’s policies or practices in the performance of classified contracts.

IN WITNESS WHEREOF I am signing this resolution on the date opposite my signature below.

Signature _____ Date _____

EXCLUSION RESOLUTION FOR CERTAIN TRUSTEES AND OFFICERS

ANNEX A

NAME	TITLE
William Weatherford	Board Chair
Michael E. Griffin	Board Vice Chair
Sandra Callahan	Board Trustee
Michael Carrere	Board Trustee
N. Rogan Donnelly	Board Trustee
Oscar Horton	Board Trustee
Jenifer Jasinski Schneider	Board Trustee
Lauran Monbarren	Board Trustee
Nithin Palyam	Board Trustee
Shilen Patel	Board Trustee
Fredrick Piccolo	Board Trustee
Melissa Seixas	Board Trustee

Agenda Item: FL 114

USF Board of Trustees
December 7, 2022

Issue: The University of South Florida and the West Central Florida Police Benevolent Association (“PBA”) have reached a tentative agreement to amend one article under the Collective Bargaining Agreement (“CBA”) and implement an internal shift bid process, as detailed in the attached Memorandum of Understanding (“MOU”) between the Parties. PBA notified the University on November 30, 2022 that it has ratified the proposed MOU. Ratification by the Board is required for the changes to go into effect.

Proposed action: Ratify the proposed MOU between the University of South Florida Board of Trustees and PBA.

Executive Summary:

The current 2020-2023 CBA, which was fully ratified on June 2, 2020, permitted limited reopeners upon the request of either party for the 2021-2022 and 2022-2023 fiscal years. As part of the 2022-2023 reopener, the University and PBA have reached a tentative agreement to amend Article 23: Wages. The Parties have also agreed to a shift bid process that will be implemented as an internal General Order separate from the CBA. Both topics are addressed in the attached proposed MOU between the Parties. The changes would be effective upon ratification by the Board. The Board’s standard voting requirements apply to ratification. (USF Board of Trustees Operating Procedures, Article II., F.-G.).

The Parties are satisfied that the tentative agreement is fair and addresses both the interests of the in-unit law enforcement officers and the critical needs of the department relating to recruitment and retention of highly-qualified personnel. The Parties have tentatively agreed to the following:

- **Shift Bid Process** – The proposed shift bid process will allow in-unit employees to bid on shifts on a seniority basis, while reserving for the department the right to assign personnel depending on the needs of the organization, where appropriate.
- **Article 23: Wages** – Each bargaining unit employee will receive an increase to their base annual wages in the amount of \$4,000, provided they meet the following eligibility criteria:
 - They have been employed with the University as of the date of ratification by the Board;

- They do not have an overall rating of “Needs Improvement” or “Unsatisfactory” on their most recent evaluation; and
- They do not have an open performance improvement plan (“PIP”).

Financial Impact: The estimated financial impact of this budgeted increase will be \$256,000.

There are no other substantive changes to the CBA.

Strategic Goal(s) Item Supports: USF Strategic Goal Nos. 4 and 5

Committee Review Date: N/A

Supporting Documentation Online: Yes; the 2020-2023 CBA is available here:

<https://www.usf.edu/hr/documents/employment-resources/employee-labor-relations/pba-collective-bargaining-agreement.pdf>

USF System or Institution specific: University- wide

Prepared by: Craig Dawson, Sr. Associate General Counsel

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (“MOU”) is entered into this ___ day of _____, 2022, by and between the University of South Florida Board of Trustees (“USF” or “the University”), on behalf of its Police Department (the “Department”), and the West Central Florida Police Benevolent Association (“PBA”) (collectively, the “Parties”), as follows:

WHEREAS, USF and PBA are Parties to a Collective Bargaining Agreement (“the Agreement”), which is effective through February 28, 2023; and

WHEREAS, the Parties engaged in reopener negotiations and reached an agreement to amend Article 23, entitled “Wages,” and agreed to the terms of a General Order over the subject of Shift Bid.

NOW, Therefore, the Parties understand and agree as follows:

1. To amend Article 23 as attached as Exhibit “A”; and
2. To implement the General Order over the subject of Shift Bid as attached as Exhibit “B”.

IN WITNESS WHEREOF, the Parties have caused this MEMORANDUM OF UNDERSTANDING to be signed by their respective representatives this ___ day of _____, 20__.

For:

For:

West Central Florida Police Benevolent Association

University of South Florida Board of Trustees

Jim Diamond
Executive Director, WCFPBA

Rhea F. Law
President, University of South Florida

Nick Marolda
Chief Negotiator

John F. Dickinson
Chief Negotiator

EXHIBIT A

Article 23

Wages

- 23.1 Effective on the first pay period following the date of the ratification by the Board of Trustees the University will provide a \$4,000 market merit increase to the base annual wages of bargaining unit employees who, on the date of ratification of the Agreement by the Board of Trustees, meet all of the following criteria:
- A. They do not have an overall rating of "Needs Improvement" or "Unsatisfactory" on their last evaluation of record;
 - B. They have been employed by the University in an established position as of the date of ratification by the Board of Trustees; and
 - C. They do not have an open Performance Improvement Plan.
- 23.2 Nothing contained herein shall prevent the University from providing salary increases beyond the increases specified above, including but not limited to increases in starting salaries. Any such increases are at the sole discretion of the University, which shall retain this authority for the duration of this Agreement and which will further continue upon its expiration. The University will issue a report or other appropriate notification to PBA on a quarterly basis indicating: (1) the amount of increase paid; (2) the rank of the employee receiving the increase; and (3) the location of the employee's primary assignment (i.e. USF-Tampa, USFSP).
- 23.3 In order to remain competitive in recruitment and hiring, while attracting qualified candidates, the University reserves the right to offer a salary in excess of the normal compensation rate. Such an offer does not affect that employee's seniority.

EXHIBIT B

**UNIVERSITY OF SOUTH FLORIDA POLICE DEPARTMENT
GENERAL ORDER**

 UNIVERSITY of SOUTH FLORIDA	SUBJECT: Shift Bid		I -
	CHIEF OF POLICE – Christopher L. Daniel		
	EFFECTIVE DATE: TBD	RESCINDS:	PAGES: 1 of 3

I. PURPOSE

The purpose of this general order is to establish procedures as it pertains to Shift bid for the Uniform Patrol Division within the University of South Florida Police Department (USFPD).

II. DISCUSSION

While management reserves the right and responsibility to assign personnel depending on the needs of the organization, management also recognizes that when operationally practicable, personnel should have the opportunity to work a shift conducive to their specific situation. Pursuant to this philosophy, uniform patrol personnel will be afforded the opportunity to bid for their preferred shift in uniform patrol based upon their seniority in their specific classification, subject to any limitations described herein.

III. POLICY

- A. The number of positions on each shift and on each patrol squad shall be consistent with the 12 hour shift (days or nights) and the needs of the department, as determined by the Chief of Police. Some positions may be filled by probationary officers to balance distribution and to assist in training. Accordingly, the department may, at its sole discretion, exclude from the bid process up to two officer positions per squad. Only the Chief/designee has the authority to issue, revise, or rescind a policy or procedure promulgated by general order or standard operating procedure.
- B. Personnel with special skills certification may be distributed without regard to the bid process if such bid process results in a lack of such skills availability to a particular shift.
- C. Newly promoted supervisors on probationary status are excluded from the bid process. Supervisors will become eligible upon successful completion of their probationary period.
- D. Officers who successfully complete the Field Training Evaluation Program (FTEP) are excluded from the bid process for 12 months from completion date.
- E. Scheduling hardship situations will be handled on a case-by-case basis. Such requests must be submitted through the chain of command to the Division

Commander. Such requests shall be articulated in a department memo and must include the nature of the hardship and the length of time needed to resolve it.

IV. PROCEDURE

A. Eligibility

On or about November 2nd each year, all members eligible for the shift bid will be ranked by their seniority in class date.

B. Selection

The employee may, at his/her option, place his/her bid electronically with 4 options listed in order of preference.

1. Bidding will begin with Sergeants until all Sergeants have completed the bid process, then Corporals, then Police Officers until all slots have been filled.
2. Selection will be for a 1-year rotation in the upcoming calendar year.
3. Shift change will occur on or about January 7th.
4. The Department will honor selections unless it is unable to fill a designated slot with a qualified employee or in order to adequately staff the positions on each patrol shift (example; a shift has unfilled vacancies upon the completion of the bid process). The Department will notify in writing any employee whose preferred shift cannot be honored due to the needs of the department.

C. Assignment

1. The department may, at its sole discretion, exclude from the bid process up to two officer positions per squad.
 - a. Officers who fall within 12 months of successful completion of the FTEP will be assigned to these positions, at the discretion of the Chief or designee.
2. Newly promoted supervisors will be assigned to a 6 month day rotation and 6 month night rotation within their probationary period.
 - a. The 6 month block assignment will not occur in any specific order.
 - b. This action may temporarily displace a supervisor with seniority who selected a respective shift.
3. Once the employee completes the assignments respective of their class, they will be ranked according to seniority in that class.

4. In the event that two or more personnel have the same Rank Seniority which is the same date of promotion to the rank, the employee with the most Rank Seniority held in the next lower rank shall have preference.

D. Transfer

1. All transfers remain subject to the approval of the Police Chief or designee.
2. Transferred personnel will be placed in an available position commensurate with their seniority if a position is open.
3. An employee may request a transfer to a shift that has a vacancy.
4. Upon a mutual agreement between two employees of like class a request to switch shifts may be granted at the discretion of the Police Chief or designee.

DEFINITIONS

Amend: To alter by adding, deleting, or rephrasing. To improve, make better. To remove faults or errors, rectify.

Chain of Command: The unbroken line of authority extended from the Chief of Police through a subordinate at each level of command.

Command Staff: Sworn USFPD members holding the rank of Captain or above.

Department: The University of South Florida Police Department.

Supervisor: All members with delegated authority to oversee or supervise others in the accomplishment of their tasks.

University: The University of South Florida

AUTHORITY/RELATED REFERENCES

Policy Review Form

END OF GENERAL ORDER

the florida high tech corridor

The Florida High Tech Corridor is a nonprofit initiative of three research universities established in 1996 to expand the capacity for high-tech innovation in a 23-county region.

MISSION: Converge and catalyze the capacity of the region's high tech, innovation and bright minds to generate a global ripple effect that advances the lives of people in the communities we serve.



Paul A. Sohl, Rear Adm. USN (ret)
CEO, Florida High Tech Corridor
904.316.3664 // paul.sohl@floridahightech.com
floridahightech.com

How can
we help
unleash your
expotential?



An ecosystem-building organization guided by four strategic pillars:

- **Boundary-Breaking Collaboration**
- **Community-Driven Innovation**
- **Radical Inclusivity**
- **Catalytic Investments**

The Corridor is a **force multiplier**. Powered by an ethos of collaboration, we align opportunities and resources in academia, industry and economic development to unleash our region’s e×potential.

RESEARCH GRANTS	INDUSTRY CLUSTERING	SBIR/STTR SUPPORT	PARTNERSHIP INVESTMENTS	STEM OUTREACH
<p>Fosters applied research between the region’s high-tech industry partners and university researchers through the Matching Grants Research Program</p> <ul style="list-style-type: none"> • Provides up to \$150K to research projects between local industry and USF or UCF researchers • Expands project’s scope of work, supports student participation • Facilitates connections to relevant faculty based on the company’s needs 	<p>Leverages synergies, regional strengths and a global network to expand economic opportunities for Central Florida</p> <ul style="list-style-type: none"> • Supports 4 clusters with 100+ total companies • Provides targeted business services: collaborative R&D, innovation partnerships, ecosystem navigation, international alliances and more • Addresses needs of small businesses (47% of companies are women or minority owned) • Identifies tailored new business opportunities (\$4M to date) 	<p>Leads FL FAST, a statewide coalition of university-based entrepreneurial support organizations to support minority-led SBIR proposals</p> <ul style="list-style-type: none"> • Conducts outreach about available SBIR funding • Connects applicants to mentors and role models • Streamlines commercialization pathways • Advises on proposal preparation 	<p>Provides significant investments in university incubators, economic development, innovation and entrepreneurship, and STEM education to accelerate innovation and commercialization across the region</p> <ul style="list-style-type: none"> • Prioritizes investments for outcomes and impact • Aligns with our mission and strategic pillars 	<p>Inspires K-12 students to pursue high-tech, high-wage careers through STEM mentorship</p> <ul style="list-style-type: none"> • Activates regional network of STEM professionals to provide subject-matter experts for classroom presentations • Leads partnerships with STEM-based educational organizations and activities • Introduces students and teachers to viable high-tech STEM careers in Florida (9,550+ in FY21 alone)
<p>ECOSYSTEM CONVENING</p>	<p>Identifies areas of opportunity for Florida and convenes partners in broader efforts to elevate the state’s high-tech economy.</p> <ul style="list-style-type: none"> • Positions Florida in conversations on a national stage • Pursues federal awards to funnel more resources to Florida • Provides letters of support to key partners 			

In 2022, The Corridor and USF Research & Innovation launched **two new pilot programs** to support the mission of the Corridor beyond its signature Matching Grants Research Program

These programs are in direct response to feedback The Corridor and USF Research & Innovation has received from faculty and University leadership on how the Corridor can further support USF's strategic priorities, research objectives and student community.



- Support new and expanded research opportunities for USF's Undergraduate students
- \$110,000 awarded across USF to allow approx. 150 students access to paid research engagements, training, and opportunities to present their work.
- Featured in the Tampa Bay Business Journal



- Seed faculty-developed technologies that could lead to industry investment, start-up creation, and/or licensing opportunities
- Overwhelming response to the initial letter of intent deadline. Full proposals due in early 2023.

Aligning & Optimizing
for a **Best Place**
to **Work** *with*
Embedded Services

The graphic features a central dashed orange circle on a green background. Inside the circle, the text is arranged in a curved path. The top part of the circle contains the text "Aligning & Optimizing" in a white italicized font. Below it, "for a" is in a smaller italicized font, followed by "Best Place" in a large, bold, white sans-serif font. Underneath that, "to" is in a smaller italicized font, followed by "Work" in a large, bold, white sans-serif font, and "with" in a smaller italicized font. The bottom part of the circle contains the text "Embedded Services" in a large, bold, white sans-serif font. The background of the circle is a collage of photos showing diverse people in an office setting, smiling and working at computers. At the bottom of the graphic, there is a white line-art illustration of a city skyline with various skyscrapers and palm trees.

Higher Ed Job Challenge



“The bottom line: Declining retention rates of faculty and staff highlight the need for strategic transformation in higher education. Determining how to address employee needs while remaining focused on student success and institutional vitality is part of today’s challenges.”

- Henry Stoeber, AGB President & CEO

- The **retention of faculty and staff** directly impacts the University’s ability to remain viable and maintain its strategic trajectory.
- A recent survey by CUPA-HR found that **nearly 60 percent of higher education employees were considering leaving in the next year.**
- An additional survey by Cengage reported that **70 percent of faculty considered leaving, citing burnout** as a major factor.

Retain | Retrain | Recast

- [Employee Success Center](#) will serve as a central hub for training & development
- **Retain** into "like" roles would have immediate opportunities for growth and development
- **Retrain** in talent sharing pool for consideration into vacant positions within the University. This would include training and integration into the new role.
- **Recast** for those that do not meet established minimum criteria for any position or have elected to leave.



CURRENT ACADEMIC HR



*Image representation is .25 to 21.5 headcount

INDUSTRY STANDARD



*Image representation is .25 to 75 headcount

PROPOSED ACADEMIC MODEL

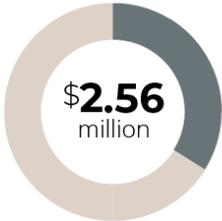


*Image representation is .25 to 75 headcount

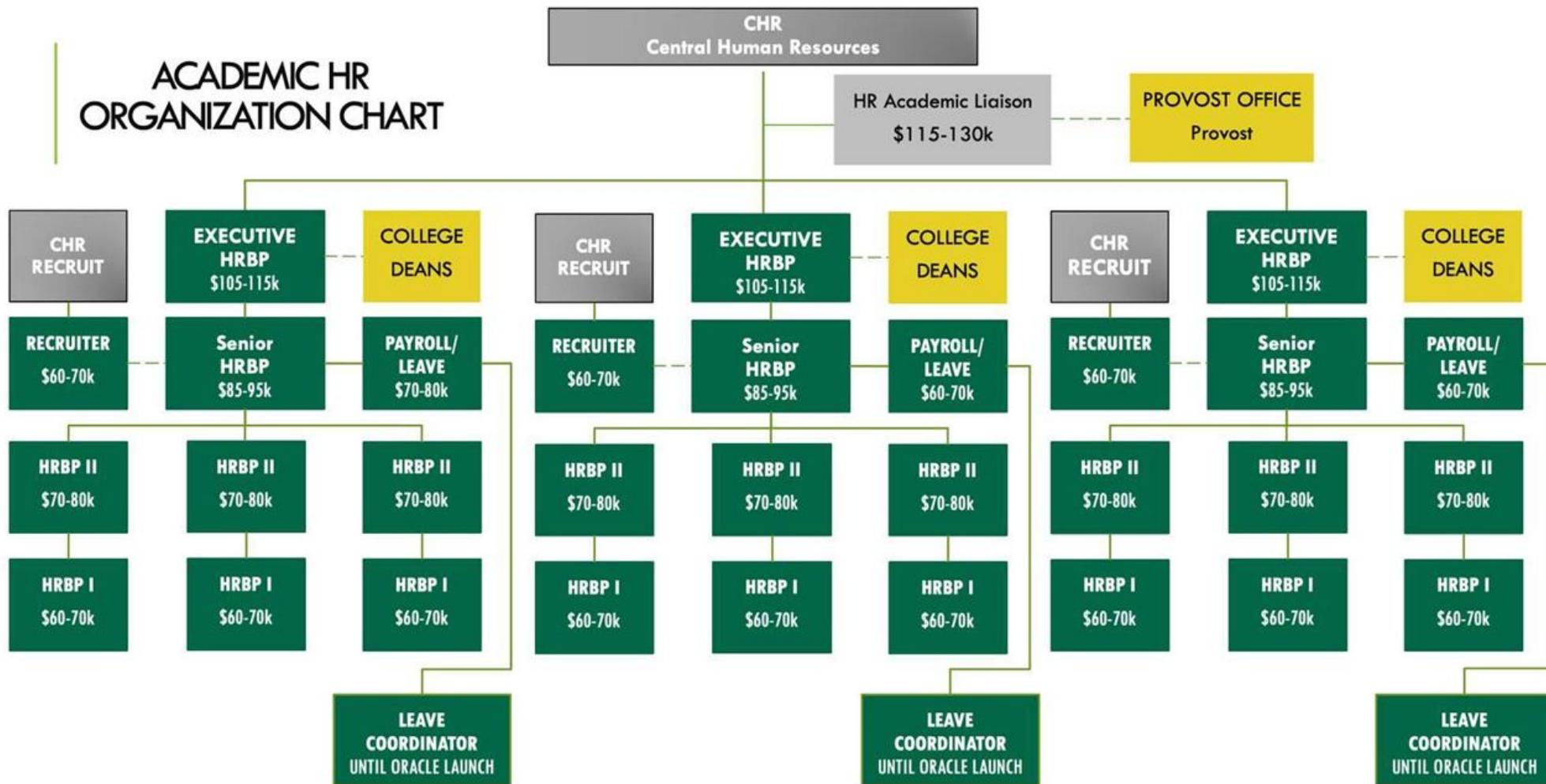
CURRENT COST



PROPOSED COST

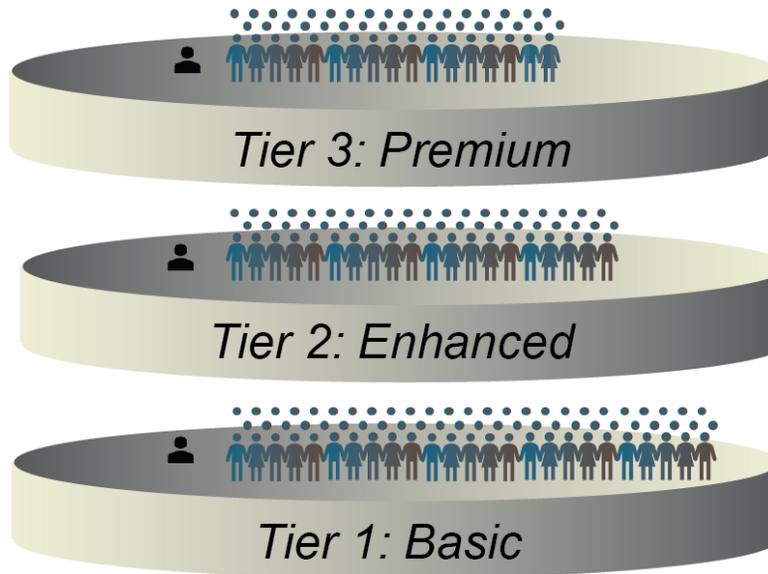


ACADEMIC HR ORGANIZATION CHART



TIER OPTIONS

BASIC Tier 1	ENHANCED Tier 2	PREMIUM Tier 3
\$570-650K	\$700-800K	\$870K-1M
•	•	•
1:300 Ratio	1:240 Ratio	EACH ADDITIONAL STAFF REDUCES RATIO BY 40 (AVG)



.25 HR to 25 headcount representing
1 : 100 Ratio
Further Customization Available

.25 HR to 60 headcount representing
1 : 240 Ratio

.25 HR to 75 headcount representing
1 : 300 Ratio

Benefits of Embedded Services

- Achieve Best Place to Work
- Shift from reactive to proactive
- Return resources to departments to invest strategically
- [Link to Proposal: https://usfhr.z13.web.core.windows.net/embedded-services/index.html#/](https://usfhr.z13.web.core.windows.net/embedded-services/index.html#/)



To the customer

- Employees who touch HR processes will be trained in HR
- Quicker turnaround times
- Standardization, even and consistent experiences



To the employee/unit

- Growth: Create career pathing and growth for employees
- Ease administrative burdens so employees can do what they love
- Model will return revenue back to the colleges to be reallocated to areas in need



To the board

- Align to strategic plan
- 5x productivity growth within
- Efficiency & Cost Savings
- More dollars for mission focused
- Focus on faculty and student success