



Board of Trustees

Tuesday, June 8, 2021
Marshall Student Center Ballroom
9:30 AM – 12:30 PM

A G E N D A

- I. **Call to Order and Comments** Chair Jordan Zimmerman

- II. **President's Update** President Steven Currall

- III. **New Business – Action Items (Minutes and Consent)**
 - a. **FL 101 – Approval of Minutes** Chair Zimmerman
March 9, 2021; April 1, 2021, April 13, 2021

 - b. **Consent Agenda (FL 102 – FL 110)** Chair Zimmerman
Governance Committee Approved Item
FL 102 – Approval of Alumni Association Board of Directors
FL 103 – Approval of Appointment of St. Petersburg Campus Advisory Board Member
Academics and Campus Environment Committee Approved Items
FL 104 – Approval of Faculty Nominations for Tenure
FL 105 – Approval of Tenure as a Condition of Employment
FL 106 - Approval of New Degree Program, B.S. Econometrics and Quantitative Economics
Finance Committee Approved Items
FL 107 – Approval of 2021-2022 Continuation Operating Budget
FL 108 – Approval of 2021-2022 Preliminary Fixed Capital Outlay Budget
FL 109 – Approval of USF Five-Year Capital Improvement Plan (2022-23/2026-27)

FL 110 – Approval of DSO 2021-22 Annual Financial Plans

- a. University Medical Services Assoc., Inc & USF Medical Services Support Corp.
- b. USF Foundation, Inc.
- c. USF Research Foundation, Inc.
- d. Sun Dome, Inc.
- e. USF Institute of Applied Engineering
- f. USF Health Professions Conferencing Corp.
- g. USF Alumni Association, Inc.
- h. USF Financing Corp. & USF Property Corp.

IV. New Business – Informational Items

- a. [Spotlight: Muma College of Business](#) Moez Limayem
- b. [2021 Legislative Session Overview](#) Mark Walsh

V. New Business – Action Items

- [FL 111 – Approval of Strategic Renewal Plan](#) President Currall
- [FL 112 – Board Elections \(Effective July 1, 2021-June 30, 2023\)](#) Chair Zimmerman

VI. BOT Roundtable Discussion

Chair Zimmerman

VII. Adjournment

Chair Zimmerman

President's Update

PRESIDENT STEVEN C. CURRALL | 8 JUNE 2021



Key Points

- Safe return to campus after COVID-19
- Year-to-date admissions figures
- Diversity, equity and inclusion engagement
- Celebrating success: USF Athletics
- Budget process
- Leadership team developments and dean announcement
- New student wellness center groundbreaking

A safe return to our campuses

- All college and academic support units have *Return to Campus Plans* addressing needs of students, faculty, staff.
- The future of work at USF will leverage lessons learned from the pandemic.

An academic and research enterprise comes to life when we bring creative minds together, facilitating serendipitous moments of connection that happen with physical proximity.

Admissions Update: Good News for Summer/Fall 2021

75,097

UG/GR Applications
Processed

23.9% increase from 2020

34,731

UG/GR Students
Admitted

26.2% increase from 2020

Preliminary Enrollment Data as of 6/7/21



Genshaft Honors College Deposited Students

High School GPA	4.36
SAT	1418
ACT	31.2

National Merit Scholars Deposits

Tampa campus	57
St. Petersburg campus	5
One USF	62

Preliminary Enrollment Data as of 6/7/21



FTIC Summary

- All student deposits **7.95% increase**
- Black student deposits **13.33% increase**
- Hispanic student deposits **3.50% increase**

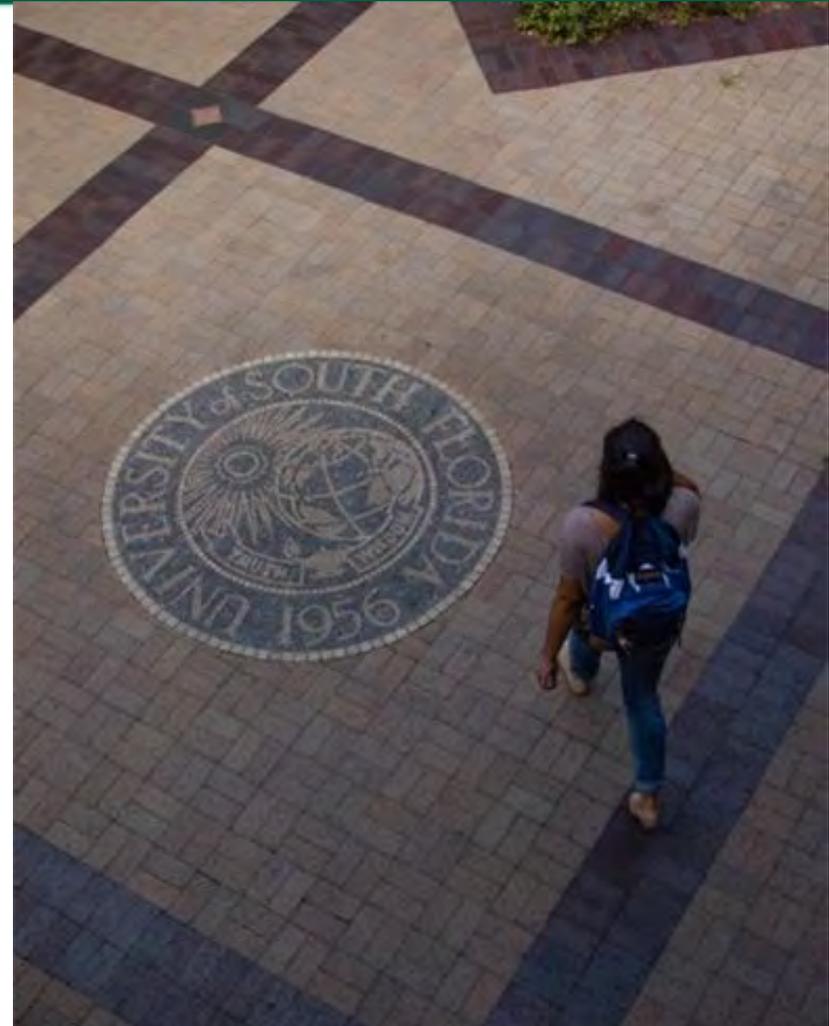
FTIC	Deposits	Class size
2021	6734	6300
2020	6238	5800

Preliminary Enrollment Data as of 6/7/21



Diversity and inclusion engagement

- Student calling campaign
- Ongoing meetings with university and community partners
 - USF's Black Leadership Network, committees and task forces
 - Mayor's Hispanic Advisory Council
- Organizational changes: Office of Diversity, Inclusion and Equal Opportunity
- USF Salary Equity Task Force recommendations submitted
- Support for Asian American community





Men's Golf



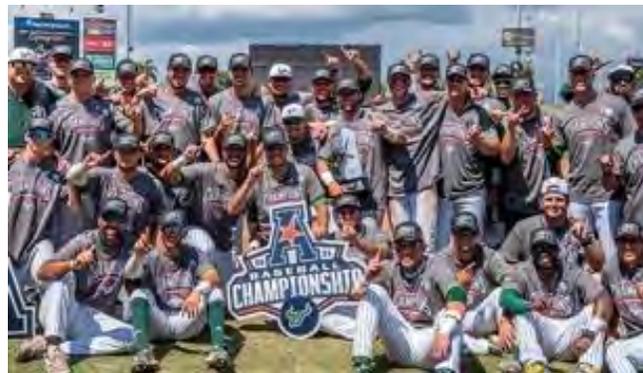
Women's Basketball



Women's Basketball



Women's Soccer



Baseball



USF Cheer Team

Budget process: A consistent message

- Budget deliberations for the 2021-2022 fiscal year will be based on the USF strategic plan and the final state budget.
- After Board approval of the strategic plan, the leadership team will accelerate budget deliberations during the month of June.
- Deliberations will include consultations with board members, deans, vice presidents, and the Faculty Senate before presentation of the budget to the full Board for approval.

Leadership Team Developments



- Searches for leadership positions:
 - Vice President for Research
 - Vice President for University Communications & Marketing
 - Chief Operating Officer
- Announcing the new Dean of the USF College of Education

Student Wellness Center

- Groundbreaking for the new Student Wellness Center this afternoon
 - 47,000 square feet
 - \$27.4 million for construction
 - Funded by student fees





**Board of Trustees Meeting
March 9, 2021
Microsoft Teams - 9:30 AM**

USF Board of Trustees Chair Jordan Zimmerman called the meeting to order at 9:30 a.m.

Chair Zimmerman's comments:

- A year of working during the pandemic.
- Chair Zimmerman reflected on the Board meeting held a year ago in the Research park and the groundbreaking for the new USF Research Building; the Partnership with TGH; the Institute for Applied Engineering signed an \$85 million dollar contract with SOCOM; and commended Dr. Charles Lockwood, Dr. John Couris and their teams for the exceptional work they continue to for our community.
- Congratulated the USF women's basketball team and Coach Jose Fernandez on winning the regular season conference championship after 49 years and for creating a winning attitude.
- He mentioned that Trustee Charles Tokarz will report later in the meeting on his meetings pertaining to summer and fall admissions.
- He acknowledged the President's announcement for a full return to campus this fall.

Dr. Cynthia Visot called the roll with the following present:

Trustee Tim Boaz
Trustee Sandra Callahan
Trustee Mike Carrere
Trustee Mike Griffin
Trustee Mike Horton
Trustee Claire Mitchell
Trustee Les Muma
Trustee Shilen Patel
Trustee John Ramil
Trustee Melissa Seixas
Trustee Charles Tokarz
Trustee Will Weatherford
Trustee Jordan Zimmerman

President's Report

President Steve Currall provided an update. A power point was presented which highlighted the following:

- Welcome the new Board of Trustees members – Melissa Seixas, Will Weatherford and Shilen Patel.
- Building our safe path back
- Current situation on USF campuses
 - Random sampling on the Tampa campus, USF Athletics, St. Petersburg and Sarasota-Manatee campuses
- Current situation in 5 counties of interest – Reproductive Rate
- Predictions from models – Information was prepared by Drs. Thomas Unnasch and Edwin Michaels from USF Health and College of Public Health.
- Vaccination Progress
- Caveats
- Looking Ahead

He shared that he was pleased to be in a position to announce plans to resume much greater in person instruction beginning in summer Session B.

Trustee Oscar Horton questioned the return procedure for students who are planning to leave for spring break. Provost Ralph Wilcox commented that students are required to complete their classes and exams online after spring break.

FL 101- Approval of Minutes

December 8, 2020
December 11, 2020
January 12, 2021
February 23, 2021

Having no changes to the minutes Chair Jordan Zimmerman asked for a motion to approve. Trustee Oscar Horton moved for approval with a second from Trustee Les Muma and FL 101 was approved by all trustees' present.

Consent Agenda (FL 102-FL 107)

ACE Committee Approved Items

FL 102 – Approval of Tenure as a Condition of Employment
FL 103 - Approval of the B.S. in Environmental Engineering
FL 104 - Approval of 2015-2025 Master Plan Updates

Finance Committee Approved Item

FL 105 – Approval of the Revised 2020-21 Fixed Capital Outlay Budget

Governance Committee Approved Items

FL 106 – Approval of USF Research Foundation Board of Directors
FL 107 - Approval of USF Institute of Applied Engineering (IAE) Board Member

Trustee Charles Tokarz, on behalf of the Academic and Campus Environment Committee recommended approval on all items.

Trustee Michael Griffin, on behalf of the Finance Committee recommended approval on item FL 105.

Trustee Will Weatherford, on behalf of the Governance Committee recommended approval on all items.

The United Faculty of Florida Representative Dr. Arthur Shapiro commented about the university's plans for return for fall, wanting to ensure faculty and students will be in a safe environment.

After having no changes to the consent agenda Chair Jordan Zimmerman asked for a motion to approve which was given by Trustee Charles Tokarz and seconded by Trustee Will Weatherford. The consent agenda was approved unanimously.

New Business – Action Items

FL 108 – Board Election

Board of Trustees Chair Jordan Zimmerman stated that it has been 2 years since his election and it was time to elect a new chair. He asked if there were any nominations for the position for Chair.

Trustee John Ramil recommended that the Board of Trustees wait and vote at the end of Chair Jordan Zimmerman's official term which will be April 1, 2021. This will be consistent with past practices. Trustee Mike Carrere fully supported Trustee Ramil's recommendation to vote at the end of the 2-year term. Since there was no disagreement, a meeting will be set for April 1, 2021.

FL 109 – Approval of St. Petersburg Campus Advisory Board Member

The Board shall appoint members to the Campus Advisory Boards, from recommendations of the President. Consistent with the State Constitution, members shall hold no other State office. Members may be reappointed for additional terms not to exceed eight (8) years of service.

USF President Steve Currall nominated Lisa L. Brody to be appointed to the St. Petersburg Campus Advisory Board.

Lisa L. Brody, Esquire, is the Assistant Deputy Director and Managing Attorney for the St. Petersburg Office of Bay Area Legal Services, Inc., the largest nonprofit public-interest law firm in the Tampa Bay Area. Ms. Brody joined Bay Area in 2002 and in her role, supervises the delivery of high quality legal services to income eligible clients in Pinellas, Manatee and Sarasota Counties. Bay Area Legal Services, is consistently recognized as one the Tampa Bay Area “Top Workplaces”.

Trustee Seixas shared that she supports the nomination and had a chance to talk with Ms. Brody about the role. Chair Zimmerman asked for a motion to approve which was given by Trustee Charles Tokarz and seconded by Trustee Les Muma and approved.

New Business Information Items

Update on College of Engineering Initiatives.

College of Engineering Dean Robert Bishop provided the update. A power point was presented which highlighted the following:

- USF Now A Spacefaring University
 - You can have great technology that is interesting, but irrelevant.
 - As designers, we have lost the art of simplicity
 - Vision of the future(s)...
 - Get back to experimenting relentlessly and boldly.
- Institute for Applied Engineering has a Small Satellite Program – Motto -Ad Veritatem Velociter
- Articulated Reconnaissance & Communication Expedition (ARCE)
 - In Greek Mythology ARCE was the messenger for the Titans.
- ARCE 1 - is Made Up of Three Identical Smallsats
 - Each Spacecraft is 5cm X 10cm X10 cm
 - Technology Development
 - Mission Goals
- Three Small Satellites, Many Collaborators!
- Educational Impacts
- Student Learning
- Student Opportunities: Conference Papers
- Regional and Statewide Impact
- USF Student Peter Jorgensen, a full time staff member at the Institute of Applied Engineering and working on his Ph.D. Peter has 10 years of experience working on start up Engineering projects. He provided a brief update on his experiences.
- Student Intern Katie Wood has a bachelor’s in physics and has been with the program since September 2020. Katie provided a brief update on her experience.
- Regional and State wide Impact

- Satellite Build/Test Capability Development – In House at IAE
- What's Next
- Look Up
- Signed an 85 million dollar IDIQ last year and have 9.9 million dollars in contracts.
- Academic Consortium
- Participating Institutions
- IAE Business Development
- Other College News
- NSF Engineering Research Centers
- Innovating Inclusive Infrastructure with/In Urban Black Communities
- One Wash (One water Sanitation and Health) with Underserved Communities
- Engineering the Future
- Department of Ocean & Coastal Engineering

Chair Jordan Zimmerman commended Dean Bishop and his team for an amazing presentation, incredible work and shared knowledge that will make a difference in our state and region.

Trustee Shilen Patel questioned if the programs in the Institute of Applied Engineering were broad based and or opportunistic. He wanted to know if there were key focus areas. Dean Bishop offered to follow up with Trustee Patel to discuss the Institute's programs further.

Trustee John Ramil made favorable comments on how far the College of Engineering program has expanded in 45 years.

Trustee Melissa Seixas invited College of Engineering Dean Robert Bishop and his team to speak with members of the USF St. Petersburg Advisory Campus Board about the Innovating Inclusive Infrastructures within urban areas and Ocean and Coastal Engineering.

Trustee Will Weatherford is interested in knowing the direction of the Institute for Applied Engineering and would like to be included in the discussion along with Trustee Shilen Patel. Trustee Weatherford commended the engineering students on their presentations.

Chair Jordan Zimmerman asked Dean Bishop if he could provide information on High Water Mark in Florida.

Trustee Les Muma congratulated Dean Bishop and his team on the incredible presentation and on the progress and impact that the College of Engineering has had on the University of South Florida.

Trustee Mike Carrere commended Dean Bishop on his impressive presentation. Trustee Carrere acknowledged the well-designed oceanographic sciences in the institute of Applied Engineering and asked if the USF College of Engineering had ties to the fresh water issues surrounding Lake Okeechobee and the Florida Everglades.

USF Professor James Mihelcic made comments concerning the freshwater issues and how the USF Department of Civil and Environmental Engineering is involved. Trustee Mike Carrere is interested in meeting to discuss more about the department and its affiliation with freshwater problems as well as academic opportunities.

President Steve Currall made favorable comments concerning the emphasis on ERC's and the existing collaborations.

USF Professor Maya Trotz talked briefly about digital, social built systems and infrastructure as well as community engagement and partnerships within the urban black communities.

BOT Roundtable Discussion

Trustee Charles Tokarz provided a brief update on admissions initiatives. At the February 23rd meeting the ACE committee had a vigorous discussion on increasing undergraduate black student enrollment.

At the request of Chair Zimmerman, Trustee Tokarz has been meeting biweekly with Provost Ralph Wilcox, Associate Vice President and Dean, Glen Besterfield, Vice President for Student Success Paul Dosal and Dr. Cindy Visot, Assistant Corporate Secretary to discuss the pathways planning initiatives to boost black student enrollment as well as to discuss Summer and Fall 2020-21 overall admissions. He gave an overview of the discussions.

The USF Black Leadership Network has received a \$60,000 grant from the Helios Education Foundation Regional Pathway Initiative. It's designed to boost black student enrollment from the Tampa Bay area high schools to any of the three USF campuses. A steering committee was established November 20, 2020 co-chaired by Dr. Paul Dosal and BLN co-founder Mr. Anddrikk Frazier. Consultant Dr. Lincoln Chandler was engaged on January 8th. The timeline for the initiative to develop action steps is June 2021.

As of March 8th for 1st time in college students only, admits are up by 23.5%. Black student admits are up 37.7%, Hispanic student admits are up 33.6%.

Trustee Tokarz also commented on the yield initiatives -virtual yield events are being held to increase the number of admits.

Trustee Melissa Seixas made a request to get the SP Campus Advisory Board involved in the calling campaign.

Chair Zimmerman commended Trustee Tokarz and the team for their quick strategic work reporting initiatives in order to increase diversity at the University of South Florida.

Trustee Jordan Zimmerman asked the Board members about the possibility of having an in-person BOT meeting on June 8th.

Trustees Oscar Horton, Les Muma, Melisa Seixas, Charles Tokarz, Sandra Callahan, John Ramil, Mike Griffin, Will Weatherford, Mike Carrere and Tim Boaz were all in support of having the in person meeting with appropriate protocols in place.

Trustee Tim Boaz welcomed the new Trustees and provided a brief update on faculty engagement. Trustee Boaz discussed the following topics:

- A Council on Racial Justice has been established.
- Senate Bill 264 – A provision to give students the right to record classes without the instructor’s permission. The ACFS is planning to oppose the resolution.
- Weekly meetings with the administration on budget planning process.
- Issues in College of Arts and Sciences
- Progress on developing a new model for funding for summer school.
- Concerns surrounding the magnitude of budget cuts.

Trustee Claire Mitchell provided a brief update on student engagement. The following topics were discussed:

- Fall semester was rough. Students are becoming more engaged during the Spring semester.
- Residential Life – students are more active on campus as well as with student organizations.
- Received positive feed back surrounding the grab and go events on all campuses.
- Academically – students have become more comfortable with the online environment. Students are participating more.

Chair Zimmerman thanked everyone for their robust discussion and will look forward to the in-person meeting on June 8th.

Having no further business, Chair Zimmerman adjourned the BOT meeting.

**USF Boards of Trustees
Thursday, April 1, 2021
Microsoft Teams Meeting**

University of South Florida Board of Trustees Chair Jordan Zimmerman called the meeting to order at 1:30 pm.

Chair Zimmerman asked Dr. Cynthia Visot, Assistant Corporate Secretary to call the roll.

Trustee Tim Boaz
Trustee Sandra Callahan
Trustee Mike Carrere
Trustee Michael Griffin
Trustee Oscar Horton
Trustee Claire Mitchell
Trustee Les Muma
Trustee Shilen Patel
Trustee John Ramil
Trustee Melissa Seixas
Trustee Charles Tokarz
Trustee Will Weatherford
Trustee Jordan Zimmerman

New Business Action Item FL 101 - Amendment to Board of Trustees Operating Procedures

The USF General Counsel Gerard Solis presented FL 101 – Amendment to Board of Trustee Operating Procedures. This agenda item follows a discussion from the last BOT meeting held on March 9, 2021.

The Board's Operating Procedures currently specify that elected officers (Chair and Vice Chair) will serve two-year terms beginning immediately upon election. Historically, however, elections for Board Officers occurred at the end of the academic year, which promotes: (1) predictability by having elections and leadership transitions occur at regular times and intervals; and (2) stability by avoiding transitions in Board leadership during the academic year or legislative session.

Under the current Operating Procedures, the Board is set to hold elections on April 1, 2021 to coincide with the expiration of the current Board Chair's term. Chair Zimmerman is eligible for reelection. In order to return to a calendar year election cycle, the Board is asked to consider that regardless of whom is elected on April 1, 2021, the Board Chair's term would run from April 1, 2021 to June 30, 2021. An election for the regular term (e.g., July 1, 2021 – June 30, 2023) will then be held at the Board's regular meeting immediately prior to July 1, 2021, which is currently calendared for June 8, 2021.

Trustee John Ramil commented that it makes sense for the Chair's term to be in sync with the fiscal year, the school year and the legislative session. Trustee Ramil moved for approval. Trustee Les Muma second the motion and FL 101 was approved.

FL 102 - The Election of BOT Chair

Chair Jordan Zimmerman reported that at the March Board of Trustees meeting the BOT members voted to delay the election for the position of Chair until June 30, 2021. He then opened the floor for nominations for the term of April 1st – June 30th.

Vice Chair Will Weatherford thanked Chair Jordan Zimmerman for his incredible leadership and nominated him to remain as Chair until the end of the term of June 30, 2021.

Chair Jordan Zimmerman passed the gavel to Vice Chair Will Weatherford for the vote. Vice Chair Weatherford asked for a second which was made by Trustee Mike Carrere who then closed the floor for any additional nominations. The Board voted unanimously for Chair Jordan Zimmerman to remain in his position as Chair until June 30, 2021. Vice Chair Will Weatherford returned the gavel to Chair Zimmerman.

Chair Zimmerman thanked everyone for their confidence and support of him to remain as Chair of the Board of Trustees. He commented that stability is critical at this time and looks forward to working with the local delegation to ensure the support of the University of South Florida.

Chair Zimmerman thanked everyone for their time and adjourned the meeting of the USF Board of Trustees.

Board of Trustees

April 13, 2021

Minutes

- I. Chair Jordan Zimmerman called the meeting to order. He welcomed and thanked everyone for joining the ACE Accountability Plan workshop and this meeting to approve the plan as was presented.

He asked Dr. Cynthia Visot, Assistant Corporate Secretary to call roll.

The following trustees present:

Trustee Tim Boaz
Trustee Sandra Callahan
Trustee Michael Carrere
Trustee Oscar Horton
Trustee Leslie Muma
Trustee Shilen Patel
Trustee John Ramil
Trustee Melissa Seixas
Trustee Charles Tokarz
Trustee Jordan Zimmerman

- II. **New Business - Action Items**

FL 101 – Approval of the 2021 USF Accountability Plan

Trustee Zimmerman stated that due to the BOG submission deadline, the Board needed to approve the 2021 USF Accountability Plan. He then asked ACE Committee Chair Trustee Charlie Tokarz, if he had a recommendation for the Board.

Trustee Tokarz stated that after careful consideration, the ACE committee recommends that the Board approve the 2021 USF Accountability Plan as presented today.

Trustee Zimmerman asked for a motion to approve, Trustee Seixas moved for approval with a second from Trustee Horton. With no further discussion, the motion passed unanimously.

Trustee Zimmerman thanked Trustee Tokarz for a great job facilitating the workshop and to the Trustees for participating in the ACE Accountability Plan Workshop and this meeting to approve the plan. He also thanked the Provost, Dr. Chisholm, and Dr. Garcia for the outstanding job they did preparing and presenting the accountability plan during the ACE workshop. The Chair wished everyone a happy and healthy day.

Having no further business, the meeting was adjourned.

Agenda Item: FL 102

**USF Board of Trustees
June 8, 2021**

Issue: Direct Support Organization (DSO) Board of Directors

Proposed action: Approve USF Alumni Association Board of Directors, Fiscal 2022

Executive summary:

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

New Board of Directors for FY 2022:

- 1. Kerine Black – Director**
 - a. BS 2000, Management Information Systems
BS 2001, Finance
 - b. FRI Project and Project Management Lead Analyst, Vice President, Citi Bank
 - c. Former USF Athlete in Track & Field; member USF Athletics Hall of Fame
- 2. Maya Brown – Director**
 - a. BA 2015, Sociology and Africana Studies, Minor: Women's and Gender Studies
 - b. Founder/Principal Strategist, MB Strategies, LLC
 - c. Member of the Order of the Golden Brahman
- 3. Braulio Colon – Chair-Elect**
 - a. BA 2003, Mass Communications & Africana Studies
MPA, 2010
 - b. Vice President, Florida Student Success Initiatives, Helios Education Foundation
 - c. Former Board member and Co-Chair of USFAA Strategic Planning Committee
- 4. Sally Dee – Director**
 - a. BS 1994, Special Education
MBA 2011
 - b. President, Playbook Public Relations
 - c. Former USF Golf student athlete and coach
- 5. Matt Diaz – Director**
 - a. BA 2013, Philosophy and Political Science
 - b. Attorney, Associate, Ice Miller LLP
 - c. Member of Order of the Golden Brahman and former USF Student Body President
- 6. Mario McPherson – Director**
 - a. USF Student – Industrial Engineering (Junior)

- b. President, USF Ambassadors
- c. USF Ambassador position on USFAA Board

7. Carla Saavedra – Director

- a. BA 1987, English and American Literature
- b. Founder and Owner, Clearly Organized, Inc.
- c. USF Athletics position on USFAA Board

8. Todd St. John-Fulton - Director

- a. BA 2019, General Studies
- b. Vice President of Human Resources, Habitat for Humanity of Pinellas & West Pasco County
- c. Co-leader of the USFAA LGBTQ+ Society

9. – Director

- a. Jillian Wilson, Vice President, USF Student Government

Renewed Board of Directors for FY 2022:

1. Troy Dunmire – Director

- a. BS 2000, Marketing
- b. Executive Vice President & COO – Leukemia & Lymphoma Society (LLS)
- c. Current USFAA board member

2. Bill Mariotti – Treasurer

- a. BS 2015, General Business Administration
- b. President/CEO. Bill Mariotti Site Development
- c. Current USFAA Board Treasurer and finance committee chair
- d. Fast 56 Award recipient

3. Christine Turner – Secretary

- a. BA 1997, Public Relations
- b. President and CEO, ChappellRoberts
- c. Current USFAA Board member

4. Liz Wooten-Reschke – Director

- a. BS 2001, Secondary Education
MPA 2006, Nonprofit Management
- b. President/CEO & Lead Consultant, Connect For More
- c. Current USFAA Board member and Co-Chair of USFAA strategic planning committee

Financial Impact: No financial impact

Strategic Goal(s) Item Supports: The AA supports all goals of the USF Strategic Plan

BOT Committee Review Date: 5/18/2021

Prepared by: Bill McCausland

Agenda Item: FL 103

USF Board of Trustees
June 8, 2021

Issue: Appointment of St. Petersburg Campus Advisory Board Member

Proposed action: Approve St. Petersburg Campus Advisory Board Member

Background Information:

The Board shall appoint members to the Campus Advisory Boards, from recommendations of the President. Consistent with the State Constitution, members shall hold no other state office. Members may be reappointed for additional terms not to exceed eight (8) years of service.

The Campus Advisory Boards have the powers and duties provided by law and other such powers as are lawfully delegated by the University Board of Trustees to provide for efficient operation and improvement of the campus. It is within the authority of the Board of Trustees to appoint the members of the St. Petersburg and Sarasota-Manatee Branch Campus Advisory Boards.

St. Petersburg Campus Advisory Board Appointment:

Mr. Rueben Pressman is the Founder and CEO of Presence, a software platform which he founded to help higher educational institutions collect and understand data and take action to increase co-curricular student engagement, success and workforce readiness. Mr. Pressman has grown Presence to 250 universities with over 1.5 million students, small and large, including University of Minnesota, Washington State, Texas A&M, LSU, etc.

Mr. Pressman serves as the Entrepreneur-in-Residence for the City of St. Petersburg by advocating for entrepreneurs, promoting the city around the U.S. for company, workforce and investor recruitment, and helping to improve government efficiencies.

Born and raised in Tampa, Mr. Pressman moved to St. Petersburg to attend the USF St. Petersburg campus to enroll in its entrepreneurial program. He has made St. Petersburg his home and serves on numerous community and non-profit boards in the arts, technology, university and entrepreneurship. He graduated from USF St. Petersburg in 2011 with a B.S. in Entrepreneurship. In 2018, Mr. Pressman was selected as one of seven USF Outstanding Alumni for his excellent professional and charitable contributions by the USF Alumni Association.

Mr. Rueben Pressman is eligible for a four year appointment ending June 30, 2025.

BOT Committee Review Date: May 25, 2021

Supporting Documentation Online (please circle): None

Prepared by: Dr. Cindy Visot

Agenda Item: FL 104

USF Board of Trustees
June 8, 2021

Issue: Faculty Nominations for Tenure

Proposed action: Approval of Nominees for Tenure

Executive Summary:

Attached is USF's list of faculty nominees for tenure for review and approval by the USF Board of Trustees. President Currall has certified that the nominations for tenure have met the requirements and conditions contained in USF Regulations, Policies, and Procedures. He is satisfied that the nominees will make a significant professional contribution to USF and the academic community in general. If approved, tenure will be awarded effective August 9, 2021.

Financial Impact:

USF faculty granted tenure and promotion will receive a 9% salary increase and \$5,000 to Associate Professor and \$7,000 to Professor in special achievement. Faculty granted tenure only will not receive a monetary award.

Strategic Goal(s) Item Supports: USF Strategic Plan 2013-2018, Goal II
BOT Committee Review Date: Academic and Campus Environment Committee – **May 25, 2021**
Supporting Documentation Online (please circle): **Yes** **No**
• Faculty Nominations for Tenure
Prepared by: Dwayne Smith, Senior Vice Provost & Dean, Graduate Studies, 813-974-2267



MEMORANDUM

DATE: June 8, 2021
TO: Jordan B. Zimmerman, Chair
FROM: Steven C. Currall, President
SUBJECT: Faculty Nominations for Tenure

I am requesting approval by the USF Board of Trustees of the enclosed Faculty Nominations for Tenure 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 nominees will make a significant professional contribution to USF and the academic community.

Enclosures

Faculty Nominations for Tenure, USF - 2020-21 Effect. 2021-22
USF Board of Trustees Meeting – June 8, 2021

COLLEGE	FIRST NAME	LAST NAME	RANK UPON TENURE	DEPARTMENT/SCHOOL	DEGREE OF EFFORT*
Arts & Sciences	Beatriz	Padilla	Associate Professor	Sociology	1.0
Arts & Sciences	Diane	Wallman	Associate Professor	Anthropology	1.0
Arts & Sciences	Jonathan	Bethard	Associate Professor	Anthropology	1.0
Arts & Sciences	Lindsey	Rodriguez	Associate Professor	Psychology/USFSP	1.0
Arts & Sciences	Manu	Samnotra	Associate Professor	School of Interdisciplinary Global Studies	1.0
Arts & Sciences	Natalie	Taylor (Green)	Associate Professor	School of Interdisciplinary Global Studies	1.0
Arts & Sciences	Nathan	Johnson	Associate Professor	English	1.0
Arts & Sciences	Nicolas	Thompson	Associate Professor	School of Interdisciplinary Global Studies	1.0
Arts & Sciences	Prahathees	Eswara	Associate Professor	Cell Biology, Microbiology, & Molecular Biology	1.0
Arts & Sciences	Sibel	Kusimba	Associate Professor	Anthropology	1.0
Arts & Sciences	Tara	Deubel	Associate Professor	Anthropology	1.0
Arts & Sciences	Travis	Bell	Associate Professor	Zimmerman School of Accounting and Mass Communications	1.0
Arts & Sciences	Xin	Jin	Associate Professor	Economics	1.0
Arts & Sciences	Zacharias	Pieri	Associate Professor	School of Interdisciplinary Global Studies UFSM	1.0
Education	Evan	Dart	Associate Professor	Educational & Psychological Studies (EPS)	1.0
Education	Karina K. R.	Hensberry	Associate Professor	Curriculum, Instruction & Learning	1.0
Education	Patriann	Smith	Associate Professor	Language Literacy Exceptional ED EdD and Physical Education	1.0
Education	Susan V.	Bennett	Associate Professor	Childhood Education/Literacy Program-USFSP	1.0
Engineering	Attila	Yavuz	Associate Professor	Computer Science & Engineering	1.0
Engineering	Paul	Rosen	Associate Professor	Computer Science & Engineering	1.0
Engineering	Zhuo	Lu	Associate Professor	Electrical Engineering	1.0
Marine Science	Tim	Conway	Associate Professor	N/A	1.0
Muma College of Business	Dezhi	Yin	Associate Professor	School of Information Systems & Management	1.0
Muma College of Business	Faizan	Ali	Associate Professor	School of Hospitality & Tourism Management	1.0
Muma College of Business	Jared	Williams	Associate Professor	Kate Tiedeman School of Business & Finance	1.0
Muma College of Business	Thomas	Smith	Associate Professor	Lynn Pippenger School of Accountancy	1.0
Taneja College of Pharmacy	Nicholas	Carris	Associate Professor	Pharmacotherapeutics & Clinical Research	1.0
Taneja College of Pharmacy	Siva	Kumar Panguluri	Associate Professor	Pharmaceutical Sciences	1.0
The Arts	Douglas	Hall	Associate Professor	School of Theatre and Dance	1.0

*If Less than 1.0 FTE

University of South Florida
FACULTY NOMINATIONS FOR TENURE
2020-21 Effect. 2021-22

Prepared by:	Rosie Lopez
Title:	Executive Administrative Specialist
Phone Number:	(813) 974-2267
Date:	5/10/21

Academic Affairs

Sex, Race/Ethnicity	Applied	Deferred	Withdrawn	Denied	Nominated
MALES					
American Indian or Alaskan Native	0	0	0	0	0
Asian or Pacific Islander	5	0	0	0	5
Black, Not Hispanic	0	0	0	0	0
Hispanic	0	0	0	0	0
White, not Hispanic	12	0	0	0	12
Other (Two or More)	0	0	0	0	0
Total Male	17	0	0	0	17
FEMALES					
American Indian or Alaskan Native	0	0	0	0	0
Asian or Pacific Islander	1	0	0	0	1
Black, not Hispanic	1	0	0	0	1
Hispanic	2	0	0	0	2
White, not Hispanic	6	0	0	1	5
Other	1	0	0	0	1
Total Female	11	0	0	1	10
GRAND TOTAL	28	0	0	1	27

**Eligible: Data is only from departments that have applicants applying during the current process.*

APPLIED= Faculty whose names have been submitted for tenure review.
 DEFERRED= Faculty for whom tenure was deferred during the review process.
 WITHDRAWN= Faculty who withdrew from tenure consideration after applying for review.
 DENIED= Faculty for whom tenure was denied during the review process.
 NOMINATED= Faculty for whom tenure is being recommended by the University.

University of South Florida
FACULTY NOMINATIONS FOR TENURE
2020-21 effective 2021-22

Prepared by:	Rosie Lopez
Title:	Executive Administrative Specialist
Phone Number:	(813) 974-2267
Date:	5/10/21

Academic Affairs + USF Health

Sex, Race/Ethnicity	Applied	Deferred	Withdrawn	Denied	Nominated
MALES					
American Indian or Alaskan Native	0	0	0	0	0
Asian or Pacific Islander	6	0	0	0	6
Black, Not Hispanic	0	0	0	0	0
Hispanic	0	0	0	0	0
White, not Hispanic	13	0	0	0	13
Other (Two or More)	0	0	0	0	0
Total Male	19	0	0	0	19
FEMALES					
American Indian or Alaskan Native	0	0	0	0	0
Asian or Pacific Islander	1	0	0	0	1
Black, not Hispanic	1	0	0	0	1
Hispanic	2	0	0	0	2
White, not Hispanic	6	0	0	1	5
Other	1	0	0	0	1
Total Female	11	0	0	1	10
GRAND TOTAL	30	0	0	1	29

**Eligible: Data is only from departments that have applicants applying during the current process.*
APPLIED= Faculty whose names have been submitted for tenure review.
DEFERRED= Faculty for whom tenure was deferred during the review process.
WITHDRAWN= Faculty who withdrew from tenure consideration after applying for review.
DENIED= Faculty for whom tenure was denied during the review process.
NOMINATED= Faculty for whom tenure is being recommended by the University.

Tenure Attachment B rev.

Agenda Item: FL 105

USF Board of Trustees
June 8, 2021

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.

Strategic Goal(s) Item Supports:

USF Strategic Plan 2013-2018, Goal II

Workgroup Review Date:

Academic and Campus Environment Committee – **May 25, 2021**

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

- Memorandum to Jordan B. Zimmerman, Chair, USF Board of Trustees
- Tenure Nominations as a Condition of Employment
- Faculty Profiles

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



MEMORANDUM

DATE: June 8, 2021
TO: Jordan B. Zimmerman, Chair
FROM: Steven C. Currall, 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 – June 8, 2021

<u>College</u>	<u>Name</u>	<u>Rank</u>	<u>Department/ School</u>	<u>Degree of Effort*</u>	<u>Previous Institution</u>	<u>Tenure at Previous Institution</u>
Morsani College of Medicine	Da-Zhi Wang, PhD	Professor	Internal Medicine/Heart Institute	1.0	Harvard University	Yes

*If less than 1.0 FTE

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

1

MORSANI COLLEGE OF MEDICINE**Da-Zhi Wang, PhD, MS**

Dr. Da-Zhi Wang joined the USF Health, Morsani College of Medicine (MCOM) on May 1, 2021 as Professor with the Department of Internal Medicine. In addition, he will serve as Director for the Center for Regenerative Medicine, and provide leadership for the research programs at the USF Heart Institute. Dr. Wang is an international leader in cardiac regeneration with his work having a broader significance to extend to other organ systems as well. Dr. Wang's research focuses on the role of non-coding RNAs in homeostasis and human disease. Dr. Wang comes to USF from the Harvard Medical School, where he most currently served as Professor with tenure with the Department of Pediatrics. Prior to his current position, he served as Associate Professor, also at Harvard Medical School since 2010. Dr. Wang served as a Staff Scientist with the Department of Cardiology at Boston Children's Hospital since 2009. Dr. Wang obtained a PhD in Biological Sciences from the University of Iowa, Iowa City in 1998. He holds a MS degree in Biology from Peking University, Beijing. Dr. Wang served as a Visiting Graduate Student in the Department of Medicine at the University of California, San Diego, and completed a postdoctoral Research Fellowship in the Department of Molecular Biology at the University of Texas Southwestern Medical Center, Dallas. Dr. Wang's research funding is consistent with federal (NIH) and private funding. He is currently the principal investigator on four NIH funded RO1 awards and was a mentor on a NIH T32 training grant for pediatric research. He has authored more than 80 publications and 40 reviews or book chapters. His publications are found in high impact journals. Dr. Wang mentorship to students has resulted in his trainees having successful fellowships. Dr. Wang has served on numerous University Committees, as well as on the Nominating Committee for the American Heart Association's Basic Cardiovascular Sciences Council.

The MCOM APT Committee; the Department of Internal Medicine Chair; Dr. Charles Lockwood, VP for USF Health; Provost Ralph Wilcox; and President Steven C. Currall all concur to recommend Dr. Wang for tenure at the rank of Professor.

Agenda Item: FL 106

USF Board of Trustees

June 8, 2021

Issue: Bachelor of Science in Econometrics and Quantitative Economics
CIP Code 45.0603

Proposed action: Approval of proposed B.S. in Econometrics and Quantitative Economics degree program

Executive Summary:

The proposed B.S. in Econometrics and Quantitative Economics degree program focuses on the applied aspects of economics including forecasting, program and business evaluation, benefit/cost analysis, and impact analysis. To complete this STEM degree, declared students must take 3 credit hours of Statistics coursework and 24 credit hours of Economics coursework, with the majority of courses in the area of Analytical and Quantitative Economics.

The program is currently offered as a major under the General Economics CIP code, which is a non-STEM CIP code. Establishing Econometrics and Quantitative Economics as a new degree program in CIP Code 45.0603, a BOG-approved STEM CIP code, will increase the number of USF STEM degrees awarded, while not incurring any additional costs.

Financial Impact:

There will be no financial impact because existing faculty and resources will be reallocated for this new degree program.

Strategic Goal(s) Item Supports: Goal 1: To promote the lifelong success of well educated, highly skilled, and adaptable alumnae/alumni who lead enriched lives, are engaged citizens and thrive in a dynamic global market.

BOT Committee Review Date: May 25, 2021

Supporting Documentation Online (please circle): Yes No

Prepared by: Brad Kamp, Ph.D., Associate Professor and Chair, Department of Economics



Board of Governors, State University System of Florida
REQUEST TO OFFER A NEW DEGREE PROGRAM

In Accordance with BOG Regulation 8.011

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

University of South Florida (USF)
 Institution Submitting Proposal

Fall 2021
 Proposed Implementation Term

College of Arts and Sciences
 Name of College(s) or School(s)

Department of Economics
 Name of Department(s)/Division(s)

Economics
 Academic Specialty or Field

Bachelor of Science in Econometrics and
 Quantitative Economics
 Complete Name of Degree

45.0603
 Proposed CIP Code (2020 CIP)

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

 Date Approved by the University Board of Trustees

 President's Signature Date

 Board of Trustees Chair's Signature Date

 Provost's Signature Date

PROJECTED ENROLLMENTS AND PROGRAM COSTS

Provide headcount (HC) and full-time equivalent (FTE) student estimates of majors for Years 1 through 5. HC and FTE estimates should be identical to those in Table 1 in Appendix A. Indicate the program costs for the first and the fifth years of implementation as shown in the appropriate columns in Table 3 in Appendix A. Calculate an Educational and General (E&G) cost per FTE for Years 1 and 5 (Total E&G divided by FTE).

Implementation Timeframe	HC	FTE	E&G Cost per FTE	E&G Funds	Contract & Grants Funds	Auxiliary/Philanthropy Funds	Total Cost
Year 1	156	130	\$3,715	\$482,988	0	0	\$482,988
Year 2	164	137					
Year 3	176	147					
Year 4	189	158					
Year 5	200	167	\$3,009	\$502,501	0	0	\$502,501

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

Introduction

A. Program Description and Relationship to System-Level Goals

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

The proposed B.S. in Econometrics and Quantitative Economics (EQE) degree program (CIP 45.0603) focuses on the applied aspects of economics, including forecasting, program and business evaluation, benefit/cost analysis and impact analysis. To complete this STEM degree, declared students must take three hours of statistics coursework and 24 credit hours of economics coursework with the majority of courses in the area of analytical and quantitative economics.

The 120-credit hour program will offer no concentrations, tracks or specializations.

The discipline of Economics at the undergraduate level serves two quite distinct groups of students. One group is liberal arts students and their focus is on understanding economic systems and their influence on resource allocation. Liberal arts students go on to become businesspersons, lawyers, and politicians who concentrate on how markets and institutions function. The second group is the scientists who are mathematicians and are interested in economic analysis. The science students often go on to graduate studies in Economics or enter the workforce in government or industry, conducting benefit/cost analysis or economic impact studies. Alternatively, they work in private consulting doing business valuations and feasibility studies. Students who develop quantitative skills are far more valued in these industries and are often more competitive for graduate programs.

Currently, students with more quantitative interests pursue USF's B.S. in Quantitative Economics and Econometrics offered under the Economics, General (CIP Code 45.0601), which has been offered since 2016. To date, we have awarded 121 degrees for the B.S. in Quantitative Economics and Econometrics.

In 2020, the BOG recognized Econometrics and Quantitative Economics (CIP 45.0603) as an area of Strategic Emphasis in the STEM category. This proposal would establish a new STEM degree in Econometrics and Quantitative Economics in CIP 45.0603, unique in the SUS. Students currently enrolled in the Quantitative Economics and Econometrics major will be transferred to the new degree, once available, because the curriculum is the same between the current major and the proposed new degree program. The new degree creates a clearer distinction for students and employers between USF's B.A. degree in Economics (general) and the more mathematically focused B.S. in Econometrics and Quantitative Economics. This new degree program supports the University's and BOG's goals of producing more STEM degrees and a workforce for in-demand, high-wage, and high-value jobs.

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

The pre-proposal was presented at the April 3, 2020 CAVP Academic Program Coordination Review Group, and no concerns were expressed.

- C. If this is a doctoral level program please include the external consultant's report at the end of the proposal as Appendix D. Please provide a few highlights from the report and describe ways in which the report affected the approval process at the university.**

This question is not applicable because the proposal is for a bachelor's degree program and not a doctoral degree program.

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

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

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

This degree program falls under the Programs of Strategic Emphasis in the State University System of Florida, Board of Governors 2012 – 2025 Strategic Plan in the Economic Development – STEM category. Specifically, the B.S. in Econometrics and Quantitative Economics directly supports the following SUS strategic planning goals:

- Strengthen the Quality and Reputation of Academic Programs and the University:** This sought after degree would be the first of its kind offered in the SUS under CIP Code 45.0603. There is a high demand for graduates in this field, as seen in the Burning Glass data (Appendix F), as well as the placements of our own graduates in the current major under its current CIP code (Economics, General). Being the first in the SUS to offer this high-demand, high-value degree program will strengthen the reputation of USF by attracting more high-quality students to the University.
- Increase Degree Productivity and Program Efficiency:** Offered under the 45.0603 CIP code, the proposed Econometrics and Quantitative Economics degree at USF will appear in search engines that currently miss the major in Quantitative Economics and Econometrics (offered under CIP code 45.0601) because it is offered under the Economics, General CIP code. This will increase the visibility of the program and increase our efficiency of recruiting students to the program and Florida.
- Increases the Number of Degrees Awarded in STEM:** The proposed B.S. in Econometrics and Quantitative Economics will be offered under a federally- and state-designated STEM CIP Code, 45.0603. Under CIP Code 45.0603 (rather than its current listing as a major under the General Economics CIP code), the degree is more marketable and will attract more students, and therefore produce more STEM graduates and thus better support specific STEM workforce demands at the state and national levels.
- Strengthen Quality and Reputation of Scholarship, Research, and Innovation:** The proposed degree program expands USF’s ability to develop knowledge and innovative ventures to boost production and growth in Florida’s businesses and industries through collaborative research efforts. This is done by providing qualified job candidates to fill priority-hiring needs in Tampa-area government organizations and businesses, and businesses along the I-4 Tech Corridor.
- Strengthen the Quality and Recognition of Commitment to Business and Community:** This will be done by aiding in the management of Florida’s continued growth in population. Such growth requires input from state and local governments, as well as the business community,

relative to how best to incorporate these new Floridians into a productive Florida economy. Managing growth requires planning and building new infrastructure. EQE graduates, with their background in Economics as well as hands-on data analysis, will be well prepared for productive employment in both the public and private sectors of this “growth industry.”

- **Increase Community and Business Workforce:** The program will increase the community and business workforce through the production of graduates needed to provide the economic data and analysis needed for decisionmakers to manage the growing and rapidly changing Florida environment.
- **Increase Levels of Community and Business Engagement:** Graduates, both as interns and post-graduate employees, often find employment in government or private firms that provide consulting services to developers and local governments. For example, six of our students holding internships in 2020 worked for such community-engaged ventures.

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

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

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

The new B.S. degree in Econometrics and Quantitative Economics is included in the Science, Technology, Engineering and Mathematics (STEM) Strategic Emphasis category, as recognized by the Florida Board of Governors.

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

The degree will be offered largely in-person on the Tampa campus, however many of the courses and several electives may be taken on the St. Petersburg and Sarasota-Manatee campuses.

Institutional and State Level Accountability

I. Need and Demand

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

Econometrics and Quantitative Economics is a rapidly growing field in the United States. In January 2015, only 34 universities nationwide offered the degree. In the Burning Glass data available in the Appendix F, and by 2018 that number had risen to 77. According to the website mymajors.com, as of

August 2020, there are now 116 institutions offering the EQE degree. (<https://www.mymajors.com/colleges/Econometrics-and-Quantitative-Economics-Major/> accessed 1/7/2021). According to Burning Glass data, the 10 largest programs include 4 members of the Ivy League and 9 AAU members. From 2014 to 2018, the number of degrees conferred has risen 808%; and the number of institutions offering the degree rose by 126%. StateUniversity.com provides a lengthier list of the department/programs by number of graduates, (<https://www.stateuniversity.com/program/45-0603/Econometrics-and-Quantitative-Economics>). The current USF major was not ranked as it is offered under the General Economics, CIP code. However, USF had 49 degrees conferred in the 2017-2018 academic year, and this is well above the median EQE degrees that Burning Glass showed (21 degrees). This would place USF as approximately the 40th largest Econometrics program per stateuniversity.com (accessed 1/7/21). Despite the rapid growth in the number of new programs, USF would still be the first university in the state of Florida to offer this high-value program within the STEM CIP code.

Employers at the local, state and national levels are actively seeking to hire EQE majors. Burning Glass data shows that there were 442,965 job postings nationally during the 12-month period, May 2019-April 2020, 22,635 job postings in Florida, and 5,653 job postings in the Tampa Bay area. The number of positions are expected to grow over the next 10 years by 15.6% nationally and 26.4% in both Florida and the Tampa Bay area. These growth rates are 2-3 times the overall job growth rate per demographic. When comparing 2014 to 2018, the number employed in the state and locally has increased by over 40%. These jobs pay well, too. The average salaries for graduates (from Burning Glass) are \$71,559 nationally, \$66,498 in Florida, and \$68,714 in Tampa-St. Petersburg-Clearwater region.

As of November 2020, Employ Florida (<https://www.employflorida.com/vosnet/Default.aspx>) lists 13 occupations tied to the Econometrics and Quantitative Economics degree. Access in early January 2021 showed there are currently over 2600 open positions in the state, as well as 634 in the five-county region around the USF campuses (Hillsborough, Pinellas, Pasco, Manatee and Sarasota).

As of November 2020, the top seven occupations tied to EQE (not counting teaching positions) by O*Net a (<https://www.onetonline.org/>) all had predicted 10-year growth rates of over 9% in the state of Florida. Nationally, three fields were expected to grow significantly faster than average, three greater than average, and one at the U.S. average growth rate. Median salaries in these fields provided by O*Net run from \$62,300 to \$105,200.

Finally, the Bureau of Labor Statistics (bls.gov) was searched to find local employment numbers in the fields where an EQE major would likely find employment: Economists, Financial and Investment Analysts, Social Science Research Assistants, Market Research Analysts, Budget Analyst, Data Scientist, and Operations Analyst. As of May 2019, 16,620 were employed in the Tampa Bay area and 2,650 in the Sarasota-Manatee area.

While establishing the B.S. in Econometrics and Quantitative Economics in the STEM CIP code will provide graduates more marketability and serve as a better recruiting tool for new students, the placements of graduates from the current major provides yet more evidence of the underlying value of the program that forms the basis for the new degree. Employment data from graduates in the current major reflect the quality preparation it provides. Profiles of students (2017, 2018 and 2019 QEE graduates), were identified on the career-networking tool *LinkedIn*. Here are some of the positions currently held by recent QEE graduates: Asset Management Analyst, JLL; Research Associate, Federal Reserve Bank of Boston; Tech Consultant Strategy and Analytics, Deloitte; Supply Planner, CSI Tech; Investment Banking Associate, UBS; Senior Consultant, JS Held LLC; Manager, BI and Analytics, Ashley Furniture; Data Scientist, Nielsen; Associate Project Analyst, Amjen; Compliance Officer, JP Morgan Chase; Market Sales Analysis, Point and Pay; and Data Scientist, General Dynamics. The QEE major also prepares students for graduate study. From the same cohort of graduates, alumni are furthering their studies at MIT, Duke, Texas A&M, NYU, London Business School, University of Florida Law; and USF.

Outside of private industry, there is also significant potential for graduates to make impacts at a state and local level, driven in part by governments' increasing reliance on benefit/cost and economic impact analysis in guiding policy decisions. All major requests to state and local governments for resources now require an impact study. For example, requests for such things as improvements to the Daytona International Speedway, subsidies for movie production and spring training facilities for Major League Baseball are accompanied by economic impact statements. Job and tax revenue forecasts accompany every business request for a subsidy from local governments. Existing state and county programs also justify their continuation using benefit/cost analyses, producing analyses for everything from child mental

health programs to mangrove conservation. Growth management, including the building of new roads, schools, parks, firehouses, etc., relies heavily on these analyses. The additional statistical and analytical training in the EQE major (econometrics, mathematical economics, advanced economic theory, forecasting, etc.) well prepares students for successful careers in this industry. The preparation and training of more skilled and objective analysts can improve the data-driven decision-making of our state and local governments, as well as that of Florida businesses. Growing states like Florida will continue to require more employees trained in this area. This helps explain why the growth numbers cited above are much larger for the state of Florida than for the nation as a whole.

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

This proposed new degree proposal transitions a major that is currently offered at USF under the General Economics CIP code to a fully recognized STEM degree under its own CIP Code, 45.0603. USF began offering the current B.S. in Quantitative Economics and Econometrics (QEE) in the Fall of 2016. During the first year, 77 students declared the QEE major. This number steadily grew, and currently there are 133 declared majors as of Fall 2020. We anticipate additional growth in the number of declared students, should this proposal be approved, as the STEM designation is more recognizable and desirable to undergraduates from a marketing standpoint. This is because the new program will appear in search engines and academic rankings that only include EQE programs under the proposed CIP code. In addition, foreign students who obtain such a degree also receive a longer Optional Practical Training (OPT) period than those students obtaining degrees from non-STEM fields. OPT allows international students on F-1 (student) Visas to work for one year in the United States. However, there is the STEM OPT Extension, which allows for a 24 month extension of the OPT employment authorization. These additional two years should increase the employability of our international students.

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

No SUS institution currently offers an undergraduate degree program in CIP Code 45.0603. Currently, only USF offers a QEE major under the General Economics CIP Code, while ten out of the twelve SUS institutions, including USF, offers a general Economics major under CIP Code 45.0601. The proposed B.S. degree in Econometrics and Quantitative Economics would be the first offered in the state of Florida.

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

The proposed Econometrics and Quantitative Economics (CIP 45.0603) degree program will replace the existing QEE undergraduate major in Economics, General (CIP 45.0601), which currently has a student headcount of 133 (Fall 2020) and 156 unduplicated head count AY 2019-20).

Given that this new degree proposal aligns the B.S. in Econometrics and Quantitative Economics under a CIP code that better fits the program and outcomes, and the major will now be identified as STEM, we anticipate a small increase in the number of declared students, particularly international students. As reflected in Table 1-A, due to strong industry demand, we expect growth at about 5-10% per year over the first five years. Importantly, this rate of growth can be accommodated with the available departmental resources.

Under the current major, we have seen a shift of approximately 12-15 students moving from others majors within the University to the QEE major. This is a small number of students and standard for students to declare a different major after they have been admitted to the University

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

Neither FIU nor FAMU offer this degree program. The currently offered USF major in QEE has a student population that reflects a higher percentage of traditionally underrepresented minority students than Economics programs nationwide. According to the latest report of the American Economic Association's Committee on the Status of Minority Groups in the Economics Profession (CSMGEP) from December of 2019 (<https://www.aeaweb.org/content/file?id=11547>), 11.5% of Economics undergraduates nationwide identify as Hispanic and 5.0% identify as Black. The latest available USF data from for the 2019-2020 academic year showed that the QEE major at USF had 18.8% of its declared students identified as Hispanic and 9.0% identified as Black. It is anticipated this diversity will be sustained through the shift from major to degree program.

II. Budget

- A. Use Table 3 in Appendix A to display projected costs and associated funding sources for Year 1 and Year 5 of program operation. Use Table 4 in Appendix A to show how existing Education & General funds will be shifted to support the new program in Year 1. In narrative form, summarize the contents of both tables, identifying the source of both current and new resources to be devoted to the proposed program. (Data for Year 1 and Year 5 reflect snapshots in time rather than cumulative costs.)**

The proposed new STEM B.S. degree program establishes a new degree that will replace an existing major that has been in existence for a number of years but offered under the non-STEM General Economics, CIP code. Resources that are currently allotted to support the existing major will be transferred to support the new degree program so no new resources are needed.

Appendix A, Table 3 shows the costs of the faculty and other associated budgetary costs of the program totaling to \$482,988 in Year 1. Faculty account for 2.15 person-years, totaling \$349,046 in salary and benefits for Year 1. Accounting for two annual salary increases of two percent over the five-year period, and then adding benefits, the faculty amount (salary increase, plus fringes) will be \$363,147 by Year 5. The remaining budget items are all budgeted based on the proportion of students declared in the program (0.21 of the total economics students declared). This places initial costs for A&P (Academic Services Administrator) salary and benefits (\$16,540), USPS at \$12,756, graduate assistants supporting some of the courses at \$70,915, OPS at \$26,972 (provides grader support for courses) and expenses at \$6,759 (materials for face-to-face courses). The total in year 5 of \$502,501 reflect two 2% increases in all categories over the 5-year period reflecting historic trends.

The reallocation of funds is shown in Table 4. Funds in each category have been reallocated based on the average percent of effort associated with faculty for the program as shown in Table 2. All other categories are allocated based on the portion of EQE majors in relation to the total number or undergraduate declared students in the Department of Economics ($156/726=0.21$).

- B. Please explain whether the university intends to operate the program through continuing education, seek approval for market tuition rate, or establish a differentiated graduate-level tuition. Provide a rationale for doing so and a timeline for seeking Board of Governors' approval, if appropriate. Please include the expected rate of tuition that the university plans to charge for this program and use this amount when calculating cost entries in Table 3.**

There is no plan to operate this undergraduate program through continuing education or seek approval for market tuition rate. The tuition rate for this program will be the standard University of South Florida tuition rate. USF's AY 20/21 tuition and fees schedule may be found by visiting the following url, which was accessed March 10, 2021: https://www.usf.edu/business-finance/controller/documents/student-services/undergraduate_tuition_rates_2020_2021.pdf. There are no plans for additional costs to the

students.

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

As the basic structure of the proposed B.S. EQE degree program is already operational under the current major, we do not expect any impact to other programs. The existing QEE major will be discontinued, and existing QEE students will be moved into the new EQE degree program. Essentially, the new degree will be offered under the STEM Area of Strategic Emphasis. This improves students' career opportunities and improves the ability to recruit new students to the program.

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

There is no increased need for general education or other prerequisite courses for this new degree program. The courses and prerequisites supporting the current major will support the new degree program. As the current major will be discontinued, there will be no increased need for supporting courses.

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

The current major is supported fully with existing operational funds that will be reallocated to support the new degree program.

III. Projected Benefit of the Program to the University, Local Community, and State

Use information from Tables 1 and 3 in Appendix A, and the supporting narrative for "Need and Demand" to prepare a concise statement that describes the projected benefit to the university, local community, and the state if the program is implemented. The projected benefits can be both quantitative and qualitative in nature, but there needs to be a clear distinction made between the two in the narrative.

Projected qualitative benefits of the B.S. in Econometrics and Quantitative Economics to USF

The University of South Florida benefits from having the State's first undergraduate degree in the rapidly growing field of Econometrics and Quantitative Economics (EQE). EQE will draw students from around the state, the nation and internationally who are interested in obtaining this specialized degree in the dynamic area of economic data analysis. Graduates will be highly competitive for positions in industry, as well as matriculation to graduate programs in Economics, Risk Management and Data Analysis.

Projected quantitative benefits of the B.S. in Econometrics and Quantitative Economics to USF

Establishing the EQE degree in its own STEM-CIP code will immediately add 50 or more STEM graduates each year, enhancing USF's Performance Based Funding metrics. This includes increasing the number of STEM degrees awarded and improving state and national reputation. Many international students are enrolled in USF's undergraduate Economics and Econometrics majors and these students will benefit from the two-year Optional Practical Training (OPT) extension awarded to graduates of designated STEM degree programs.

Projected qualitative benefits of the B.S. in Econometrics and Quantitative Economics to the community:

As data become ever more inexpensive to gather and store, there arises a need for professionals who are trained to work with data. The Tampa Bay area benefits from having students equipped with an undergraduate degree in Econometrics and Quantitative Economics to fill these critical needs. In addition, the Tampa Bay metro area and the I-4 Corridor continue to grow. Studies will be needed to determine impacts of local developments, needs for new roads, schools, parks and fire/police services. Economists with quantitative skills are major contributors to these analyses, and better-trained analysts result in better forecasts and estimates.

Projected quantitative benefits of the B.S. in Econometrics and Quantitative Economics to the community:

As mentioned previously, Burning Glass estimates the number of positions well suited for EQE are expected to grow over the next 10 years by 15.6% nationally, and 26.4% in both Florida and the Tampa Bay area. These growth rates are 2-3 times the overall job growth rate and these jobs pay well. The average salaries for graduates (from Burning Glass) are \$71,559 nationally, \$66,498 in Florida, and \$68,714 in Tampa-St. Petersburg-Clearwater region.

Projected qualitative benefits of the B.S. in Econometrics and Quantitative Economics to Florida:

This new degree supports the current State University System (SUS) Strategic Goals to: (1) "Increase the Number of Degrees Awarded within Programs of Strategic Emphasis", and (2) Strengthen Quality and Reputation of Academic Programs and Universities. In addition, the preparation and training of more skilled and objective analysts can improve the data-driven decision-making of our state and local governments, as well as that of Florida businesses.

IV. Access and Articulation – Bachelor’s Degrees Only

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

The total number of credit hours to earn a B.S. in Econometrics and Quantitative Economics degree is 120.

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

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

The common prerequisites for the program will be as follows:

- ECO 2013 Economic Principles (Macroeconomics) and
- ECO 2023 Economic Principles (Microeconomics)

A grade of C is the minimum acceptable grade in each of the prerequisite courses.

Please see Appendix H for the completed Common Prerequisite Request form, which was approved during the February 24, 2021 Articulation Coordinating Committee meeting, per correspondence with Lynda Page, Director of Articulation for the Florida Board of Governors.

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

The University does not intend to seek formal Limited Access status for the proposed program.

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

The proposed program is not an AS-BS capstone.

Institutional Readiness

V. Related Institutional Mission and Strength

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

The proposed program provides the training needed to forecast and evaluate the economic impact of state and local government policies and projects, demographic changes, and new or existing business ventures. USF's goal of building a prosperous and sustainable future for our regional communities and the state of Florida will require well-planned growth management in which EQE graduates would play a critical role. The additional statistical and analytical training included in the proposed program are readily applicable to a variety of fields, providing our alumni with a foundation that is adaptable to the inevitable changes that arise in a dynamic global market. Many courses available to EQE majors, from the required prerequisites, Macroeconomic and Microeconomics, to electives such as International Economics, Development Economics, International Trade and Policy and Comparative Economic Systems, provide an international perspective that will prepare our students for the more globalized markets of the future.

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

STEM continues to be emphasized at USF, and this new degree proposal will result in approximately 50 new STEM graduates annually because CIP Code 45.0603 is recognized by the BOG as a PSE in STEM. Part of the student success initiative concerns placement, and this proposed program will provide a recognized, in-demand STEM degree that improves career opportunities in high-wage employment. The rigorous statistical, mathematical and theoretical training provides a strong foundation for further education in Economics, Finance and Data Analytics. Within USF, these students are well qualified for USF's M.A. and Ph.D. in Economics programs, graduate study in Finance at both the M.A. and Ph.D. levels, and the Ph.D. program in Big Analytics. The Center for Urban Transportation Research (CUTR) on the Tampa campus often hires Economics students and alumni.

- C. Provide a narrative of the planning process leading up to submission of this proposal. Include a chronology in table format of the activities, listing both university personnel directly involved and external individuals who participated in planning. Provide a timetable of events necessary for the implementation of the proposed program.**

The below table describes key events and decision-making points in the planning of the new degree program. The date, stakeholders participating, and activities are briefly outlined below:

Planning and Implementation Process

Date	Participants	Planning Activity
Fall 2013 - Spring 2014	Economics Faculty, Economics Undergraduate Curriculum Committee (EUCC)	Initiated discussion on proposing a new major in Quantitative Economics and Econometrics. The undergraduate curriculum committee was tasked with putting together a proposal.
Spring – Summer 2015	EUCC	Proposal assembled.
Fall 2015	Economics Faculty	Voted to approve the new major and to submit the proposal.
Fall 2015	Economics Chair, EUCC Chair	Proposal submitted.
October 26, 2015	CAS Undergraduate Committee, EUCC Chair	Proposal approved by the CAS Undergraduate Committee
November 23, 2015	Economics Chair, EUCC Chair, CAS Deans Office, University Undergraduate Council	Proposal approved by the University Undergraduate Council
February 12, 2016	Office of Decision Support	QEE Major under CIP Code 45.0601 entered in to 2016 Undergraduate Catalog
Fall 2016	USF Students, Economics Department	First students enroll in the QEE Major
February 2020	CAS Deans Office, Economic Chair and Office of Decision Support 's Academic Planning unit	Preproposal assembled.
March 12, 2020	Intercampus Consolidation Committee for Curriculum Change	Pre-proposal approved by Committee
March 18, 2020	USF System Academic Program Advisory Council (APAC)	Pre-proposal approved by APAC
April 3, 2020	Council of Academic Vice Presidents Coordinators Workgroup (CAVP)	CAVP Workgroup expressed no concerns with the pre-proposal.

The below table describes key dates and activities associated with the implementation of the new degree program.

Events Leading to Implementation

Date	Implementation Activity
March 2021	College of Arts and Sciences faculty and college curriculum committees approved the new degree proposal.
March 22, 2021	Undergraduate Council approved the new degree proposal.
May 4, 2021	Academic Campus Environment Advisory Council approved the new degree proposal.
May 25, 2021	BOT ACE Committee approved the new degree proposal.
June 8, 2021	BOT approved the new degree proposal.
June 2021	New degree proposal submitted to the Academic and Student Affairs unit in the Board of Governors Office.
	Once approved, the new degree program will be added to the USF undergraduate catalog. The program will be marked as a STEM degree.

VI. Program Quality Indicators - Reviews and Accreditation

Identify program reviews, accreditation visits, or internal reviews for any university degree programs related to the proposed program, especially any within the same academic unit. List all recommendations and summarize the institution's progress in implementing the recommendations. Please include evidence that teacher preparation programs meet the requirements outlined in Section. 1004.04, Florida Statutes, if applicable.

The Department of Economics' existing programs were reviewed by Dr. James Foster, the Oliver T. Carter Professor of International Affairs and Professor of Economics at George Washington University in 2018. At that time, the existing QEE major was less than two years old but already had over 120 declared students. According to Dr. Foster, "the perceptions, assessment and other data helped confirm that the core undergraduate B.A. program is in good shape, and a new quantitative B.S. program has been surprisingly successful in its first year." He specifically commented on the B.S. in QEE, calling it "a strong addition to the undergraduate program, which fulfills multiple purposes. It will attract and retain the best students. It provides the quantitative skills that are desirable to employers. And it is a more efficient route for students interested in pursuing graduate study."

This proposal establishes a B.S. in Econometrics and Quantitative Economics offered under CIP Code 45.0603 and adds a unique STEM degree to USF's and the SUS's inventory.

VII. Curriculum

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

Please see Appendix E for the Academic Learning Compact.

Mission Statement

The Bachelor of Science program in Econometrics and Quantitative Economics is intended to provide students with an understanding of key concepts in Economics and a foundation to engage in advanced economic analysis. The program relies heavily on mathematical models and statistical techniques to enable student to gain insight as to the underlying drivers of the economy and how various economic variables are both estimated and forecast. Students pursuing this program will learn problem-solving skills that can be applied to any career. This degree will prepare students to conduct research, collect and analyze data, monitor economic trends, and develop forecasts on a wide variety of issues. Students are prepared for graduate study in economics or for entry into industry.

Goal 1: Discipline-Specific Knowledge

Student Learning Outcome Statements:

1. Students will be able to analyze macroeconomic conditions by employing models of a national economy both under autarky, when country is closed to trade and when open to international trade.
2. Students will demonstrate the ability to use sophisticated mathematical models of various market structures to analyze the economic environment in which a firm operates and make appropriate strategy recommendations.

Goal 2: Critical Thinking Skills

Student Learning Outcome Statements:

1. Students will display the ability to work with mathematical formalizations of economic models and perform the necessary mathematical operations to solve and interpret these models.
2. Students will display the ability to use statistical and econometric methods - including data gathering, data analysis, and hypothesis testing – in applied empirical work.

Goal 3: Communication

Student Learning Outcome Statement:

1. Students will demonstrate the ability to communicate effectively in written, spoken, and graphical form about specific economic issues.

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

Students applying to the University of South Florida are expected to meet the University's admissions standards, as listed on USF's Office of Admissions' website:

- First time in college (FTIC) Requirements:
<https://www.usf.edu/admissions/freshmen/admission-information/requirements-deadlines.aspx> <accessed 03/10/2021>
 - A diploma from a public or accredited high school or the state-approved General Education Development (GED) diploma is required for freshman admission. Early Admission Program students are exempted from this requirement.
 - For freshman applicants earning a high school diploma, the following college preparatory academic units (year-long courses or equivalents) normally offered in grades nine through twelve are required:
 - Four (4) units of English (three of the four must incorporate substantial writing requirements);
 - Four (4) units of mathematics (Algebra I and above);
 - Three (3) units of natural sciences (two of the three must incorporate substantial laboratory requirements);
 - Three (3) units of social sciences (history, civics, political science, economics, sociology, psychology, and geography);
 - Two (2) units of the same foreign language; and
 - Two (2) additional units of academic electives.
 - Official admission test scores from the College Board SAT administered by the Educational Testing Services or scores from the ACT exam must be submitted. When scores are provided from multiple administrations of an admission test, the combination of the highest individual subtest scores are used to determine eligibility for admission.
 - At a minimum, each freshman applicant must meet one of the following:
 - At least a "B" average (3.0 on a 4.0 scale) as computed by USF in required high school academic units in English, mathematics, natural science, social science and foreign language; or
 - A combination of admission test scores and a high school GPA equivalent to a 3.0 (on a 4.0 scale) as computed by USF in the required high school academic units in English, mathematics, natural science, social science and foreign language, and scores on the College Board SAT or NRCCUA ACT that meet college placement minimums per the Florida Board of Governors.
 - Applicants with a GED diploma must have an average score of 174 or higher on each of the five GED tests.
- Transfer Requirements: <https://www.usf.edu/admissions/transfer/admission-information/requirements-deadlines.aspx> <accessed 03/10/2021>

Transfer applicants with less than 30 semester hours of transferable college credit (lower level) must meet all Freshman Admission requirements listed above.

Applicants with 30 or more and 59 or less transferrable semester hours must have successfully completed (C or higher) at least one English Composition course and one college level mathematics course that consists of three (3) semester credit hours. High school transcripts are required to demonstrate completion of the foreign language admission requirement.

Lower level transfer students who do not meet the foreign language requirements must satisfy the foreign language requirement prior to admission to the upper division.

To be considered for admission, transfer applicants with 60 or more transferable semester credits must submit an official transcript from each previous college attended and a TOEFL or IELTS score, if applicable. Final transcripts with any degree awarded, or a minimum of 60 semester hours of transferable credit earned prior to initial enrollment at USF, must be submitted to determine final admissions eligibility.

Every associate in arts graduate of a Florida College System institution shall be granted admission to the upper division of a public postsecondary institution consistent with Section 1007.23, F.S. Admission to the student's preferred public postsecondary institution or program is not guaranteed.

Undergraduate transfer students who have not earned the AA degree/certificate from a public community/junior college or state university in Florida or who have attended another college after receipt of the AA degree/certificate from a public community/junior college or state university in Florida must have an overall 2.0 grade point average on a 4.0 scale in all college level courses attempted and acceptable to transfer.

Associate of Arts degree holders who are not exempt from the foreign language requirement and all other upper level transfer students admitted without meeting the foreign language admission requirement (see Sec. (4)(d)2.) must satisfy the foreign language requirement prior to graduation.

For graduation, students must satisfy the requirements from their catalog year while maintaining GPA and grading requirements, and satisfactory completion of the following requirements:

- General Education Program (36 credit hours), including State Core General Education, State Computation and Communication;
- Minimum of 120 unduplicated credit hours;
- A minimum adjusted grade point average (GPA) of 2.0 on all coursework taken at USF and an overall 2.0 GPA average on all college-level coursework;
- Major and college requirements in a chosen degree program;
- Nine credit hours of coursework taken during the summer term(s) (if entered USF with less than 60 credit hours);
- Registration and successful completion of at least 30 of the last 60 credit hours;
- 42 credit hours of upper-level coursework;
- Civics Literacy;
- Foreign language admissions coursework;
- Specific Grading Requirement: Unless otherwise stated, the minimum acceptable grade in all BSEQE required courses, including the prerequisite statistics course, is a C or higher (C- is insufficient).

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

The Econometrics and Quantitative Economics degree program requires a total of 120 semester credit hours of coursework. The lower-level portion of the degree program includes common course prerequisites and general education courses. The major portion of the degree program includes 27 credit hours in the major coursework, including 18 credit hours of required major core courses and 9 credit hours of elective courses. All major core and elective courses are offered for three (3) credit hours.

If, however, transfer students take other lower-level courses to meet the State Mandated Common Prerequisite courses, they will be expected to take ECO 2013 and ECO 2023 prior to taking upper-level Economics courses.

Major Core: (6 courses; 18 credit hours)

- ECO 2052 Analytical Tools for Economists
- ECO 3101 Intermediate Price Theory
- ECO 3203 Intermediate Macroeconomics
- ECO 4401 Introduction to Mathematical Economics

- ECO 4421 Introduction to Econometrics
- STA 2023 Introductory Statistics I

Major (Restricted) Electives: (3 courses; 9 credit hours)

Choose 2 courses (6 credit hours) from the following list:

- ECO 4105 Advanced Price Theory
- ECO 4201 Advanced Macroeconomic Theory
- ECO 4422 Time Series Analysis and Forecasting

Choose 1 course (3 credit hours) from the following list (or complete all three major (restricted) electives):

- ECO 3622 American Economic History
- ECO 3703 International Economics
- ECO 4270 Economic Growth
- ECO 4303 History of Economic Thought
- ECO 4323 Radical Political Economy
- ECO 4400 Game Theory and Economic Applications
- ECO 4504 Public Finance
- ECO 4704 International Trade and Policy
- ECO 4713 International Macroeconomics
- ECP 3125 Economics of Inequality
- ECP 3201 Economics of Women and Work
- ECP 3203 Labor Economics
- ECP 3302 Environmental Economics
- ECP 3403 Industrial Organization
- ECP 3413 Economics of Regulation and Antitrust
- ECP 3530 Economics of Health
- ECP 3613 Urban Economics
- ECP 3623 Regional Economics
- ECP 3703 Managerial Economics
- ECP 4006 Economics of Sports
- ECP 4451 Law and Economics
- ECP 4505 Economics of Crime
- ECP 4510 Economics of Education
- ECP 4704 Economics of Business Strategy
- ECS 3013 Economic Development
- ECS 4003 Comparative Economic Systems
- ECS 4430 Economics of Latin America

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

Please see Appendix G for the eight-semester and four-semester course sequenced plans of study.

E. Provide a one- or two-sentence description of each required or elective course. For degree programs in medicine, nursing, and/or allied health, please identify the courses that meet the requirements in Section 1004.08, Florida Statutes for required patient safety instruction.

Major Core (6 courses; 18 credit hours):

ECO 2052 Analytical Tools for Economists (3 credit hours)

Mathematical tools required for the study of undergraduate economics. Topics include algebra, graphing, and basic differential and integral calculus required students to succeed in undergraduate economics courses.

ECO 3101 Intermediate Price Theory (3 credit hours)

The price system and allocation of scarce resources between competing uses. May not receive credit for both ECP 3703 and ECO 3101.

ECO 3203 Intermediate Macroeconomics (3 credit hours)

Determination of income, employment, prices, and interest rates. Aggregate demand and aggregate supply.

ECO 4401 Introduction to Mathematical Economics (3 credit hours)
Mathematical models of optimizing behavior and economic equilibrium.

ECO 4421 Introduction to Econometrics (3 credit hours)
Survey of basic econometric techniques. Regression analysis employed to estimate consumption, investment, demand, cost, and production functions. Examines problems of auto-correlation, heteroscedasticity, multicollinearity, and specification errors.

STA 2023 Introductory Statistics I (3 credit hours)
Descriptive and Inferential Statistics; Principles of Probability Theory, Discrete and Continuous Probability Distributions: Binomial Probability Distribution, Poisson Probability Distribution, Uniform Probability Distribution, Normal Dist and more.

Major (Restricted) Electives (2 courses, 6 credit hours):

ECO 4105 Advanced Price Theory (3 credit hours)
An advanced survey of special topics in microeconomics: borrowing and saving, decision making under uncertainty, markets for capital and labor, game theory, production and exchange efficiency, social welfare, and efficiency consequences of market and non-market allocation.

ECO 4201 Advanced Macroeconomic Theory (3 credit hours)
An advanced analysis of a particular topic or topics in macroeconomics. Areas of study include the theories of money, growth, and business cycles. Discussions of how such theories accord with the data are also presented.

ECO 4422 Time Series Analysis and Forecasting (3 credit hours)
This course covers the basics of forecasting and time series analysis as used in economics, finance, and business. Time series topics will include linear regression, ARIMA models, trend modeling, seasonal adjustments and volatility modeling.

Elective Options (1 course, 3 credit hours):

ECO 3622 American Economic History (3 credit hours)
Growth and evolution of American economic institutions from Colonial times to the present.

ECO 3703 International Economics (3 credit hours)
Role of international trade in the U.S. economy. Gains from trade, balance of payments, exchange rate determination, balance of payments stability, and international commercial policy.

ECO 4270 Economic Growth (3 credit hours)
This course provides an introduction to the theory of economic growth, the process whereby the level of real output per capita increases over time. Emphasis is on the role of factor accumulation and productivity growth and their underlying fundamentals.

ECO 4303 History of Economic Thought (3 credit hours)
Development of economic thought from Plato to Marshall.

ECO 4323 Radical Political Economy (3 credit hours)
The radical (left) and Marxist schools of thought in economics. Application of radical theory to problems of advanced capitalist and socialist societies.

ECO 4400 Game Theory and Economic Applications (3 credit hours)
This course is an introduction to game theory, the study of strategic behavior among parties having opposed, mixed or similar interests.

ECO 4504 Public Finance (3 credit hours)
The public sector and its contribution to economic welfare. Government expenditures and revenues. Resource allocation, income distribution, stabilization, and economic growth.

ECO 4704 International Trade and Policy (3 credit hours)

Advanced analysis of international trade theory and commercial policy, international economic integration, multinational enterprise.

ECO 4713 International Macroeconomics (3 credit hours)

Advanced analysis of international macroeconomic relationships. Foreign exchange market, international monetary system balance of payments.

ECP 3203 Labor Economics (3 credit hours)

Determinants of wage and employment levels; occupational, industrial and geographical wage differentials; union and public policy effects on labor markets; the economics of discrimination; inflation, and unemployment.

ECP 3125 Economics of Inequality (3 credit hours)

Economic facts, theories and policies concerning income inequality, poverty and discrimination in the U.S. economy and elsewhere in the world.

ECP 3201 Economics of Women and Work (3 credit hours)

Survey of research on women, men and work in the labor market and the household. Focuses on the economic status of women. Includes historical perspective, examination of the family as an economic unit, changing work roles, and gender differences in occupation and earnings.

ECP 3203 – Labor Economics

Determinants of wage and employment levels; occupational, industrial and geographical wage differentials; union and public policy effects on labor markets; the economics of discrimination; inflation, and unemployment.

ECP 3302 Environmental Economics (3 credit hours)

An economic analysis of environmental issues. The economics of resource use and pollution control are examined using the concepts of externalities, cost-benefit analysis, public goods, and property rights.

ECP 3403 Industrial Organization (3 credit hours)

Behavior of firms and market structure when the standard assumption of perfect competition in the market is violated. Existence of market power, how firms create and maintain it, implications of market power, and related public policy issues.

ECP 3413: Economics of Regulation and Antitrust (3 credit hours)

Economic analysis of the rationale and performance of government regulation and antitrust policy. Examination of antitrust issues such as price fixing, mergers, and monopolization, and issues regulating electric utilities, airlines, trucking, consumer product safety, product quality, and the environment.

ECP 3530 Economics of Health (3 credit hours)

Application of economic methods to health care topics such as demand for medical care, public and private health insurance, physician and hospital supply of medical care, government regulations, and national healthcare systems.

ECP 3613 Urban Economics (3 credit hours)

The role of space in understanding urban areas and their problems. Economic forces determining where people and firms locate within urban areas. Urban economic growth and development, land-use regulation, urban sprawl, transportation, urban government.

ECP 3623 Regional Economics (3 credit hours)

Survey of regional economics covers theories of location and land use of households and firms; central place theory; spatial structure of urban economy; regional income determination; interregional migration; and urban and regional policy analysis

ECP 3703 Managerial Economics (3 credit hours)

Application of microeconomic theory to problems in business decision making with a special focus on price determination. May not receive credit for both ECP 3703 and ECO 3101. Formerly ECO 3100.

ECP 4006 Economics of Sports (3 credit hours)

This course teaches economics using sports as a backdrop. Topics covered include the economics of labor markets, exploitation, discrimination, monopoly, monopsony, game theory, bargaining, and cartels. No particular knowledge of sports is required.

ECP 4451 Law and Economics (3 credit hours)

Advanced analysis of the economic impact of tort, criminal, property, and contract law as well as in the formation and adjudication of law.

ECP 4505 Economics of Crime (3 credit hours)

Application of economic theory to the analyses of criminal behavior, crime prevention, law enforcement, sanctions, and corrections.

ECP 4510 Economics of Education (3 credit hours)

Economic analysis of the goals of education in American society. Topics include theories of human capital and signaling, private returns to schooling, social welfare benefits and role of the public sector, and factors affecting educational productivity.

ECP 4704 Economics of Business Strategy (3 credit hours)

This course examines strategies businesses can employ to improve their abilities to compete profitably. Employs game theory to examine horizontal and vertical boundaries of firm, strategic diversification, pricing, and entry deterrence.

ECS 3013 Economic Development (3 credit hours)

Economic development in emerging nations.

ECS 4003 Comparative Economic Systems (3 credit hours)

The major economic systems: traditional, capitalism, democratic socialism, communism and fascism.

ECS 4430 Economics of Latin America (3 credit hours)

The course examines key aspects of economic reform efforts in Latin America and the Caribbean and the challenges facing the region at the beginning of the 21st century.

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

During the four years that the current major has been offered, the Department of Economics faculty have designed and maintained curriculum aimed at sufficiently covering areas of knowledge relevant to existing technologies and industries in the econometrics and quantitative economics. To accomplish this, we continue to: (I) consult the professional literature to identify trends in education and workforce development, and (II) have discussions with industry leaders and our alumni for input on how to better prepare our students.

We are in the process of setting up an industry advisory council consisting of local business and government leaders. To date, we have commitment from leaders from a Tampa-based community planning and public finance firm, a local economic consulting firm, and the Center for Urban Transportation Research (CUTR) on the USF Tampa campus, and initial contact has been made with local government agencies. Our goal is to have a group of 5-7 leaders from both the public and private sectors to offer input on how we may better prepare our students for success. This industry advisory council will also consult on current and predicted future needs in their industry. Letters of support from accepted advisory board members are in Appendix C.

In addition, we are currently working with the College of Arts and Sciences' Office of Development to create an EQE Alumni page on LinkedIn.

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

There are currently no specialized accreditation agencies for Econometrics programs.

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

N/A

- I. Briefly describe the anticipated delivery system for the proposed program (e.g., traditional delivery on main campus; traditional delivery at branch campuses or centers; or nontraditional delivery such as distance or distributed learning, self-paced instruction, or external degree programs). If the proposed delivery system will require specialized services or greater than normal financial support, include projected costs in Table 3 in Appendix A. Provide a narrative describing the feasibility of delivering the proposed program through collaboration with other universities, both public and private. Cite specific queries made of other institutions with respect to shared courses; distance/distributed learning technologies, and joint-use facilities for research or internships.**

This new degree program will be offered on the USF Tampa campus through mainly face-to-face delivery. The introductory and intermediate courses, as well as some electives, may be taken on the St. Petersburg and Sarasota-Manatee campuses.

VIII. Faculty Participation

- A. Use Table 2 in Appendix A to identify existing and anticipated full-time (not visiting or adjunct) faculty who will participate in the proposed program through Year 5. Include (a) faculty code associated with the source of funding for the position; (b) name; (c) highest degree held; (d) academic discipline or specialization; (e) contract status (tenure, tenure-earning, or multi-year annual [MYA]); (f) contract length in months; and (g) percent of annual effort that will be directed toward the proposed program (instruction, advising, supervising internships and practica, and supervising thesis or dissertation hours).**

All current faculty teach courses that can be applied toward our current QEE major and will continue to do so in the new EQE degree. The 20 current faculty all have Ph.D.s and the appropriate backgrounds to provide instruction in the new degree as they provide effort toward the existing major. Effort was calculated based on the current effort in the existing major.

- B. Use Table 3 in Appendix A to display the costs and associated funding resources for existing and anticipated full-time faculty (as identified in Table 2 in Appendix A). Costs for visiting and adjunct faculty should be included in the category of Other Personnel Services (OPS). Provide a narrative summarizing projected costs and funding sources.**

The Department of Economics currently delivers four programs (two undergraduate majors, a master's degree program and a Ph.D. degree program). The undergraduate majors consist of a B.A. in Economics and a B.S. in Quantitative Economics and Econometrics, both offered under the CIP Code 45.0601, Economics, General. The Master's and a Ph.D. Economics degrees are also offered under the General Economics CIP code. The B.S. major, referred to prior, will be discontinued when the new degree program in CIP Code 45.0603 is established. Thus, faculty effort currently dedicated to the B.S. major will be reallocated to the new B.S. degree in Econometrics and Quantitative Economics.

Percent effort devoted to the Departmental programs can be approximated by using the portion of faculty assignment allocated to teaching multiplied by the portion of teaching effort allotted to the current B.S. major. The effort for the Instructors allotted to the B.S. can be approximated by the portion of students declare in the B.S. major in relation to the total departmental undergraduate declared students ($156 / 677$ total undergraduate economics declared students = 0.22 or 22% of total undergraduate majors).

For the tenure line faculty, the percent of teaching effort allocated to the B.S. major can be approximated by the portion of students declared in the B.S. major in relation to total majors (undergraduate and

graduate) since the tenure line faculty teach students at both levels ($156/723 = 0.21$ or 21% of the total graduate plus undergraduate majors are B.S. majors).

Thus for Instructors who typically have a 95% teaching assignment, (5% allocated to service), the percent effort would be: $0.95 \text{ assignment to teaching} \times 0.23 = 0.22$ or 22% of total effort is devoted to the B.S. major and will be reallocated to the new B.S. degree.

For tenure line faculty who have teaching assignments ranging from 33%-50 % (with the rest allocated mainly to research and 5-10% service), the portion of their assignment currently allocated to the B.S. major and to be reallocated to the new degree would be unique to each faculty but most typically be: $0.5 \text{ effort assigned to teaching} \times 0.21 = 0.11$ or 11% of their effort will be devoted to the new degree program.

The costs are estimated by multiplying the total estimated faculty effort (2.28) by the average salary by campus.

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

Faculty CVs have been provided in Appendix I.

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

USF's Department of Economics has 14 ranked faculty, and 6 instructors. Three ranked faculty are located on the St. Petersburg campus. One of the instructors is located on the St. Petersburg campus and another instructor is located on the Sarasota-Manatee campus. The faculty supports a program with over 677 undergraduate students, 21 master's students, and 25 Ph.D. students. In the 2019-2020 academic year, we awarded 195 baccalaureate degrees, 11 master's degrees and 1 Ph.D. In addition to our majors, the Economics faculty support a general education social science course (Macroeconomic Principles), a foundation course in the common core (Microeconomic Principles) provide courses in the Muma College of Business undergraduate and MBA cores, and serve students from a variety of majors and colleges across the university (for example, Principles of Microeconomics is required of all Pharmacology students). During the 2019 – 2020 academic year, the Economics Department generated over 22,300 (gross, 21,900 funded) undergraduate credit hours and 1,950 (gross, 1,650 funded) graduate credit hours.

USF Economics faculty have published in a variety of academic journals, including leading general readership journals such as *the American Economic Review*, *International Economic Review*, *Economic Inquiry*, *Review of Economics and Statistics*, *RAND Journal of Economics*, as well as top field journals such as *the Journal of Health Economics*, *Health Economics*, *Journal of Development Economics*, *Journal of Econometrics*, *Public Choice*, *the Journal of Comparative Economics* among others. USF's Economists have published articles in 31 different journals that are ranked A or higher in the widely known economics journal ranking known as the CL Index (available here: <https://halshs.archives-ouvertes.fr/halshs-00520325/document>, url visited 03/10/2021). Faculty have written textbooks, edited an Oxford University Handbook, and served on editorial boards of various journals. In the 2018-19 academic year (before Covid-19 travel reductions took effect), Economics faculty presented their research at over 25 national and international conferences.

Grant activity in economics is much rarer than in laboratory sciences or engineering. Nevertheless, over the past five years, USF Economists obtained grants from the National Institute of Health; Land Economics Foundation; U.S. Agency for International Development Health Finance and Government Projects; African Economic Research Consortium, Duke – UNC – USDA BECR Center, United Nations University – Wider; and the van Wezel Foundation.

The Economics Department provides service to the profession, the University and the community. Hundreds of journal articles have been refereed by USF Economics faculty. Faculty reviewed grant proposals for the NSF and NIH, and served as outside reviewers for tenure and promotion for other economics departments. University service includes membership of the Undergraduate and Graduate

Councils, Faculty Senate, Library Council, General Education Council, and Faculty Development Committee, among others. Our faculty serve on boards of religious organizations, advise various student organizations, and volunteer at various civic organizations and schools throughout the Tampa Bay region. The faculty regularly represents USF in the media: in 2020 USF Economists appeared 40 times in print or on television and presented at 6 community forums.

IX. Non-Faculty Resources

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

Part I – Overview of USF Libraries, Mission, and Program/Discipline Strengths

The Southern Association of Colleges and Schools Commission on Colleges to award associate, baccalaureate, masters, specialist and doctorate degrees accredit the University of South Florida (USF). The institution was initially accredited in 1965 and was last reviewed and reaffirmed in 2015. The University of South Florida Libraries consist of USF's main research library and the Hinks and Elaine Shimberg Health Sciences Library, both located on the Tampa Campus; the Nelson Poynter Memorial Library, USF St. Petersburg campus; and an Information Commons at the USF Sarasota-Manatee campus. Access to print resources at the USF Tampa Library is available 24/5, and access to electronic resources is available remotely 24/7.

The USF Libraries inspire research, creativity, and learning by connecting the USF community to relevant and high-quality information. Our vision is to become the center of a highly engaged university community, driven to produce high-impact research and to nourish creativity. Together, the USF Libraries provide access to more than 2 million volumes and an extensive collection of electronic resources including approximately 95,785 journal subscriptions and open access titles and over 939 databases, 865,385 e-books, and 17,975,111 digital images. In addition, students have access to over 89,775 audio/visual materials including electronic media, music scores, audiobooks, CDs, and DVDs and 11,053 streaming videos.

The USF Libraries endeavor to develop and maintain a research collection that satisfies the resource needs of the undergraduate and graduate curriculums in the USF College of Arts & Sciences, and also meets the specialized needs of the students and faculty for a B.S. program in Econometrics and Quantitative Economics.

Part II - USF Libraries' Collections **MONOGRAPHS (Print and Ebooks)**

The USF Libraries contain extensive holdings of books in both print and e-book format that support student and faculty instructional and research needs in the new program. To identify the scope of relevant books, titles were derived from searching the library's catalog by Library of Congress Subject Headings relevant to Econometrics and Quantitative Economics.

MONOGRAPHIC COUNTS			
Library of Congress Subject Headings for Econometrics			
Library of Congress (LC) Call Number	Subject Heading	Print Books	EBooks
HA1 - HA4737	Statistics	5,758	7,306
HB71 - HB74	Economic theory: Economics as science; Relation to other subjects	659	6,239
HB75 - HB130	Economic theory: History of economic theory	44	63
HB135 - HB147	Economic theory: Methodology-Quantitative methods	148	157
HB201 - HB236	Economic theory: Value; Utility; Price	102	310
HB238 - HB251	Economic theory: Competition; Production; Wealth	167	281
HB501	Economic theory: Capital; Capitalism	2,730	7,531
HB522 – HB601	Economic theory: Income	1,753	2,045
HB801 - HB843	Economic theory: Consumption; Demand	452	690
HB846 - HB846.8	Economic theory: Welfare theory	962	1,431
HB848 - HB3697	Economic theory: Population.	1,609	2,419
HC10 - HC1085	Economic history and conditions	5,007	3,231
HF5001 - HF6182	Commerce: Business	2,483	5,365
HG1 - HG9999	Finance	5,549	10,475

Total Monographs All Subject Headings (Non-Unique)

- Print = 27,423
- Electronic = 47,543

Ebooks and Ebook Collections

- Cambridge Core eBooks
- EBSCO eBook Collection
- Oxford Scholarship Online. Economics and Finance
- ProQuest eBook Central
- ScienceDirect eBooks
- Springer eBook Collection in Business & Economics
- Taylor & Francis eBooks
- Wiley Online Library eBooks

MAJOR SERIAL TITLES (JOURNALS)

The USF Libraries subscribe to several scholarly and professional journals that have an editorial scope and content which support curricular activities at the Bachelor of Science level. A majority of the titles are in electronic format, thereby enhancing accessibility. Journal titles were derived by searching Scopus SciMago and Web of Science JCR ranked journals for curriculum topics in Econometrics and Quantitative Economics.

Serial Title Subscriptions and Open Access

- 75 Core Journal Titles (electronic format)

MAJOR SERIAL TITLES				
Title	SJR	H index	JCR Impact Factor	USF Library Holdings
Accounting Review	21.24	179	3.993	Business Source Premier 03/01/1926 - present
American Economic Review	17.13	285	4.097	Business Source Premier 03/01/1911 - present
Annual Review of Economics	14.56	179	3.705	Annual Reviews 01/01/2009 - present
Annual Review of Financial Economics	14.24	133	2.269	Annual Reviews 01/01/2009 - present
Brookings Papers on Economic Activity	13.79	60	5.655	Business Insights: Essentials 09/01/1999 - present
Cambridge Journal of Regions, Economy and Society	13.77	277	2.823	Oxford University Press 01/01/2008 - present
Conflict Management and Peace Science	12.84	174	2.092	SAGE Premier All Access Collection 02/01/1999 - present
Contemporary Accounting Research	12	240	2.026	Wiley Online Library 01/01/1997 - present
Econometrica	11.57	102	4.281	Wiley Online Library 01/01/1999 - present
Econometrics Journal	9.677	153	2.139	Oxford University Press 06/01/1998 - present
Economic Development and Cultural Change	8.761	185	2.042	Chicago Complete Collection - Full Run 03/01/1952 - present
Economic Geography	8.626	233	6.861	Taylor & Francis 01/01/1997 - present
Economic Journal	7.907	46	2.926	Business Source Ultimate 03/01/1965 - present
Economic Policy	7.595	167	3.424	Oxford University Press 01/01/1996 - present
Economica	7.538	153	1.478	Wiley Online Library 01/01/1997 - present
Emerging Markets Review	1.32	45	3.092	ScienceDirect 05/01/2000 - present
Energy Economics	7.325	159	4.151	ScienceDirect Freedom Collection 01/01/1995 - present
Entrepreneurship: Theory and Practice	7.172	80	10.75	Business Source Ultimate 09/01/1988 - present
European Economic Review	7.172	120	1.744	ScienceDirect Freedom Collection 01/01/1995 - present
Food Policy	6.996	132	3.788	ScienceDirect Freedom Collection 02/01/1995 - present
Games and Economic Behavior	6.666	80	1.223	ScienceDirect Freedom Collection 01/01/1995 - present
International Economic Review	5.821	143	1.56	Wiley Online Library 02/01/1999 - present
International Journal of Production Economics	5.474	121	5.134	ScienceDirect 09/01/1991 - present
International Tax and Public Finance	1.01	46	0.925	Springer Nature Journals 01/01/1994 - present
Journal of Accounting and Economics	5.453	153	3.753	ScienceDirect 03/01/1979 - present
Journal of Accounting Research	5.446	143	3.773	Wiley Online Library 06/01/2001 - present
Journal of Applied Econometrics	5.309	159	2.053	Wiley Online Library 01/01/1996 - present

MAJOR SERIAL TITLES				
Title	SJR	H index	JCR Impact Factor	USF Library Holdings
Journal of Business and Economic Statistics	5.181	12	2.935	Taylor & Francis 01/01/1997 - present
Journal of Consumer Research	4.994	184	6.207	Oxford University Press 01/01/1996 - present
Journal of Development Economics	4.923	48	2.649	ScienceDirect 01/01/1974 - present
Journal of Econometrics	4.777	98	1.577	ScienceDirect 03/01/1973 - present
Journal of Economic Geography	4.747	72	3.359	Oxford University Press 01/01/2001 - present
Journal of Economic Growth	4.31	16	6.154	Business Source Ultimate 03/01/2004 - present
Journal of Economic Literature	4.126	23	5.41	Business Source Premier 03/01/1969 - present
Journal of Economic Perspectives	3.92	27	6.451	Business Source Premier 06/01/1987 - present
Journal of Economic Theory	3.917	134	1.124	ScienceDirect 06/01/1969 - present
Journal of Environmental Economics and Management	3.916	71	4.175	ScienceDirect 05/01/1974 - present
Journal of Finance	3.834	61	6.201	Wiley Online Library 01/01/1997 - present
Journal of Financial and Quantitative Analysis	3.79	79	2.266	Business Source Premier 03/01/1966 - present
Journal of Financial Economics	3.777	59	4.693	ScienceDirect 05/01/1974 - present
Journal of Financial Intermediation	3.774	128	2.82	ScienceDirect 03/01/1990 - present
Journal of Human Resources	3.647	53	3.857	HighWire Press 01/01/2003 - present
Journal of International Business Studies	3.585	133	9.158	Springer Nature Journals 03/01/1997 - present
Journal of International Economics	3.583	21	2.216	ScienceDirect 01/01/1971 - present
Journal of International Marketing	3.566	140	4.575	Business Source Premier 03/01/1993 - present
Journal of Labor Economics	3.503	110	4.452	Chicago Complete Collection - 01/01/1983 - present
Journal of Marketing	3.496	103	5.266	Business Source Premier 07/01/1936 - present
Journal of Marketing Research	3.483	67	4.626	Business Source Ultimate 02/01/1964 - present
Journal of Monetary Economics	3.313	148	2.216	ScienceDirect 01/01/1975 - present
Journal of Money, Credit and Banking	3.245	38	1.355	Wiley Online Library 01/01/2007 - present
Journal of Political Economy	3.116	18	6.342	Chicago Complete Collection - Full Run 12/01/1892 - present
Journal of Public Economics	3.04	93	2.218	ScienceDirect 04/01/1972 - present
Journal of Risk and Uncertainty	2.94	94	2.122	Springer Nature Journals 03/01/1988 - present
Journal of the Academy of Marketing Science	2.926	33	7.959	Business Source Premier 03/01/1994 - present
Journal of the Association of Environmental and Resource Economists	2.842	62	5.167	Chicago Complete Collection - Full Run 03/01/2014 - present

MAJOR SERIAL TITLES				
Title	SJR	H index	JCR Impact Factor	USF Library Holdings
Journal of Urban Economics	2.539	82	2.447	ScienceDirect 01/01/1974 - present
Marketing Science	2.421	122	3.019	INFORMS PubsOnline 01/01/1998 - present
Mathematical Finance	2.409	136	2.529	Wiley Online Library 01/01/1997 - present
MIS Quarterly Executive	2.403	102	4.088	Business Source Ultimate 03/01/2006 - present
NBER Macroeconomics Annual	2.393	111	5.923	Chicago Complete Collection - Full Run 01/01/1986 - present
New Political Economy	1.75	52	3.157	Taylor & Francis Social Science and Humanities Library 01/01/1997 - present
Quantitative Economics	2.379	172	1.271	Wiley Online Library 01/01/2010 - present
Quarterly Journal of Economics	36.22	246	11.775	Oxford University Press 01/01/1996 - present
RAND Journal of Economics	2.379	92	1.62	OmniFile Full Text Mega (H.W. Wilson) 03/01/2012 - present
Resources, Conservation and Recycling	2.356	102	8.086	ScienceDirect 03/01/1988 - present
Review of Economic Dynamics	2.334	91	1.529	ScienceDirect 01/01/1998 - present
Review of Economic Studies	2.315	34	4.767	Oxford University Press 01/01/1996 - present
Review of Economics and Statistics	2.223	164	3.636	JSTOR Arts & Sciences I Archive Collection 01/01/1919 - present
Review of Environmental Economics and Policy	2.217	48	6.649	Oxford University Press 01/01/2007 - present
Review of Finance	2.215	119	2.885	Oxford University Press 01/01/2004 - present
Review of Financial Studies	2.207	90	4.975	Oxford University Press 01/01/1996 - present
Review of World Economics	0.6	49	0.767	Springer Nature Journals 03/01/1970 - present
Strategic Entrepreneurship Journal	2.192	96	6.2	Wiley Online Library 01/01/2007 - present
World Bank Research Observer	2.177	39	3.5	Oxford University Press 01/01/1996 - present

Journal Collections

- Cambridge Core Journals
- Emerald Insight eJournals
- JSTOR
- Oxford Academic Journals
- Periodicals Archive Online
- Sage Journals Online
- ScienceDirect eJournals
- Springer eJournals
- Taylor & Francis eJournals
- Wiley Online Library eJournals

DATABASES and DIGITAL LIBRARIES

Scholarly, research and instructional activities associated with Quantitative Economics and Econometrics endeavors are supported by a number of both specialized economics and finance databases and digital

libraries, which provide access to indexes, journal articles, policy reports, working papers, data, statistical resources and monographs.

Key Resources

ABI/INFORM Collection [formerly ABI/INFORM Complete]

This database comprises ABI/INFORM Global, ABI/INFORM Trade and Industry, and ABI/INFORM Dateline. The database features thousands of full-text journals, dissertations, working papers, key newspapers such as The Wall Street Journal and The Financial Times, as well as country- and industry-focused reports and data. Its international coverage gives researchers a complete picture of companies and business trends around the world.

Business Abstracts [EBSCO]

Wilson Business Full Text provides fast, convenient access to a multitude of outstanding sources -- from The New York Times Business Section and The Wall Street Journal to magazines and scholarly journals. Full text of articles from more than 350 publications as far back as 1995. Provides SIC and NAICS codes for names of corporations and industries used as subject headings. Daily updates bring users current information

Business Source Premier

Business Source Premier is one of the definitive scholarly databases in the field of business due to its depth and coverage. The database provides full text articles from more than 2,300 journals, including over 1,100 peer-reviewed journals, and indexing for an additional 1,000 titles. Global monitor, Datamonitor, Countrywatch, and EIU are the source of this content. Business Source Premier also provides full text for more than 50 regional business publications, including titles from Crain Communications.

Continuum Economics [formerly RGE Monitor]

RGE (Roubini Global Economics) Monitor merged with 4CAST in 2016 and formed Continuum Economics. Continuum Economics covers a range of topics from fundamental macroeconomics and policy research to market commentary and strategy. -- The goal in combining the 4CAST and RGE services is to provide research that spans the continuum between short-term market signals and long-term strategic themes. This approach uncovers opportunities and risks before they come to the attention of markets, helping customers arrive at better decisions in a timelier manner.

Data-Planet Statistical Datasets

Data-Planet Statistical Datasets is a web-based research solutions tool that provides fast and easy access to data from licensed and public domain datasets. It provides easy access to an extensive repository of standardized and structured statistical data. The Data-Planet repository contains more than 90 billion data points from more than 70 source organizations. All of the data have been standardized and structured, and described with up to 37 fields of metadata, including a controlled vocabulary

EconLit

EconLit is the American Economic Association's electronic bibliography of economic literature. EconLit is an expanded version of the Journal of economic literature (JEL) indexes of journals, books, and dissertations. In addition, EconLit includes citations to articles in collective volumes indexed in the annual volumes of the Index of economic articles, articles from over 250 journals not indexed in JEL, and the full-text of JEL book reviews. EconLit also incorporates the Abstracts of working papers in economics (AWPE) database licensed from Cambridge University Press

Economic Data: FRED II

FRED II (Federal Reserve Economic Data) is a widely used database of over 3000 U.S. economic time series. This site offers a wealth of economic data and information to promote economic education and enhance economic research. FRED II is updated regularly and allows 24/7 access to regional and national financial and economic data.

ICPSR (Inter-University Consortium for Political and Social Research)

Organization at the University of Michigan that collects data from individual researchers, polling agencies, and governmental and international agencies. Data is often in ASCII delimited format with documentation such as codebooks and sometimes auxiliary files to use in SPSS or SAS.

International Bibliography of the Social Sciences [IBSS]

The International Bibliography of the Social Sciences (IBSS) is an essential online resource for social science and interdisciplinary research. IBSS includes over two million bibliographic references to journal articles and to books, reviews and selected chapters dating back to 1951. It is unique in its broad coverage of international material and incorporates over 100 languages and countries. Over 2,800 journals are regularly indexed and some 7,000 books are included each year.

The New Palgrave Dictionary of Economics

In 2008, Palgrave Macmillan published The New Palgrave Dictionary of Economics, 2nd edition. It retains some of the articles from the classic work of the same name that became a standard work for economists. Yet, around 80% of the text was either entirely new or substantially rewritten to reflect the depth of change within the discipline between the editions. This new edition brings together the world's most influential economists to provide a scholarly overview of economic thought today. The online format offers a dynamic resource, which contains full text of 2008 print edition and full text of the 1987 Archive edition, but also incorporates quarterly additions and updates.

NBER : National Bureau of Economic Research

The NBER, National Bureau of Economic Research, is a private, nonprofit, nonpartisan research organization dedicated to promoting a greater understanding of how the economy works. They concentrate on four types of empirical research: developing new statistical measurements, estimating quantitative models of economic behavior, assessing the effects of public policies on the U.S. economy, and projecting the effects of alternative policy proposals. The NBER distributes research findings in various ways, in order to reach the widest possible audience. Nearly 500 NBER Working Papers are published each year, and many subsequently appear in scholarly journals. Full texts of Working Papers published from November 1994 to the present are available online.

PAIS Index

This resource covers issues in the public debate through selective coverage of a wide variety of international sources including journal articles, books, government documents, statistical directories, grey literature, research reports, conference papers, web content, and more. PAIS International is the current file covering 1972 to present, and PAIS Archive includes the content from printed volumes published 1915-1976. In addition to English, some of the indexed materials are published in French, German, Italian, Portuguese, and Spanish

Additional Resources

Bureau of Labor Statistics

The Bureau of Labor Statistics is the principal fact-finding agency for the Federal Government in the broad field of labor economics and statistics. The bureau collects, processes, analyzes, and disseminates sensitive economic and statistical data to the American public, Congress, other federal agencies, state and local governments, business, and labor. Includes links to information about major BLS programs, BLS data, BLS regional offices, BLS contacts, and comments and suggestions.

Conference Board: Business, Knowledge, Research

This is a searchable database of full-text research reports on the latest issues in business management and US and global economics. Proprietary, nonbiased research includes studies of Fortune 500 companies on business trends, leadership decisions, performance excellence, corporate governance, HR, productivity, CRM and more. Economics material includes topline US and global economic indicators and analysis and forecasts of US and international economic conditions by Conference Board's chief economist.

Historical Statistics of the United States

Historical statistics of the United States, colonial times to 1970 is a compendium of statistics from over 1000 sources, including the U.S. Census, providing a numerical history of the United States. This definitive reference work contains more than 37,000 series of quantitative information covering virtually every quantifiable dimension of American history: population, including migration and family and household comparisons; work and welfare, with labor, education, and health; economic structure and performance, including financial markets and consumer expenditures; governance and international relations, covering elections and politics, crime, international trade, and national defense, all from the earliest times to the present.

OECD iLibrary

OECD iLibrary is an online library of statistical databases, books, and periodicals from OECD, the Organization for Economic Co-Operation and Development. The OECD, a membership of 30 countries, is one of the world's largest publishers in the fields of economics and public policy. OECD iLibrary is comprised of over 1,800 online books with unrestricted access grouped in 17 themes, 24 periodicals, 3 reference titles, and 26 OECD statistical databases, all in full text. Themed groupings include education; energy; development; finance and investment; science and technology; social issues; urban, rural and regional development; transport; and more.

SAGE Research Methods

SAGE Research Methods (SRM) is a research tool supported by a newly devised taxonomy that links content and methods terms. It provides the most comprehensive picture available today of research methods (quantitative, qualitative and mixed methods) across the social and behavioral sciences. It includes more than 100,000 pages of SAGE book and reference material on research methods as well as editorially selected material from SAGE journals. In addition, SRMO contains content from more than 800 books, including the complete Quantitative Applications in the Social Sciences "Little Green Books" series from SAGE.

Scopus

Scopus is the largest abstract and citation database of peer-reviewed literature: scientific journals, books and conference proceedings. Delivering a comprehensive overview of the world's research output in the fields of science, technology, medicine, social sciences, and arts and humanities, Scopus features smart tools to track, analyze and visualize research

Statistical Abstract of the U.S. [Online Edition] [ProQuest]

The ProQuest Statistical Abstract of the United States is the authoritative and comprehensive summary of statistics on the social, political, and economic conditions of the United States. The online version includes monthly updates to tables, deep searching at the line-item level, powerful facets for narrowing search results, image and spreadsheet versions of all current and historical tables, along with links to provider sites.

United Nations Statistics Division

The Statistics Division compiles statistics from many international sources and produces global updates, including the Statistical Yearbook, World Statistics Pocketbook and yearbooks in specialized fields of statistics. It also provides to countries, specifications of the best methods of compiling information so that data from different sources can be readily compared.

Vital Statistics on American Politics

Provides a complete, resource on the full-spectrum of U.S. politics. Vital Statistics on American Politics is a powerful tool for researching statistical data on politics on the United States. It offers users a wealth of data on elections and political parties, public opinion and voting, the media, the military, social and economic, policy, and much more. The online version permits searching and browsing key statistics on U.S. elections, Congress, the presidency, the Supreme Court, public opinion, and more.

Web of Science [formerly Web of Knowledge]

The ISI Web of Science provides seamless access to the Science Citation Expanded, Social Sciences Citation Index, and Arts & Humanities Citation Index. It enables users to search current and retrospective multidisciplinary information from approximately 8,500 of the most prestigious, high impact research journals in the world. ISI Web of Science also provides a unique search method, cited reference searching. With it, users can navigate forward, backward, and through the literature, searching all disciplines and time spans to uncover all the information relevant to their research.

WDI Online

WDI online: world development indicators, is developed and maintained by the World Bank. It is a critical source of data on the global economy, containing statistical data for over 900 development indicators and time series data from 1960 to the present for 227 economies. Data includes social, economic, financial, natural resource, and environmental indicators. Includes data on such areas as pollution, energy production, poverty, trade, labor force, health, education, exports, government debt, and telecommunications. The interface is supported in seven languages. Data can be exported to standard formats like Excel, helping to make WDI online an essential tool for researching global economies.

Worldwide Political Science Abstracts

Provides citations, abstracts, and indexing of the international serials literature in political science and its complementary fields, including international relations, law, and public administration/policy. Major areas of coverage include comparative politics, developing nations, disarmament, economic policy, electoral systems, environmental policy, government/Political systems, history and theory of political science, international relations/trade, Labor relations, military policy, methodology and research technology, political behavior, political economy, political psychology, politics and law, politics and communication, politics and religion, politics and society, public administration, security and defense, welfare systems.

B. Describe additional library resources that are needed to implement and/or sustain the program through Year 5. Include projected costs of additional library resources in Table 3 in Appendix A. Please include the signature of the Library Director in Appendix B.

As of July 16, 2020, the collections of the USF Tampa Library and affiliates are sufficient to support the B. S. in Econometrics and Quantitative Economics in the Department of Economics College of Arts & Sciences. The Libraries maintain an exceptionally strong collection of resources and services needed to support USF as a Preeminent Research University. The librarians and Dean of the Libraries work closely with the College of Arts & Sciences to ensure all curricular and research needs are more than adequately supported. No new resources are required to support this new bachelor's program at this time. Sustained annual investments to maintain the recurring elements of this collection and to purchase newly published materials are required to preserve sufficiency. With escalating costs, typical annual increases of 3-6% are likely. Strategic investments are required as new faculty are hired and areas of emphasis evolve.

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

All University of South Florida classrooms are "multimedia enabled." Each classroom, at a minimum, is equipped with a PC, projector, internet connectivity and audio support. We have adequate and sufficient classroom space and associated equipment to support the attainment of course outcomes and to provide an atmosphere conducive to learning. As this proposed program does not employ laboratories (neither teaching nor research), no lab space is necessary. The Economics department currently has sufficient office space to support the proposed degree.

D. Describe additional classroom, teaching laboratory, research laboratory, office, and other space needed to implement and/or maintain the proposed program through Year 5. Include any projected Instruction and Research (I&R) costs of additional space in Table 3 in Appendix A. Do not include costs for new construction because that information should be provided in response to X (E) below.

There is no additional need.

E. If a new capital expenditure for instructional or research space is required, indicate where this item appears on the university's fixed capital outlay priority list. Table 3 in Appendix A includes only Instruction and Research (I&R) costs. If non-I&R costs, such as indirect costs affecting libraries and student services, are expected to increase because of the program, describe and estimate those expenses in narrative form below. It is expected that high enrollment programs in particular would necessitate increased costs in non-I&R activities.

There is no additional need.

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

No specialized equipment is needed to carry out the requested new degree program.

G. Describe additional specialized equipment that will be needed to implement and/or sustain the proposed program through Year 5. Include projected costs of additional equipment in Table 3 in Appendix A.

No specialized equipment is needed to carry out the requested new degree program.

- H. Describe any additional special categories of resources needed to implement the program through Year 5 (access to proprietary research facilities, specialized services, extended travel, etc.). Include projected costs of special resources in Table 3 in Appendix A.**

No additional special categories of resources are needed to carry out the new degree.

- I. Describe fellowships, scholarships, and graduate assistantships to be allocated to the proposed program through Year 5. Include the projected costs in Table 3 in Appendix A.**

The Department of Economics has allocated funding for teaching assistances who support the courses in which QEE students enroll. The Year 1 funding allocation is budgeted to be \$70,915 and Year 5 to be \$73,780. The increase from Year 1 to Year 5 reflects a two percent increases over the five-year period reflecting historic trends.

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

The practicum experience typically involves students critiquing, reproducing, or improving existing benefit/cost, economic impact, business valuation, and project feasibility studies. We currently do not offer class credit for internships, because most of the internships in this field are for pay.

A faculty member serves as the Internship Coordinator, monitoring students currently interning and is in contact with firms or agencies looking for student interns. Part of the duties of this position is to seek new sites for potential internships and we will continue to search for additional opportunities. As firms seeking interns often contact the Department Chair and the Undergraduate Advisor, the Internship Coordinator works closely with both to track the students in internships and to keep records of all firms that have contacted the department.

Examples of organizations providing internships to our 2020 graduates include:

- Florida Economic Advisors, Valrico, FL;
- Franklin Street, Tampa, FL;
- Allory Investments, Rutherford New Jersey;
- The Center for Urban Transportation Research, Tampa, FL;
- Tindale Oliver and Associates, Tampa, FL;
- Iron Man Group, Tampa, FL;
- TechData, Clearwater, FL;
- Pasco Economic Development Council, Lutz, FL;
- Curve Research, St. Petersburg, FL;
- AXA Insurance, Tampa, FL; and
- Value Tech, Lutz, FL.

Appendix A

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

Source of Students (Non-duplicated headcount in any given year)*	Year 1 HC	Year 1 FTE	Year 2 HC	Year 2 FTE	Year 3 HC	Year 3 FTE	Year 4 HC	Year 4 FTE	Year 5 HC	Year 5 FTE
Upper-level students who are transferring from other majors within the university**	12	10	12	10	13	11	14	12	15	13
Students who initially entered the university as FTIC students and who are progressing from the lower to the upper level***	65	54	68	57	72	60	78	65	83	69
Florida College System transfers to the upper level***	49	41	52	43	56	47	60	50	63	53
Transfers to the upper level from other Florida colleges and universities***	5	4	5	4	6	5	6	5	7	6
Transfers from out of state colleges and universities***	25	21	27	23	29	24	31	26	32	27
Other (Explain)***	0	0	0	0	0	0	0	0	0	0
Totals	156	130	164	137	176	147	189	158	200	167

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

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

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

APPENDIX A
TABLE 2
PROJECTED COSTS AND FUNDING SOURCES

Budget Line Item	Reallocated Base* (E&G) Year 1	Enrollment Growth (E&G) Year 1	New Recurring (E&G) Year 1	New Non-Recurring (E&G) Year 1	Contracts & Grants (C&G) Year 1	Philanthropy/Endowments Year 1	Enterprise Auxiliary Funds Year 1	Subtotal Year 1	Continuing Base** (E&G) Year 5	New Enrollment Growth (E&G) Year 5	Other*** (E&G) Year 5	Contracts & Grants (C&G) Year 5	Philanthropy/Endowments Year 5	Enterprise Auxiliary Funds Year 5	Subtotal Year 5
Faculty Salaries and Benefits	\$349,046	0	0	0	0	0	0	\$349,046	363,147	0	0	0	0	0	\$363,147
A & P Salaries and Benefits	16,540	0	0	0	0	0	0	\$16,540	17,208	0	0	0	0	0	\$17,208
USPS Salaries and Benefits	12,756	0	0	0	0	0	0	\$12,756	13,271	0	0	0	0	0	\$13,271
Other Personal Services	26,972	0	0	0	0	0	0	\$26,972	28,062	0	0	0	0	0	\$28,062
Assistantships & Fellowships	70,915	0	0	0	0	0	0	\$70,915	73,780	0	0	0	0	0	\$73,780
Library	0	0	0	0	0	0	0	\$0	0	0	0	0	0	0	\$0
Expenses	6,759	0	0	0	0	0	0	\$6,759	7,032	0	0	0	0	0	\$7,032
Operating Capital Outlay	0	0	0	0	0	0	0	\$0	0	0	0	0	0	0	\$0
Special Categories	0	0	0	0	0	0	0	\$0	0	0	0	0	0	0	\$0
Total Costs	\$482,988	\$0	\$0	\$0	\$0	\$0	\$0	\$482,988	\$502,501	\$0	\$0	\$0	\$0	\$0	\$502,501

*Identify reallocation sources in Table 3.

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

***Identify if non-recurring.

Faculty and Staff Summary

	Year 1	Year 5
Total Positions		
Faculty (person-years)	2.15	2.27
A & P (FTE)	0.21	0.21
USPS (FTE)	0.21	0.21

Calculated Cost per Student FTE

	Year 1	Year 5
Total E&G Funding	\$482,988	\$502,501
Annual Student FTE	130	167
E&G Cost per FTE	3715	3009

APPENDIX A
Table 3
Anticipated Faculty Participation

Faculty Code	Faculty Name or "New Hire" Highest Degree Held Academic Discipline or Specialty	Rank	Contract Status	Initial Date for Participation in Program	Mos. Contract Year 1	FTE Year 1	% Effort for Prg. Year 1	PY Year 1	Mos. Contract Year 5	FTE Year 5	% Effort for Prg. Year 5	PY Year 5
A	Ayyagari, Padmaja Ph.D. Economics	Assoc Prof	Tenure	Fall 2021	9	0.75	0.11	0.08	9	0.75	0.11	0.08
A	Baerlocher, Diogo Ph.D. Economics	Asst Prof	Tenure-Earning	Fall 2021	9	0.75	0.07	0.05	9	0.75	0.11	0.08
A	Barbos, Andrei Ph.D. Economics	Assoc Prof	Tenure	Fall 2021	9	0.75	0.11	0.08	9	0.75	0.11	0.08
A	Carter, Thomas J. Ph.D. Economics	Professor	Tenure	Fall 2021	9	0.75	0.11	0.08	9	0.75	0.11	0.08
A	Corton, Maria Luisa Ph.D. Economics	Assoc Prof	Tenure	Fall 2021	12	1.00	0.11	0.11	12	1.00	0.11	0.11
A	Criss, Antoinette James Ph.D. Economics	Sr Instructor	Non-Tenure	Fall 2021	9	0.75	0.22	0.17	9	0.75	0.22	0.17
A	Harris, Rebecca Lee Ph.D. Economics	Instructor II	Non-Tenure	Fall 2021	12	1.00	0.22	0.22	12	1.00	0.22	0.22
A	Jin, Xin Ph.D. Economics	Asst Prof	Tenure-Earning	Fall 2021	9	0.75	0.07	0.05	9	0.75	0.11	0.08
A	Jones, Robert Christopher Ph.D. Economics and Business Administration	Instructor I	Non-Tenure	Fall 2021	9	0.75	0.22	0.17	9	0.75	0.22	0.17
A	Kamp, Bradley Ph.D. Economics	Assoc Prof	Tenure	Fall 2021	12	1.00	0.07	0.07	12	1.00	0.07	0.07
A	La Mattina, Giulia Ph.D. Economics	Assoc Prof	Tenure	Fall 2021	9	0.75	0.07	0.05	9	0.75	0.11	0.08
A	Liu, Haiyan Ph.D. Economics	Asst. Prof	Tenure-Earning	Fall 2021	9	0.75	0.07	0.05	9	0.75	0.11	0.08
A	Loewy, Michael Ph.D. Economics	Assoc Prof	Tenure	Fall 2021	9	0.75	0.11	0.08	9	0.75	0.11	0.08
A	Martinez, Erika V. Ph.D. Economics	Instructor II	Non-Tenure	Fall 2021	9	0.75	0.22	0.17	9	0.75	0.22	0.17
A	Khairzhan-Uli Munkin, Murat Ph.D. Economics	Assoc Prof	Tenure	Fall 2021	9	0.75	0.11	0.08	9	0.75	0.11	0.08
A	Picone, Gabriel A. Ph.D. Economics	Professor	Tenure	Fall 2021	9	0.75	0.11	0.08	9	0.75	0.11	0.08
A	Sandberg, H. Mikael Ph.D. Economics (Food and Resource)	Instructor	Non-Tenure	Fall 2021	9	0.75	0.22	0.17	9	0.75	0.22	0.17

Worksheet Table 3 Faculty Participation

APPENDIX A
Table 3
Anticipated Faculty Participation

A	Smith, Richard B. Ph.D. Economics	Assoc Prof	Tenure	Fall 2021	9	0.75	0.11	0.08	9	0.75	0.11	0.08
A	Snipes, Michael R. Ph.D. Economics	Instructor II	Non-Tenure	Fall 2021	12	1.00	0.22	0.22	12	1.00	0.22	0.22
A	Thomas, Christopher R. Ph.D. Economics	Assoc Prof	Tenure	Fall 2021	9	0.75	0.11	0.08	9	0.75	0.11	0.08
Total Person-Years (PY)								2.15				2.27

Faculty Code	Code Description	Source of Funding	PY Workload by Budget Classification	
			Year 1	Year 5
A	Existing faculty on a regular line	Current Education & General Revenue	2.15	2.27
B	New faculty to be hired on a vacant line	Current Education & General Revenue	0.00	0.00
C	New faculty to be hired on a new line	New Education & General Revenue	0.00	0.00
D	Existing faculty hired on contracts/grants	Contracts/Grants	0.00	0.00
E	New faculty to be hired on contracts/grants	Contracts/Grants	0.00	0.00
F	Existing faculty on endowed lines	Philanthropy & Endowments	0.00	0.00
G	New faculty on endowed lines	Philanthropy & Endowments	0.00	0.00
H	Existing or New Faculty teaching outside of regular/tenure-track line course load	Enterprise Auxiliary Funds	0.00	0.00
Overall Totals for			2.15	2.27

APPENDIX B

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

<small>DocuSigned by:</small> <i>Cecil Howard</i>	3/16/2021
<small>-29C88DD9A350415...</small>	_____
Signature of Equal Opportunity Officer	Date
<i>Todd Chavez</i>	3/16/2021
<small>-55E3D5D1A2B34A1...</small>	_____
Signature of Library Director	Date

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

Appendix C: Support

From: [Tadlock, Martin](#)
To: [Potter, Robert](#)
Cc: [Eisenberg, Eric](#); [Brown Hernandez, Cynthia](#); [Michael, Magali](#); [Kamp, Brad](#)
Subject: Re: Request support for a new degree/CIP change in Econometrics
Date: Thursday, February 4, 2021 4:20:01 PM
Attachments:

Thank you, Bob. I fully support this move and understand the importance of doing so. I appreciate being included in the process.

Martin Tadlock

Regional Chancellor
USF St. Petersburg campus
727-313-6717 ©
140 7th Ave South, BAY 214
St. Petersburg, FL 33701



From: Potter, Robert <potter@usf.edu>
Sent: Thursday, February 4, 2021 3:27 PM
To: Tadlock, Martin [REDACTED]
Cc: Eisenberg, Eric [REDACTED]; Brown Hernandez, Cynthia [REDACTED]; Michael, Magali [REDACTED]; Kamp, Brad [REDACTED]
Subject: RE: Request support for a new degree/CIP change in Econometrics

Dear Chancellor Tadlock

The Economics Department in the College of Arts and Science is in the process of transforming their major in Quantitative Economics and Econometrics, offered under that General Economics CIP code 45.0601, to a degree offered under its own CIP code 45.0603. There is no change to the program but the new CIP code is considered a STEM degree by the state, so adds to the University's number of STEM degrees and has advantages for students in pursuing employment. While the current major and hence the new degree, has only been offered on the Tampa campus some of the courses that can be used for the degree are also offered on your campus. Vice Provost Chisolm's office has asked that we reach out to you to make sure you are aware of this new degree proposal and to ask for your support.

A simple reply that you support the proposal will be fine and is to be included in the packet. I am

happy to answer any questions you may have.

Thank you and Best Regards, Bob

Robert Potter
Sr. Associate Dean for Academics,
Professor of Chemistry
College of Arts and Sciences
University of South Florida
4202 E. Fowler Ave. BEH 201
Tampa, FL 33620
[\(813\) 974-4059](tel:(813)974-4059)



From: [Potter, Robert](#)
To: [Brown Hernandez, Cynthia](#)
Cc: [Kamp, Brad](#)
Subject: FW: Request support for a new degree/CIP change in Econometrics
Date: Tuesday, February 9, 2021 4:34:10 PM
Attachments:

Sarasota Manatees support
Cheers, Bob

From: Kemker, Brett [REDACTED]
Sent: Tuesday, February 09, 2021 4:31 PM
To: Holbrook, Karen [REDACTED]; Potter, Robert [REDACTED]
Cc: Kirchman, Paul [REDACTED]
Subject: RE: Request support for a new degree/CIP change in Econometrics

Hi Bob,
We have no issues with this. Sorry for the delay...

Brett E. Kemker, Ph.D.
Vice Provost | Regional Vice Chancellor
Academic Affairs and Student Success



Records of the University of South Florida are subject to disclosure under the Florida Public Records law unless exempt by law.

From: Holbrook, Karen [REDACTED]
Sent: Thursday, February 4, 2021 5:25 PM
To: Potter, Robert [REDACTED]
Cc: Kirchman, Paul [REDACTED]; Kemker, Brett [REDACTED]
Subject: RE: Request support for a new degree/CIP change in Econometrics

Hi Bob – Thanks very much for the heads up. I did not know about this and I am not sure Brett does. I will forward this to him and we can talk. I do not know any reason why I would not support it, but do want to check with both Paul and Brett. Thank again and best regards!

Karen

Karen A. Holbrook, PhD
Regional Chancellor
University of South Florida Sarasota-Manatee campus
8350 N. Tamiami Trail C311 | Sarasota, FL 34243
Office: 941-359-4340 | Fax: 941-359-4298



Records of the University of South Florida are subject to disclosure under the Florida Public Records law unless exempt by law.

From: Potter, Robert [REDACTED]
Sent: Thursday, February 4, 2021 3:21 PM
To: Holbrook, Karen [REDACTED]
Cc: Eisenberg, Eric [REDACTED]; Brown Hernandez, Cynthia [REDACTED];
Kirchman, Paul [REDACTED]; Kamp, Brad [REDACTED]
Subject: RE: Request support for a new degree/CIP change in Econometrics

Dear Chancellor Holbrook

The Economics Department in the College of Arts and Science is in the process of transforming their major in Quantitative Economics and Econometrics, offered under that General Economics CIP code 45.0601 , to a degree offered under its own CIP code 45.0603. There is no change to the program but the new CIP code is considered a STEM degree by the state, so adds to the University's number of STEM degrees and has advantages for students in pursuing employment. While the current major and hence the new degree, has only been offered on the Tampa campus some of the courses that can be used for the degree are also offered on your campus. Vice Provost Chisolm's office has asked that we reach out to you to make sure you are aware of this new degree proposal and to ask for your support.

A simple reply that you support the proposal will be fine and is to be included in the packet. I am happy to answer any questions you may have.

Thank you and Best Regards, Bob

Robert Potter
Sr. Associate Dean for Academics,
Professor of Chemistry
College of Arts and Sciences
University of South Florida
4202 E. Fowler Ave. BEH 201
Tampa, FL 33620
[\(813\) 974-4059](tel:(813)974-4059)



From: [Potter, Robert](#)
To: [Brown Hernandez, Cynthia](#)
Subject: FW: College of Business Support for new degree in Econometrics
Date: Friday, April 30, 2021 12:56:22 PM
Attachments:

[Support from Dean Limayem](#)

From: Limayem, Moez <[REDACTED]>
Sent: Friday, April 30, 2021 12:40 PM
To: Potter, Robert <[REDACTED]>
Cc: Eisenberg, Eric <[REDACTED]>
Subject: RE: Support for new degree in Econometrics

You have my support.

Thanks,

Dr. Moez Limayem
Lynn Pippenger Dean,
Muma College of Business
University of South Florida

From: Potter, Robert <[REDACTED]>
Sent: Friday, April 30, 2021 12:20 PM
To: Limayem, Moez <[REDACTED]>
Cc: Eisenberg, Eric <[REDACTED]>
Subject: Support for new degree in Econometrics

Dear Dean Limayem

The Economics Department in the College of Arts and Science is in the process of transforming their major in Quantitative Economics and Econometrics, offered under that General Economics CIP code 45.0601 , to a degree offered under its own CIP code 45.0603. There is no change to the program but the new CIP code is considered a STEM degree by the state, so adds to the University's number of STEM degrees and has advantages for students in pursuing employment. Graduates of the degree are highly valued and find jobs in national, state and local governments and business and industry. Because many find jobs in business, Vice Provost Chisolm's office has asked that we reach out to you to make sure you are aware of this new degree proposal and to ask for your support.

A simple reply that you support the proposal will be fine and is to be included in the packet. I am happy to answer any questions you may have.

Thank you and Best Regards, Bob

Robert Potter
Sr. Associate Dean for Academics,
Professor of Chemistry
College of Arts and Sciences
University of South Florida
4202 E. Fowler Ave. BEH 201
Tampa, FL 33620
[\(813\) 974-4059](tel:(813)974-4059)





GREAT INSIGHTS. GREATER OUTCOMES.

May 4, 2021

Bradley Kamp, Ph.D.
Department of Economics
University of South Florida
4202 E. Fowler Avenue, CMC 207H
Tampa, FL 33620

Re: USF Econometrics and Quantitative Economics Industry Advisory Board

Dear Dr. Kamp: *Brad*

Thank you for the opportunity to serve on the USF Econometrics and Quantitative Economics Industry Advisory Board. I am honored to accept the position and look forward to working with you and the other Board members.

Sincerely,

William L. Ball, AICP
Chief Operating Officer

Appendix C-7



May 4, 2021

Bradley Kamp, Ph.D.
Department of Economics
University of South Florida
4202 East Fowler Ave
CMC 207H
Tampa, FL 33620

Re: USF Econometrics and Quantitative Industry Advisory Board

Dear Dr. Kamp,

Thank you for the invitation to join the USF Econometrics and Quantitative Economics Industry Advisory Board.

As Program Director at the Center for Urban Transportation Research and alumni of the USF Department of Economics I am honored to participate and contribute to the Program.

I look forward to working together.

Best Regards,

A handwritten signature in dark ink, appearing to read "Sisinnio Concas", is written over a light gray rectangular background.

Sisinnio Concas, Ph.D.
Program Director
Center for Urban Transportation Research
University of South Florida

Appendix C-8

Center for Urban Transportation Research
University of South Florida • 4202 E. Fowler Avenue CUT100 • Tampa FL 33620-5375
(813) 974-3120 • FAX (813) 974-5168 • www.cutr.usf.edu

Deiter Consulting Group, Inc.
Stephen E. Durham, Ph.D.
Cynthia Stephens, Ph.D.
Finnie B. Cook, Ph.D.

Deiter, Stephens, Durham & Cook

Economic and Financial Consultants

100 North Tampa Street
Suite 2410
Tampa, FL 33602
Phone (813) 223-7644
Fax (813) 223-7866

May 3, 2021

Bradley Kamp, Ph.D.
Department of Economics
University of South Florida
4202 E. Fowler Avenue
CMC 207H
Tampa, FL 33620

Re: USF Econometrics and Quantitative Economics Industry Advisory Board

Dr. Kamp:

Thank you for the invitation to join the USF Econometrics and Quantitative Economics Industry Advisory Board. I am pleased to accept the position and look forward to working together.

Cordially,



Finnie B. Cook, Ph.D., MSCC
DEITER, STEPHENS, DURHAM & COOK

Appendix D: External Consultant's Report

The external consultant's report is not applicable to this proposals because the proposal is for an undergraduate program, not a doctoral-level program.

Appendix E: Academic Learning Compact

Mission Statement

The Bachelor of Science program in Econometrics and Quantitative Economics is intended to provide students with an understanding of key concepts in Economics and a foundation to engage in advanced economic analysis. The program relies heavily on mathematical models and statistical techniques to enable student to gain insight as to the underlying drivers of the economy and how various economic variables are both estimated and forecast. Students pursuing this program will learn problem-solving skills that can be applied to any career. This degree will prepare students to conduct research, collect and analyze data, monitor economic trends, and develop forecasts on a wide variety of issues. Students are prepared for graduate study in economics or for entry into industry.

Goal 1: Discipline-Specific Knowledge

Student Learning Outcome Statements:

1. Students will be able to analyze macroeconomic conditions by employing models of a national economy both under autarky , when country is closed to trade and when open to international trade .
2. Students will demonstrate the ability to use sophisticated mathematical models of various market structures to analyze the economic environment in which a firm operates and make appropriate strategy recommendations.

Goal 2: Critical Thinking Skills

Student Learning Outcome Statements:

1. Students will display the ability to work with mathematical formalizations of economic models and perform the necessary mathematical operations to solve and interpret these models.
2. Students will display the ability to use statistical and econometric methods - including data gathering, data analysis, and hypothesis testing – in applied empirical work.

Goal 3: Communication

Student Learning Outcome Statement:

1. Students will demonstrate the ability to communicate effectively in written, spoken, and graphical form about specific economic issues.

Appendix F: Burning Glass Data**EMPLOYMENT POTENTIAL**

PROJECT CRITERIA	
Validate	Programs
Location	Nationwide, State, and Regional (Tampa, St. Petersburg, and Clearwater)
Degree Level	Bachelor's degree
Time Period	5/1/2019 - 4/30/2020
Selected Programs	Econometrics and Quantitative Economics (45.0603)
Career Outcomes mapped to Selected Programs of Study	Policy Analyst, Social Science Researcher, Market Research Analyst, E-Commerce Analyst, Budget Analyst, Financial Analyst, Pricing Analyst, Personal Financial Advisor, Financial Examiner, Financial Quantitative Analyst, Data Scientist, Data / Data Mining Analyst, Operations Analyst, Economist

HOW MANY JOBS ARE THERE FOR YOUR GRADUATES?

For your project criteria, there were **442,965** job postings Nationwide in the last 12 months. Compared to:

- 37,033,407 total job postings in your selected location
- 12,893,965 total job postings requesting a Bachelor's degree in your selected location

For your project criteria, there were **22,635** job postings in Florida in the last 12 months. Compared to:

- 2,118,923 total job postings in your selected location
- 670,489 total job postings requesting a Bachelor's degree in your selected location

For your project criteria, there were **5,653** job postings in Tampa, St. Petersburg, and Clearwater in the last 12 months.

Compared to:

- 428,633 total job postings in your selected location
- 148,806 total job postings requesting a Bachelor's degree in your selected location

The number of jobs is expected to **grow** over the next 10 years.

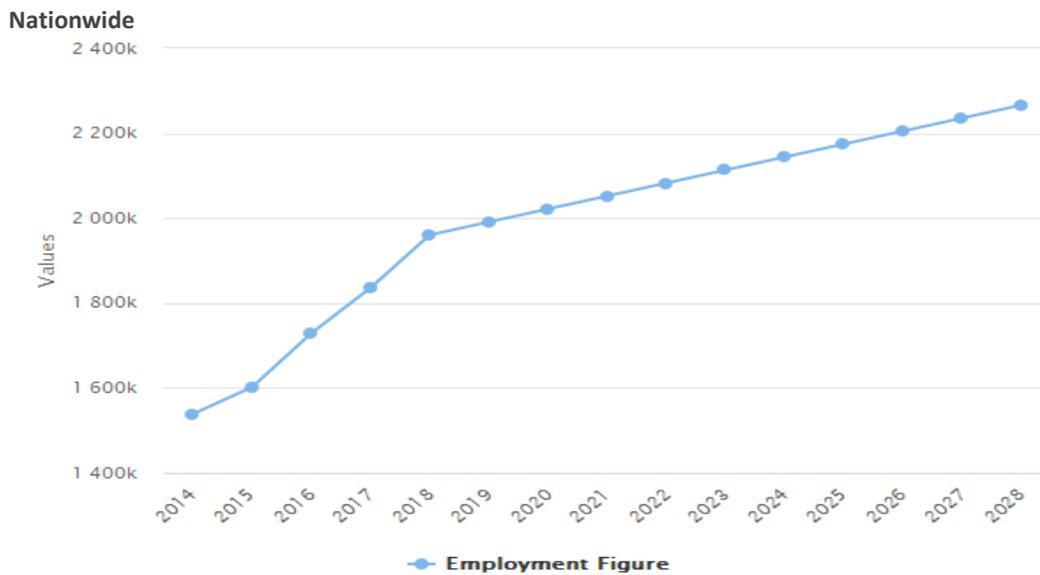
GROWTH BY GEOGRAPHY

Geography	Selected Occupations	Total Labor Market	Relative Growth
Nationwide	15.61 %	5.78 %	High
Florida	26.42 %	13.15 %	High
Tampa, FL	26.36 %	12.83 %	High

HOW HAS EMPLOYMENT CHANGED FOR CAREER OUTCOMES OF YOUR PROGRAM?

Appendix F: Burning Glass Data

Nationwide	2014	2015	2016	2017	2018	2028
Employment (BLS)	1,538,670	1,602,010	1,728,860	1,835,670	1,960,310	2,266,266
Florida	2014	2015	2016	2017	2018	2028
Employment (BLS)	65,690	64,350	79,900	86,110	91,910	116,189
Tampa, St. Petersburg, Clearwater Area	2014	2015	2016	2017	2018	2028
Employment (BLS)	12,600	14,040	15,100	16,300	17,620	22,265



Employment data between years 2019 and 2028 are projected figures.

DETAILS BY OCCUPATION

Occupation Group	Postings	LQ	Employment (2018)	Employment Growth (2017 - 2018)	Projected Employment Growth (2019-2028)
Nationwide					
Financial Analysis	160,073	NA	487,770	2.8%	10.0%
Data Analysis and Mathematics	106,958	NA	411,450	19.7%	10.0%
Investment Specialists	58,692	NA	200,260	-0.3%	14.9%
Marketing Specialists	56,205	NA	1,019,580	11.8%	18.0%
Business Analysis	41,303	NA	410,400	2.6%	15.0%
General Research	8,915	NA	35,530	0.1%	6.7%

Appendix F: Burning Glass Data

Policy Analysis and Planning	6,961	NA	24,310	-6.0%	5.3%
Financial Regulation and Compliance	3,858	NA	58,590	11.4%	9.7%
Florida					
Financial Analysis	8,398	0.9	23,010	5.2%	17.7%
Data Analysis and Mathematics	5,063	0.8	11,600	-0.9%	18.9%
Investment Specialists	3,642	1.1	14,080	11.7%	24.7%
Marketing Specialists	2,547	0.8	46,010	11.1%	31.7%
Business Analysis	2,219	0.9	17,530	3.2%	22.0%
Financial Regulation and Compliance	329	1.5	2,360	-18.1%	22.6%
General Research	243	0.5	1,540	-9.4%	11.7%
Policy Analysis and Planning	194	0.5	240	33.3%	13.8%
Tampa, St. Petersburg, Clearwater Area					
Financial Analysis	2,125	1.6	4,420	13.0%	17.9%
Data Analysis and Mathematics	1,599	1.7	2,630	0.8%	19.2%
Investment Specialists	672	1.3	2,120	-5.8%	24.7%
Business Analysis	595	1.7	3,810	7.6%	22.0%
Marketing Specialists	449	0.9	9,220	14.8%	30.9%
Financial Regulation and Compliance	93	2.8	640	-3.0%	22.7%
General Research	74	1.0	280	-24.3%	11.8%
Policy Analysis and Planning	46	0.8	40	NA	15.0%

HOW VERSATILE IS MY PROGRAM?

Data is similar across all demographics and nationwide is provided.

Graduates of this program usually transition into any of the 8 different occupation groups:

Occupations Group	Market Size (postings)	Percentage of Career Outcome demand
Financial Analysis	160,073	36.1%
Data Analysis and Mathematics	106,958	24.1%
Investment Specialists	58,692	13.2%
Marketing Specialists	56,205	12.7%
Business Analysis	41,303	9.3%
General Research	8,915	2.0%
Policy Analysis and Planning	6,961	1.6%
Financial Regulation and Compliance	3,858	0.9%

Appendix F: Burning Glass Data



WHAT SALARY WILL MY GRADUATES MAKE?

The average salary in **the nation** for graduates of your program is **\$71,559**.
 This average salary is **Above** the average living wage for your region of **\$31,450**.
 The average salary in **Florida** for graduates of your program is **\$66,498**.
 This average salary is **Above** the average living wage for Florida of **\$29,619**.
 The average salary in **Tampa-St. Petersburg-Clearwater, FL** for graduates of your program is **\$68,714**.
 This average salary is **Above** the average living wage for Tampa-St. Petersburg-Clearwater, FL of **\$29,141**.



Salary numbers are based on Burning Glass models that consider advertised job posting salary, BLS data, and other proprietary and public sources of information.

Occupation Group	0-2 Years	3-5 Years	6+ Years
------------------	-----------	-----------	----------

Appendix F: Burning Glass Data

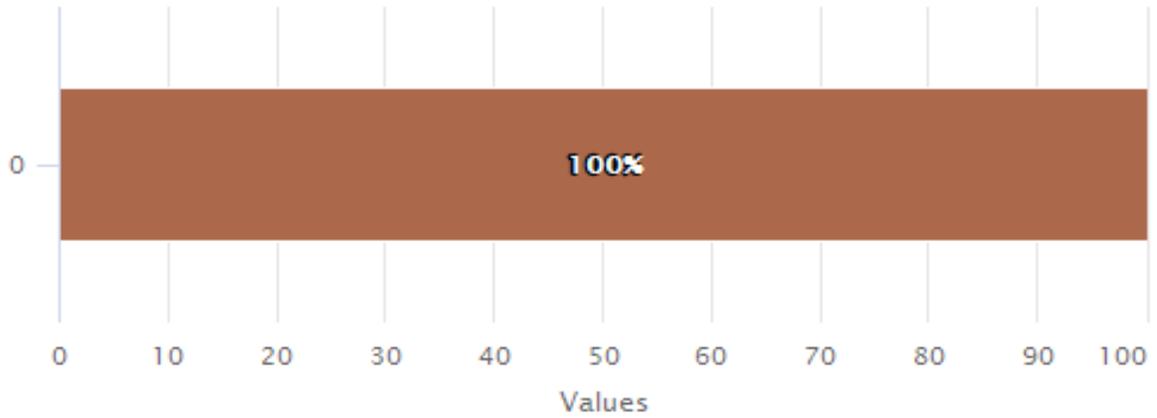
New York	31,425
Florida	22,754
Illinois	21,556
Virginia	20,265
North Carolina	16,383
Massachusetts	15,554
Pennsylvania	14,938
Ohio	14,184

COMPETITIVE LANDSCAPE**OVERVIEW**

Nationwide	#	% Change (2014-2018)
Degrees Conferred	5,341	808%
Number of Institutions	77	126%
Average Conferrals by Institution	69	305.90%
Median Conferrals by Institution	21	200.00%
Florida	#	% Change (2014-2018)
Number of Institutions	0	0%
Average Conferrals by Institution	0	0.00%
Median Conferrals by Institution	0	0.00%
Tampa, St. Petersburg, Clearwater Area	#	% Change (2014-2018)
Number of Institutions	0	0%
Average Conferrals by Institution	0	0.00%
Median Conferrals by Institution	0	0.00%

MARKET SHARE BY PROGRAM

Appendix F: Burning Glass Data

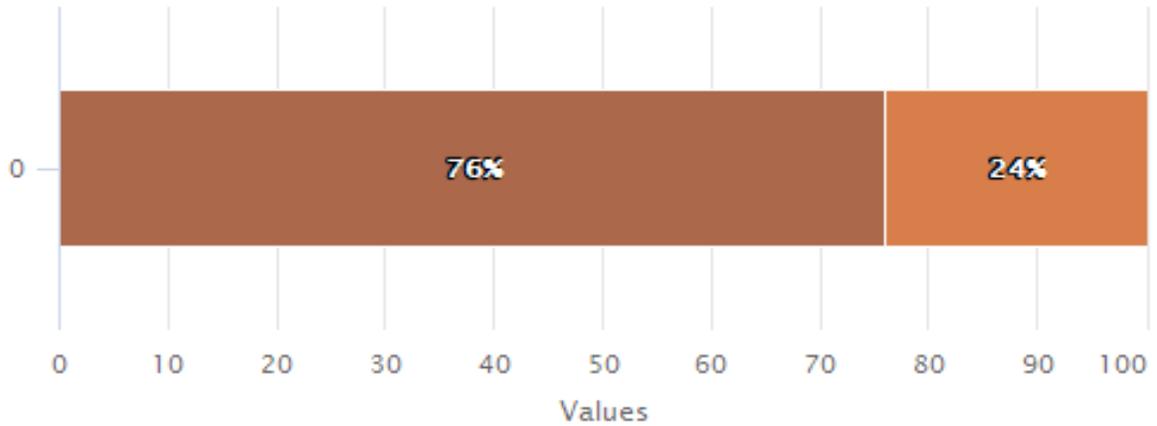


● **Econometrics and Quantitative Economics**

Program	Conferrals (2018)	Market Share (%)
Econometrics and Quantitative Economics	5,341	100.00%

MARKET SHARE BY INSTITUTION TYPE

Nationwide



● **Private** ● **Public**

Institution Type	Conferrals (2018)	Market Share (%)
Private	4,082	76.43%
Public	1,259	23.57%

Appendix F: Burning Glass Data**TOP INSTITUTIONS**

Nationwide

Institution	School Type	Market Share (2018)	Market Share Change	Conferrals (2018)	Conferrals Change (2014-2018)
New York University	Private	8.89%	8.89%	475	100.00%
Northwestern University	Private	7.15%	7.15%	382	100.00%
University of California-Santa Barbara	Public	6.78%	-35.40%	362	46.00%
University of Chicago	Private	6.53%	6.53%	349	100.00%
Harvard University	Private	6.46%	6.46%	345	100.00%
Columbia University in the City of New York	Private	5.06%	3.87%	270	3,757.10%
Duke University	Private	4.12%	4.12%	220	100.00%
Northeastern University	Private	3.73%	3.73%	199	100.00%
Dartmouth College	Private	3.69%	3.69%	197	100.00%
Brown University	Private	3.09%	1.56%	165	1,733.30%

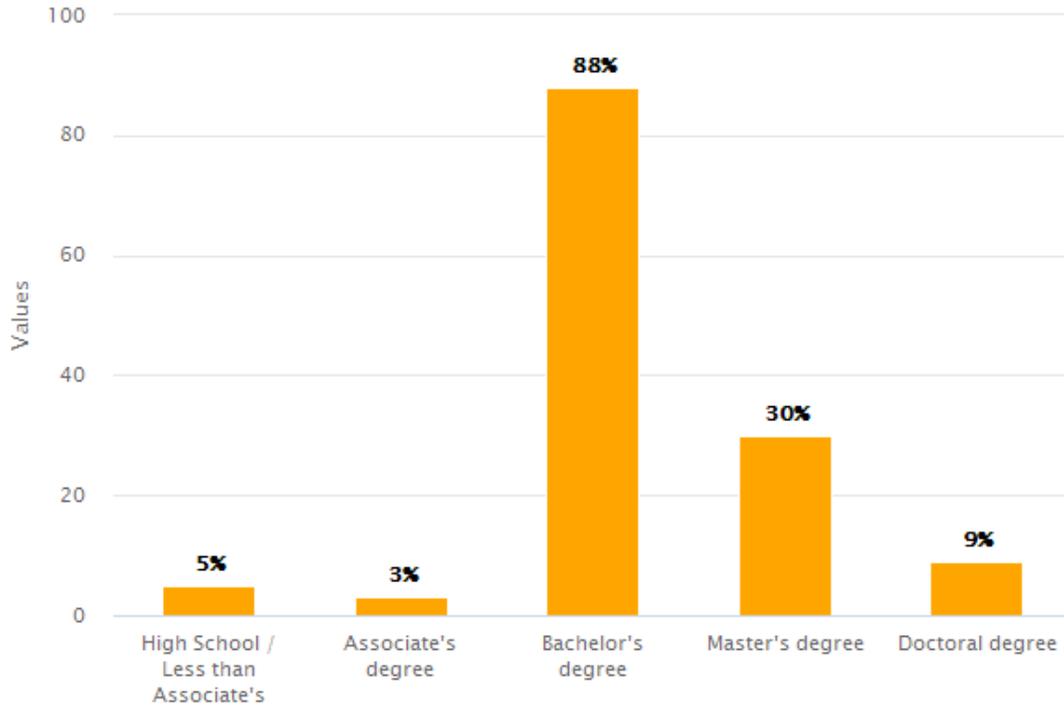
TOP PROGRAMS

Program	Market Share (2018)	Market Share Change	Conferrals (2018)	Conferrals Change (2014-2018)
Econometrics and Quantitative Economics	100.00%	0.00%	5,341	808.30%

MARKET ALIGNMENT**JOB POSTINGS BY ADVERTISED EDUCATION (%)**

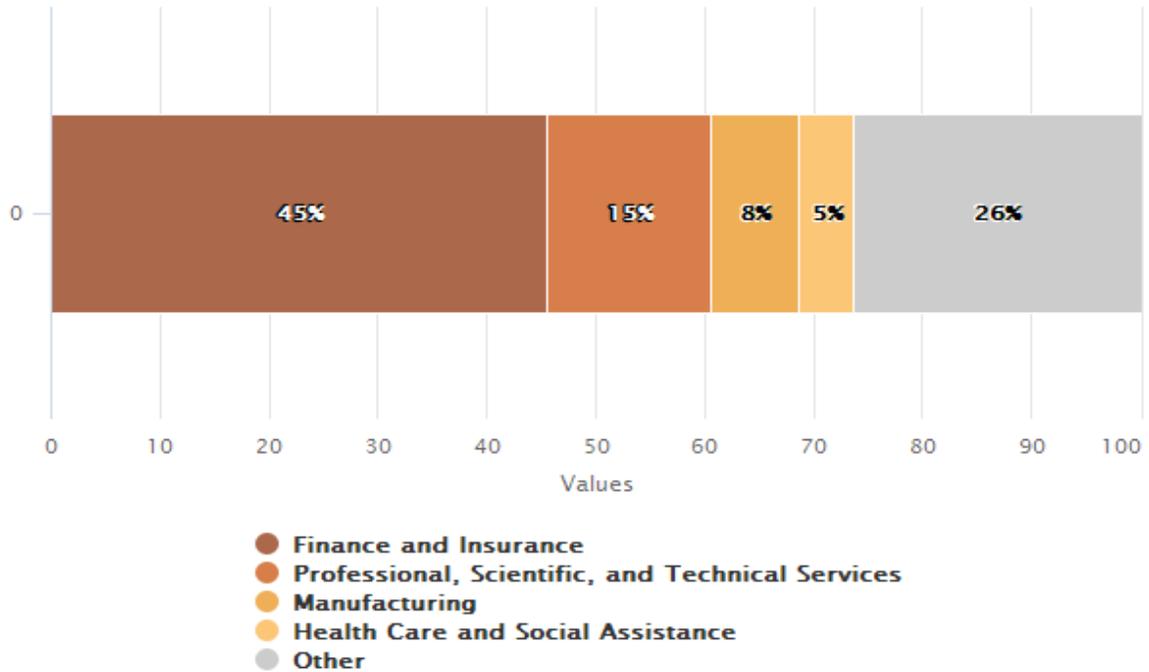
Data across all demographics is similar and nationwide is provided.

Appendix F: Burning Glass Data



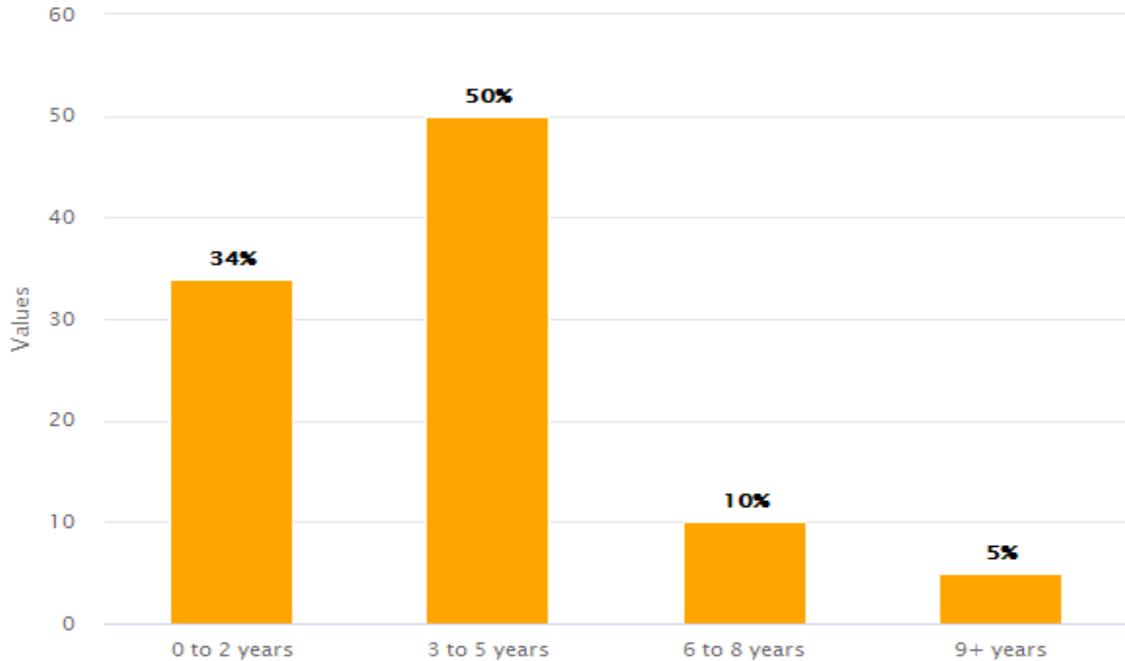
JOB POSTINGS BY INDUSTRY (%)

Data across all demographics is similar and nationwide is provided.



Appendix F: Burning Glass Data**JOB POSTINGS BY EXPERIENCE REQUESTED (%)**

Data across all demographics is similar and nationwide is provided.

**TOP TITLES****Experience Level:** All Experience**Nationwide**

Title	Postings	Market Share (%)
Financial Analyst	51,681	15.97%
Data Analyst	33,012	10.20%
Senior Financial Analyst	20,204	6.25%
Operations Analyst	15,273	4.72%
Financial Advisor	9,996	3.09%
Financial Consultant	8,275	2.56%
Data Scientist	7,756	2.40%
Marketing Analyst	5,795	1.79%
Pricing Analyst	5,461	1.69%
Accounting Analyst	5,403	1.67%
Finance Analyst	5,403	1.67%
Portfolio Manager	5,286	1.63%
Business Analyst	3,977	1.23%
Budget Analyst	3,810	1.18%
Financial Solutions Advisor	3,774	1.17%

Appendix F: Burning Glass Data**Florida**

Title	Postings	Market Share (%)
Financial Analyst	2,971	17.96%
Data Analyst	1,582	9.56%
Senior Financial Analyst	1,075	6.50%
Operations Analyst	754	4.56%
Financial Advisor	670	4.05%
Financial Consultant	660	3.99%
Data Scientist	324	1.96%
Accounting Analyst	291	1.76%
Marketing Analyst	273	1.65%
Pricing Analyst	272	1.64%
Finance Analyst	271	1.64%
Portfolio Manager	221	1.34%
Business Analyst	204	1.23%
Business Consultant	173	1.05%
Wealth Management Advisor	171	1.03%

Tampa, St. Petersburg, Clearwater Area

Title	Postings	Market Share (%)
Financial Analyst	734	17.21%
Data Analyst	494	11.59%
Senior Financial Analyst	250	5.86%
Operations Analyst	226	5.30%
Financial Advisor	139	3.26%
Data Scientist	131	3.07%
Financial Consultant	113	2.65%
Business Analyst	85	1.99%
Risk Analyst	78	1.83%
Finance Analyst	76	1.78%
Accounting Analyst	70	1.64%
Marketing Analyst	68	1.59%
Pricing Analyst	65	1.52%
Senior Data Scientist	57	1.34%
Portfolio Manager	43	1.01%

TOP EMPLOYERS HIRING**Experience Level:** All Experience**Nationwide**

Employer	Postings	Market Share (%)
Anthem Blue Cross	8,604	2.66%

Appendix F: Burning Glass Data

Bank of America	8,479	2.62%
U.S. Bancorp	3,983	1.23%
Deloitte	3,250	1.00%
JP Morgan Chase Company	2,592	0.80%
Fidelity Brokerage Services	1,992	0.62%
Wells Fargo	1,822	0.56%
Regions Financial Corporation	1,477	0.46%
PricewaterhouseCoopers	1,419	0.44%
Booz Allen Hamilton Inc.	1,409	0.44%
Amazon	1,216	0.38%
The PNC Financial Services Group, Inc.	1,174	0.36%
USAA	1,121	0.35%
Humana	1,037	0.32%
Thrivent Financial for Lutherans	1,001	0.31%

Florida

Employer	Postings	Market Share (%)
Anthem Blue Cross	802	4.85%
Bank of America	461	2.79%
Regions Financial Corporation	326	1.97%
Citi	226	1.37%
Raymond James Financial Incorporated	216	1.31%
PricewaterhouseCoopers	182	1.10%
Deloitte	149	0.90%
JP Morgan Chase Company	142	0.86%
USAA	128	0.77%
Lockheed Martin Corporation	122	0.74%
Verizon Communications Incorporated	98	0.59%
University of Miami	96	0.58%
Thrivent Financial for Lutherans	95	0.57%
Fidelity Brokerage Services	93	0.56%
State Florida	83	0.50%

Tampa, St. Petersburg, Clearwater Area

Employer	Postings	Market Share (%)
Anthem Blue Cross	191	4.48%
Raymond James Financial Incorporated	187	4.39%
Citi	171	4.01%
USAA	127	2.98%
PricewaterhouseCoopers	106	2.49%
Wellcare Health Plans	83	1.95%
Technical Data Corporation	51	1.20%

Appendix F: Burning Glass Data

Wellcare	50	1.17%
Bank of America	46	1.08%
Deloitte	45	1.06%
Regions Financial Corporation	41	0.96%
Moffitt Cancer Center	39	0.91%
General Dynamics	35	0.82%
JP Morgan Chase Company	30	0.70%
The Nielsen Company	29	0.68%

Appendix G: Semester Plans

<p><u>Undergraduate Eight-Semester Plan</u> CIP Code: 45.0603 CIP Title: Econometrics and Quantitative Economics Degree Level: Bachelor's</p>
Credential (Degree Type): B.S.
USF Title (Major Name): Quantitative Economics and Econometrics

For any course and/or placeholder that must be taken in sequence and/or in the semester listed, please indicate such by inserting a (!) in the appropriate cell.

Fall 1								
!	Current Course Prefix and Number	Common Prerequisite	General Education Requirement	Supporting Course	Major Core	Major Elective	Unrestricted Elective	Total
	ENC 1101		✓					3
	ECO 2013	✓	✓					3
	Humanities		✓					3
	Natural Sciences		✓					3
	XXX XXXX (Recommended: SLS 2901)						✓	3
Take the Civics Literacy Exam (Graduation Requirement)								
Total Semester Credit Hours:								15

Spring 1								
!	Current Course Prefix and Number	Common Prerequisite	General Education Requirement	Supporting Course	Major Core	Major Elective	Unrestricted Elective	Total
	ENC 1102		✓					3
	ECO 2023	✓	✓					3
	ECO 2052				✓			3
	Quantitative Reasoning		✓					3
Total Semester Credit Hours:								12

Summer 1								
!	Current Course Prefix and Number	Common Prerequisite	General Education Requirement	Supporting Course	Major Core	Major Elective	Unrestricted Elective	Total
	Human and Cultural Diversity		✓					3
	XXX XXXX						✓	3
Total Semester Credit Hours:								6

Fall 2								
!	Current Course Prefix and Number	Common Prerequisite	General Education Requirement	Supporting Course	Major Core	Major Elective	Unrestricted Elective	Total
	ECO 3101				✓			3
	STA 2023		✓					3

Appendix G: Semester Plans

	XXX XXXX						✓	3
	XXX XXXX						✓	3
Total Semester Credit Hours:								12

Spring 2								
!	Current Course Prefix and Number	Common Prerequisite	General Education Requirement	Supporting Course	Major Core	Major Elective	Unrestricted Elective	Total
	ECO 3203				✓			3
	ECO 4421				✓			3
	Information and Data Literacy		✓					3
	XXX XXXX						✓	3
	XXX XXXX						✓	3
Total Semester Credit Hours:								15

Summer 2								
!	Current Course Prefix and Number	Common Prerequisite	General Education Requirement	Supporting Course	Major Core	Major Elective	Unrestricted Elective	Total
	XXX XXXX						✓	3
Total Semester Credit Hours:								3

Fall 3								
!	Current Course Prefix and Number	Common Prerequisite	General Education Requirement	Supporting Course	Major Core	Major Elective	Unrestricted Elective	Total
	ECO 4201 or ECO 4105 or ECO 4422					✓		3
	ECO 4401				✓			3
	XXX XXXX						✓	3
	XXX XXXX						✓	3
Total Semester Credit Hours:								15

Spring 3								
!	Current Course Prefix and Number	Common Prerequisite	General Education Requirement	Supporting Course	Major Core	Major Elective	Unrestricted Elective	Total
	Major Elective					✓		3
	Major Elective					✓		3
	XXX XXXX						✓	3
	XXX XXXX						✓	3
Total Semester Credit Hours:								12

Summer 3								
!	Current Course Prefix and Number	Common Prerequisite	General Education Requirement	Supporting Course	Major Core	Major Elective	Unrestricted Elective	Total

Appendix G: Semester Plans

	XXX XXXX Upper-Level						✓	3
Total Semester Credit Hours:								3

Fall 4								
!	Current Course Prefix and Number	Common Prerequisite	General Education Requirement	Supporting Course	Major Core	Major Elective	Unrestricted Elective	Total
	Ethical Reasoning and Civic Engagement		✓					3
	XXX XXXX Upper-Level						✓	3
	XXX XXXX						✓	3
	XXX XXXX Upper-Level						✓	3
	XXX XXXX Upper-Level						✓	3
Total Semester Credit Hours:								15

Spring 4								
!	Current Course Prefix and Number	Common Prerequisite	General Education Requirement	Supporting Course	Major Core	Major Elective	Unrestricted Elective	Total
	High Impact Practice		✓					3
	XXX XXXX Upper-Level						✓	3
	XXX XXXX Upper-Level						✓	3
	XXX XXXX Upper-Level						✓	3
Total Semester Credit Hours:								12

Total Program Hours:								120
-----------------------------	--	--	--	--	--	--	--	------------

Appendix G: Semester Plans

Undergraduate Four-Semester Plan CIP Code: 45.0603 CIP Title: Econometrics and Quantitative Economics Degree Level: Bachelor's
Credential (Degree Type): B.S.
USF Title (Major Name): Quantitative Economics and Econometrics

For any course and/or placeholder that must be taken in sequence and/or in the semester listed, please indicate such by inserting a (!) in the appropriate cell.

Fall 1						
!	Current Course Prefix and Number	Supporting Course	Major Core	Major Elective	Unrestricted Elective	Total
	ECO 2052		✓			3
	STA 2023		✓			3
	XXX XXXX Upper-Level				✓	3
	XXX XXXX Upper-Level				✓	3
	XXX XXXX				✓	3
Total Semester Credit Hours:						15

Spring 1						
!	Current Course Prefix and Number	Supporting Course	Major Core	Major Elective	Unrestricted Elective	Total
	XXX XXXX				✓	3
	ECO 3101		✓			3
	XXX XXXX Upper-Level				✓	3
	XXX XXXX				✓	3
	XXX XXXX Upper-Level				✓	3
Total Semester Credit Hours:						15

Summer 1						
!	Current Course Prefix and Number	Supporting Course	Major Core	Major Elective	Unrestricted Elective	Total
	ECO 3203		✓			3
	ECO 4421		✓			3
Total Semester Credit Hours:						6

Fall 2						
!	Current Course Prefix and Number	Supporting Course	Major Core	Major Elective	Unrestricted Elective	Total
	ECO 4401		✓			3
	ECO 4201 or ECO 4105			✓		3
	XXX XXXX Upper-Level				✓	3

Appendix G: Semester Plans

	XXX XXXX Upper-Level				✓	3
Total Semester Credit Hours:						12

Spring 2						
!	Current Course Prefix and Number	Supporting Course	Major Core	Major Elective	Unrestricted Elective	Total
	Major Elective			✓		3
	Major Elective			✓		3
	XXX XXXX Upper-Level				✓	3
	XXX XXXX Upper-Level				✓	3
Total Semester Credit Hours:						12

Total Program Hours:						60
-----------------------------	--	--	--	--	--	-----------

Appendix H: Common Prerequisite Request

9/18/2020

Common Prerequisite Request**Submission Directory Information**

Name of Institution:	University of South Florida
Name of Person Making the Initial Request:	Cynthia Brown Hernandez
Title for the Person Listed Above:	Director <i>Cynthia Brown Hernandez</i>
Signature of Institution Common Prerequisite Liaison:	<i>Cynthia Brown Hernandez</i> 8535A06BAD884BB... Assistant Dean
Date of Submission:	January 8, 2021

Academic Program Information:

1. Name of Academic Degree Program: Econometrics and Quantitative Economics
2. Six Digit CIP Code: 45.0603
3. Type of Baccalaureate Degree (Bachelor of Science, Bachelor of Arts, etc.):
Bachelor of Science
4. What is the number of credit hours required for the degree: 120
5. Is this program currently officially designated limited access? No
6. Is there currently a baccalaureate degree in the CIP listed above in the Common Prerequisite Manual? No
7. If this request is one for a new degree program at your institution, please specify your anticipated implementation date for the program: Fall 2021
8. Do the anticipated common prerequisites for the program match those already listed in the Common Prerequisite Manual? Yes If so, please indicate where the common prerequisites are currently found: CIP: 45.0601 Track: 1 of 2
If the answer is yes to this question, you do not have to go any further in this document. You can stop at this point and submit the form.
9. Is this a new degree program for a CIP code not currently already found in the Common Prerequisite Manual? Yes
If the answer is yes, you will need to continue.
10. If this request is for a program already listed in the Common Prerequisite Manual, is the request due to an official CIP change for the program? N/A If so, what CIP is the program currently found in the manual: CIP: Track:
What CIP is the programming moving to: CIP: **Please continue completing this form.**
11. Is the request is to modify currently approved common prerequisites? No If so, please indicate where the common prerequisites are currently found: CIP:
Track: **Please continue completing this form.**

9/18/2020

Changes to Currently Approved Common Prerequisites

If this is a request to modify currently approved common prerequisites, provide the following information. Please add additional rows if needed. **CIP Code:** N/A

Track Number: N/A

List Currently Required Coursework. Be sure to list any course requested to be deleted, including those listed as options to other courses. For example, if PHYX053C is listed as an option instead of taking PHYX048C and an institution believes only that PHYX048C can prepare a student for the degree program, then the deletion of PHYX053C will need to be explained.

Course Prefix and Number	# Credit Hours	Keep? Yes or No	Delete? Yes or No	If the course is requested to be deleted, please explain why it is necessary to delete the course?
ECO 2013	3	Yes	No	N/A
ECO 2023	3	Yes	No	N/A

List any additional coursework is being requested. Please check to see if the course is taught by at least three Florida College System (FCS) institutions (scns.fldoe.org).

Course Prefix and Number	# Credit Hours	If this course is to serve as an alternate to another currently approved course, please list the currently approved course	Taught at three FCS institutions ? Yes or No	Please explain why it is necessary to add this course as a common prerequisite
ECO 2013 or ECO X000-X9999	3		Yes	Macroeconomics introduces students to basic economic terminology, definitions and measurements of macroeconomic data, simple macroeconomic models, fiscal and monetary policy, and international macroeconomic linkages. These are fundamental core concepts to a degree in Econometrics.
ECO 2023 or ECO X000-X9999	3		Yes	Microeconomics introduces students to the theory of price determination. How an economy decides what to produce, how to produce, and how to distribute goods and services. These are fundamental core concepts to a degree in Econometrics.

9/18/2020

Access

Number of Credit Hours for AA	60
Subtract Number of Credit Hours Required for Common Prerequisites	-6
Add the Number of Credit Hours for Common Prerequisites that are also general education core requirements	+3
Total number of semester hours left to complete the rest of the student's general education requirements	=57

If a student does not have enough room in the "total" above to complete the rest of general education requirements, please provide a justification for requiring more common prerequisite course credit hours than can be accommodated by the student in 60 semester hours: N/A.

With these recommendations, how does your institution propose to assist transfer students in avoiding time to degree?

There are only six credit hours of common prerequisites required for this program. One of the courses, ECO 2013, is an approved State Core General Education course, which leaves enough room to complete the general education requirements, if needed.

The University of South Florida has FUSE articulation agreements with regional Florida State College institutions to allow for the seamless transition from community/state college to USF.

Students receive intensive advising to assure they remain on track for timely degree completion.

Appendix I

ANDREI BARBOS

4202 East Fowler Ave CMC 206
Tampa, FL 33620-5500
E-mail: andreibarbos@gmail.com
Phone: 813-974-6514
Web: <http://sites.google.com/site/andreibarbos/>

This version: September 2020

EMPLOYMENT

Associate Professor, Department of Economics, University of South Florida, 2015-present
Assistant Professor, Department of Economics, University of South Florida, 2009-2015

EDUCATION

Ph.D.: Economics, Northwestern University, Evanston, IL, 2009
B.A.: Mathematical Economics, Academia de Studii Economice, Bucharest, Romania, 2001

PUBLICATIONS

1. "Context Effects: A Representation of Choices from Categories" - *Journal of Economic Theory*, 2010
2. "De-synchronized Clocks in Preemption Games with Risky Prospects"- *Mathematical Social Sciences*, 2013
3. "A Reference Dependent Representation with Subjective Tastes" - *Journal of Mathematical Economics*, 2013
4. "Project Screening with Tiered Evaluation" - *Mathematical Social Sciences*, 2013
5. "An Alternative Interpretation of Random Noise in Rank-Order Tournaments" - *Economics Letters*, 2013
6. "Imperfect Evaluation in Project Screening" - *Journal of Economics*, 2014
7. "Information Acquisition and Innovation under Competitive Pressure" - *Journal of Economics and Management Strategy*, 2015
8. "The Impact of a Public Option in the U.S. Health Insurance Market" (with Yi Deng) - *Economic Inquiry*, 2015
9. "The Effect of Maternity Leave Expansions on Fertility Intentions: Evidence from Switzerland" (with Stefani Milovanska-Farrington) – *Journal of Family and Economic Issues*, 2019
10. "Dynamic Contracts with Random Monitoring" – *Journal of Mathematical Economics*, 2019.

WORKING PAPERS

1. "Optimal Contracts with Random Monitoring" - *under review*
2. "Reputational Effects of Third-Party Agents: A Study of the Market for Fine and Rare Wines" (with John Hartman) - *under review*
3. "Random Monitoring without Communication"

TEACHING EXPERIENCE

Main Instructor, University of South Florida, 2009-present
Mathematical Economics I (*graduate*); Mathematical Economics II (*graduate*); Microeconomics II (*graduate*); Behavioral Economics (*graduate*); Game Theory (*undergraduate*); Intermediate Microeconomics (*undergraduate*).

OTHER EXPERIENCE

Director of Ph.D. Program, Department of Economics, University of South Florida, 2015-2019
Member in the Scientific Committee of the Annual Scientific Conference of Romanian Academic Economists, 2015 and 2016
Organizer of the Departmental Seminar Series, University of South Florida, 2010-2012
Consultant, Behavioral Research Associates, Evanston, IL, 2008-2009

Andrei Barbos, Page 2

REFEREEING ACTIVITY

Canadian Journal of Economics; Econometrica; Economics Bulletin; Economic Journal; International Economic Review; Journal of Combinatorial Optimization; Journal of Economic Theory; Journal of Economics; Journal of Economics and Management Strategy; Mathematical Social Sciences; National Science Foundation; Review of Economic Design; Review of Economic Studies; Social Choice and Welfare

MURAT KHAIRZHAN-ULI MUNKIN

June 2019

CURRENT POSITION

Associate Professor (with tenure), since 2007
Department of Economics, University of South Florida, Tampa

CONTACT

Department of Economics, University of South Florida, 4202 East Fowler Avenue,
CMC 208M, Tampa FL 33620-5500, USA
Email: mmunkin@usf.edu
Telephone: (813) 974 6517
Web-site: <http://faculty.cas.usf.edu/mmunkin/>

FIELDS OF INTEREST

Bayesian Econometrics; Microeconometrics; Health Economics; Development Economics

PERSONAL DATA

Citizenship: USA
Nationality: Kazakhstan
Marital Status: Married, 4 children

EDUCATION

Ph.D. in Economics (Econometrics), 2001
Indiana University, Department of Economics, Bloomington, USA

Diploma (Honors, GPA 4.82/5.00) in Mathematics (Probability Theory), 1993
Moscow State University, Department of Mathematics and Mechanics, Moscow, Russia

PREVIOUS POSITIONS

Associate Professor (with tenure), since 2007 to present
Department of Economics, University of South Florida, Tampa

Senior Research Economist, 2016-2018
Economics Research and Policy Department, Islamic Development Bank, Jeddah, Saudi Arabia

Visiting Associate Professor, 2010-2012
Department of Finance and Economics, Qatar University, Doha, Qatar

Associate Professor (with tenure), 2007
Department of Economics, University of Tennessee, Knoxville

Assistant Professor, 2001-2007
Department of Economics, University of Tennessee, Knoxville

Associate Instructor, 1996-2001,
Department of Economics, Indiana University, Bloomington

Lecturer (Calculus), 1993-1994
Kazakh National Technical University, Almaty, Kazakhstan

LANGUAGE EDUCATION

2010-2012 Arabic for Non-Native Speakers Program
 Qatar University, Doha, Qatar
1995 Intensive English Program
 Indiana University, Bloomington, USA
1994 Texas Intensive English Program
 Austin, Texas, USA

AWARDS

2002 The Esther L. Kinsley Ph.D. Outstanding Dissertation Award
2000 The Taulman A. Miller Best International Student Award
 Department of Economics, Indiana University, Bloomington, USA
1991-1993 Best Student Scholarship for Excellent Performance,
 Moscow State University, Department of Mechanics and
 Mathematics, Moscow, Russia
1986 Winner of Mathematical Journal "КВАНТ (Quant)" Tournament, Russia
1986 First place at Mathematical "Tournament of Towns", Soviet Union
1984 Third place in Kazakhstan Republic's Mathematical Olympiad

PUBLICATIONS

"The Effect of Total Capital on Asset Risks of Islamic Banks: the Endogenous Treatment Panel Data Model Approach", (2017), *Review of Financial Economics*, 34, 1-9 (with Syed Basher and Lawrence Kessler)

"Estimating Incentive and Selection Effects in Medigap Insurance Market: An Application with Dirichlet Process Mixture Model", (2015), *Journal of Applied Econometrics* (with Stewart Hu and P.K. Trivedi)

"Bayesian Estimation of Panel Data Fractional Response Models with Endogeneity: An Application to Standardized Test Rates", (2015), *Empirical Economics*, 49, 81-114 (with Lawrence Kessler)

"Simulating the Contribution of a Biospecimen and Clinical Data Repository in a Phase II Clinical Trial: a Value of Information Analysis", *Statistical Methods in Medical Research* (2013) (with Benjamin Craig, Gang Han and David Fenstermacher)

“The Endogenous Sequential Probit Model: An Application to the Demand for Hospital Utilization”, *Economics Letters*, (2011), 112, 182-185

“Recent Developments in Cross-Section and Panel Data Models of Event Counts,” *The Handbook of Empirical Economics and Finance*, edited by David Giles and Aman Ullah, (2010), 87-131 (with P.K. Trivedi)

“Disentangling incentives effects of insurance coverage from adverse selection in the case of drug expenditure: a finite mixture approach”, (2010), *Health Economics*, 19, 1093-1108. (with P.K. Trivedi)

“Demand for Cigarettes: A Mixed Binary-Ordered Probit Approach”, (2010), *Applied Economics*, 42(4), 413-426 (with P. Kasteridis and S. Yen)

“A Bayesian Analysis of the OPES Model with a Non-parametric Component: Application to Dental Insurance and Dental Care,” (2009), *Advances in Econometrics*, Volume 23: Bayesian Econometrics (with P.K. Trivedi)

“Bayesian Analysis of the Ordered Probit Model with Endogenous Selection,” (2008), *Journal of Econometrics*, 143, 334-348 (with P.K. Trivedi)

“Private Insurance, Selection, and the Health Care Use: A Bayesian Analysis of a Roy-type Model,” (2006), *Journal of Business and Economic Statistics*, 24, 403-415 (with P. Deb and P.K. Trivedi)

“Bayesian Analysis of the Two-Part Model with Endogeneity: Application to Health Care Expenditure,” (2006), *Journal of Applied Econometrics*, 21, 1081-1099 (with P. Deb and P.K. Trivedi)

“Bayesian Analysis of Self-Selection Model with Multiple Outcomes Using Simulation-Based Estimation: An Application to the Demand for Healthcare,” (2003), *Journal of Econometrics*, 114, 197-220 (with P.K. Trivedi)

“The MCMC and SML Estimation of a Self-Selection Model”, *Computational Statistics and Data Analysis*, (2003), 42, 403-424

“Simulated Maximum Likelihood Estimation of Multivariate Mixed-Poisson Regression Models, With Application,” *The Econometrics Journal*, (1999), Volume 2, Issue 1, pp. 29-48., (with P.K. Trivedi)

PAPERS UNDER REVIEW AND WORKING PAPERS

“Bayesian Analysis of the Roy Model with Count Outcomes: Finite Mixture Approach”

“Bayesian Analysis of the Effect of Amnesties on Tax Revenues and Filing Rates Using a Longitudinal Data Model”

“Semiparametric Analysis of the Effect of Income on the Consumption of Tobacco and Alcohol Products in Turkey”

“Bayesian Analysis of the Multinomial Probit Model”

COURSES TAUGHT

Ph.D. courses:

Elements of Statistics (Math Economics 2)
Elements of Econometrics
Time Series Econometrics
Special Topics in Microeconometrics
Bayesian Econometrics
Health Economics

Undergraduate courses:

Algebra
Calculus
Mathematics for Business Students
Introductory Statistics
Introductory Microeconomics
Intermediate Microeconomics
Introductory Macroeconomics
Mathematical Economics
Time Series Econometrics
Health Economics

GRANTS

“Clinically enhanced multi-purpose administrative dataset for comparative effectiveness research in the State of Florida” Agency for Health Care Research and Quality, 2010-2013, (Co-PI with H. Salihu)

“Effective Cancer Care: Building a Cancer CER Infrastructure”, from National Institute of Health, 2009-2010, (Consultant to D. Fenstermacher and B. Craig, Moffitt Cancer Center)

“U.S. Household Food Demand at Home”, from the US Department of Agriculture, 2007-2008 (Co-Principal Investigator with S. Yen)

Scholarly Research Grant, College of Business Administration, University of Tennessee, 2001-2003 (Principal Investigator)

“Health Plan Choice and Utilization: The Role of Attributes”, from the Robert Wood Johnson

Foundation, 2002-2003, (Consultant to P.K. Trivedi and P. Deb)

“The Impact of Managed Care on the Demand of Preventive and Curative Medical Services”, from the Agency for Healthcare Research and Quality, 2001-2002, (Consultant to P.K. Trivedi and P. Deb)

PROFESSIONAL ACTIVITIES

Reviewer

Folland, Sherman, Allen C. Goodman and Miron Stano. 2004. *The Economics of Health and Health Care*. Upper Saddle River, NJ: Prentice-Hall Inc.

Referee

Journal of Econometrics
The Econometrics Journal
Journal of Business and Economic Statistics
Journal of Applied Econometrics
Computational Statistics and Data Analysis
Health Economics
Economic Inquiry
Journal of the European Economic Association
The Review of Economics and Statistics

PH.D. THESES ADVISING

Shawn Strother, Ph.D., 2003, Department of Finance, University of Tennessee
Panos Kasteridis, Ph.D., 2008, (**Chair**), Department of Economics, University of Tennessee
Chris Jones, Ph.D., 2008, Department of Economics, University of South Florida
Rui Dai, Ph.D., 2009, Department of Economics, University of South Florida
Finnie Cook, Ph.D., 2009, Department of Economics, University of South Florida
Joe MacDougald, Ph.D. 2010, Department of Economics, University of South Florida
Stewart Hu, Ph.D. 2011, (**Chair**), Department of Economics, University of South Florida
Lawrence Kessler, Ph.D. 2013, (**Chair**), Department of Economics, University of South Florida
Dan Zhao, Ph.D. 2013, Department of Economics, University of South Florida
Natallia Gray, Ph.D. 2014, Department of Economics, University of South Florida
Joseph Mohr, Ph.D. 2014, Department of Finance, University of South Florida
Victoria Perk, Ph.D. 2016, Department of Economics, University of South Florida
Robyn Kibler, Ph.D. 2017, (**Chair**) Department of Economics, University of South Florida
John Oryema, Ph.D. 2016, Department of Economics, University of South Florida
Askar Nurbekov, (International Advisor) Eurasian National University, Astana, Kazakhstan
Lijuan Feng, Ph.D. 2018, Department of Economics, University of South Florida
Stephen Poteet, Ph.D. expected 2019, (**Co-chair**) Department of Economics, University of South Florida

Suzana Karim, Ph.D. in progress, (**Chair**), Department of Economics, University of South Florida

MA ORAL EXAMINATION COMMITTEE (between 2012-2015)

Kylie Gross (2014)
Stephen Poteet (2014)
Eros Gautam (2014)
Jessie Coe (2013)
Janmarie Pena (2013)

SERVICE

CAS Core Facilities Committee, 2014-2016
CAS Computer Committee, 2009
Department of Economics Research Committee (Chairperson), 2011-2013
Department of Economics Faculty Hiring Search Committee, 2011-2013
Department of Economics Committee A (Tenure and Promotion Committee)
Department Development Committee
Econometrics Qualifying Exam committee
Committee on the Master's Program in Applied Economics jointly with the Department of Mathematics
Seminar Series Committee (Chairperson), 2007-2010

SERVICE TO THE COMMUNITY

Board member of the Tajweed Institute of Florida (2014-present)
Mathematical club in the Universal Academy of Florida (2009)

LANGUAGES

Kazakh (native), Russian (native), English (native), Modern Standard Arabic (intermediate)

July, 2020

Haiyan Liu

University of South Florida
Department of Economics
CMC 207F, 4202 East Fowler Ave.
Tampa, FL 33620
Office Phone: (813)-974-6521
Email: hliu4@usf.edu
Web: <http://www.economics.usf.edu/faculty/hliu/>

EMPLOYMENT

Assistant Professor, Department of Economics, University of South Florida, 2014 - present

EDUCATION

Ph.D. in Economics, University of Virginia, 2014
M.A. in Economics, Peking University, 2006
B.A., Economics of International Trade, Renmin University, 2003

FIELDS OF INTEREST

Industrial Organization, Health Economics, Applied Microeconomics

PUBLICATIONS

“Variety and Experience: Learning and Forgetting in the Use of Surgical Devices” (joint with Kamalini Ramdas, Khaled Salehz, and Steven Stern, *Management Science* 64(6) (2017): 2590-2608;

“Advertising Signaling and Social Learning: The Case of the Motion Picture Industry”, revise and resubmit at *International Journal of Industrial Organization*

“Expectation-Based Reference-Dependent Preferences: Evidence from the Used-Car Retail Market” (joint with Guofang Huang), revise and resubmit at *Quantitative Marketing and Economics*

“Semi-parametric Estimation of the Stochastic Utility Model of Choice: the Case with Dynamic Adverse Selection”, (joint with Jeremy Fox and Guofang Huang)

“Show Me the Carfax: Information Disclosure and Market Outcomes” (joint with Guofang Huang and Hong Luo)

WORK IN PROGRESS

“Estimating a Dynamic Game of Commitment: The Case of the Movie Release Time Announcement”, (joint with Natasha Zhang and Yiyi Zhou)

“Estimation of Car Scrapping Rates” (joint with Monica Hartman and Steven Stern)

“Online versus Offline Health Market: Evidence from Online Health Platform in China” (joint with Xiangting Hu)

“Insider Advantages: The Unexpected Impact of China’s New Medical Care Reform” (joint with Ang Sun)

CONFERENCES AND SEMINARS PRESENTATIONS

2019: University of Central Florida, Shanghai University of Finance and Economics

2018: Econometric Society North America Winter Meeting

2017: Southern Economic Association Annual Conference, Annual International Industrial Organization Conference, CES North America Conference, University of South Florida

2016: Shanghai University of Finance and Economics, China Meeting of Econometric Society, Annual International Industrial Organization Conference, California State University at East Bay (Eco), University of South Florida

2015: International Industrial Organization Conference, University of South Florida

2011: Southern Economic Association Annual

AWARDS:

CAS Faculty Travel Award, University of South Florida, Spring 2017

CAS Faculty Travel Award, University of South Florida, Spring 2015

Dissertation Year Fellowship, University of Virginia, 2011-2012

Snavely Prize for Outstanding Dissertation Proposal, University of Virginia, 2011

Robert J. Huskey Travel Fellowship, University of Virginia, 2011

Pre-doctoral Public Policy Fellowship, University of Virginia, 2010-2011

Graduate Fellowship, University of Virginia, 2006 – 2010

TEACHING EXPERIENCE:

University of South Florida

Economic Concepts (College of Business, ECO6005)

Industrial Organization II (graduate, ECP7406)

Industrial Organization (undergraduate, ECP3403)

University of Virginia (Instructor)

Principles of Microeconomics (undergraduate)

University of Virginia (Teaching Fellow)

Intermediate Microeconomics (undergraduate)

Introduction of Statistical Analysis (undergraduate)

Principles of Macroeconomics (undergraduate)

Economy of China (undergraduate)

Peking University (Teaching Fellow)

Econometrics (graduate)

Intermediate Microeconomics (undergraduate)
Health Economics Microeconomics (undergraduate)
Corporate Finance (MBA)

Smith, Richard B

Curriculum Vitae

SCHOOL ADDRESS

Department of Economics,
College of Arts & Sciences,
140 Seventh Avenue South
St. Petersburg FL 33701

Personal and Contact Information

Work Email : smithrb@usfsp.edu
Work Fax : 727-873-4571
Work Phone : 727-873-4943

Educational Experience

Year	Degree	Major	Institution
2001	Ph.D.	Economics	University of Connecticut

Academic Experience

Year		Role
03/2003 - Present	USF St. Petersburg, College of Business	Regular Faculty

Professional Experience

Year	Title/Position	Institution/Organization	Comments
05/2003 - 07/2003	Consultant	World Bank	Worked on study of sustainable financing of health systems in the developing world.
08/2002 - 07/2003	Post-doctoral Scholar	School of Public Health, University of California, Berkeley	Training in health services research, sponsored by the Agency for Healthcare Research and Quality
01/1985 - 01/1994	Systems Analyst	The Travelers Insurance Cos.	Systems analyst in both commercial insurance and investment management

Journal Publications

1. Dynan, Linda, Anthony Goudie, Richard B. Smith, Gerry Fairbrother, and Lisa A. Simpson (2013, February). "Differences in Quality of Care Among Non-Safety-Net, Safety-Net, and Children's Hospitals," *Pediatrics*, Vol. 131(2), 304-311. *Refereed. Ranked A. BDS.*
2. Smith, Richard B., Linda Dynan, Gerry Fairbrother, Glen Chabi, and Lisa Simpson (2012, August). "Medicaid, Hospital Financial Stress, and the Incidence of Adverse Medical Events for Children," *Health Services Research*, Vol. 47(4), 1621-1641. *Refereed. Ranked A. BDS.*
3. Smith, Richard B. "'Qualities' of Scale: Hospital Volume and Patient Safety," *in progress* (80% complete).
4. Smith, Richard B. "Public Insurance, Private Payers, and Patient Safety," *in progress* (50% complete).
5. Smith, Richard B., Robyn Cheung, Pamela Owens, R. Mark Wilson, and Lisa Simpson (2007, October). "Medicaid Markets and Pediatric Patient Safety in Hospitals," *Health Services Research*, Vol. 42(5), 1981-1998. *Refereed. Ranked A. BDS.*
6. Brody, Richard G. and Richard B. Smith (2007, Spring). "Counterfeit Drugs: A Potential Epidemic," *Insights to a Changing World Quarterly Journal*, Vol. 2007 (1). *Refereed. Ranked C. AIS.*
7. Scheffler, Richard and Richard B. Smith (Fall 2006). "The Impact of Government Decentralization on Health Spending for the Uninsured in California," *International Journal of Health Care Finance and Economics*, Vol. 6 (3), 237-258. *Refereed. Ranked B. BDS.*
8. Smith, Richard B. (Fall 2005). "An Alternative Perspective on Information Asymmetry; Implications for Consumer Authority in Physician Services Markets," *Journal of Economics and Management Strategy*, Vol. 13(4), 665-699. *Refereed. Ranked A. BDS.*
9. Smith, Richard B., and Linda Dynan. "Hospital Quality-Review Spending and Patient Safety: A Longitudinal Study Using Instrumental Variables," *in progress* (90% complete).
10. Smith, Richard B., and Linda Dynan. "Do Competitors' Quality Improvement Improve Own Quality? An Empirical Test of Florida Hospitals," *in progress* (80% complete).
11. Smith, Richard B., and Linda Dynan. "Hospital Factors Associated with Nurse-Sensitive, Patient-Safety Outcomes," *in progress* (90% complete).

Other Publications

1. Smith, Richard B. (2012, Winter). "Health Insurance and the Economics of the Individual Mandate," *The Tampa Bay Economy: A University of Tampa Semi-Annual Review*. *AIS.*
2. Baldwin, Julie, Lisa Simpson, Stephanie Melton, Marie Rachele Narcisse, Richard B. Smith, and Tara Trudnak (2010, September). *Child Health & Healthcare Quality in Florida: Focus on Childhood Obesity*. *AIS.*
3. Davis, C. S., Massey, O.T., Smith, R.B., Armstrong, M., Vergon, K.S., Smith, R. B. (June 2008). "Refinement of an Instrument to Measure Mental Health Literacy and Examination of Interventions to Enhance Mental Health Literacy," Louis de la Parte Florida Mental Health Institute. University of South Florida. *Refereed. AIS.*
4. Epps, Christine S., Mary Armstrong, Christine S. Davis, Oliver T. Massey, Roxann McNeish, and Richard B. Smith (June 2007). "Development and Testing of an Instrument to Measure Mental Health Literacy," Louis de la Parte Florida Mental Health Institute. University of South Florida. *Refereed. AIS.*
5. Smith, Richard B., Mary Armstrong, and Christine Davis (June 2006). "The Effect of Health Knowledge and Literacy on Utilization, Cost, Service Quality, and Quality of Life in Children and Adult Medicaid Mental Health Consumers," Louis de la Parte Florida Mental Health Institute. University of South Florida. *Refereed. AIS.*

6. Gottret, Pablo, Richard Smith, and Maria-Teresa Nogales (July 2003). "Sustainable Finance of the Health Sector in Developing Countries: Proposal of a Research Plan," World Bank. Washington, D.C. *AIS*.
7. Smith, Richard B. (1998, Winter). "Medicaid Meets Managed Care," *The Connecticut Economy: A University of Connecticut Quarterly Review*, Vol. 6(1), 6. *AIS*.

Courses Taught

Year	Description
01/2009 - Spring 2009	Spring 2009 ECP 3530-691 Economics of Health/ECO 6936-691 Health Care Policy
01/2008 - Spring 2015	ECO 2013 - Economics Principles (Macroeconomics)
08/2009 - Present	ECO 4504 - Public Finance
09/2004 - 08/2014	MBA Economics Essentials
01/2010 - Present	ECO 3101 - Intermediate Price Theory
06/2013 - Present	ECO 6419 - Managerial Analysis
08/2003 - Present	ECP 3530 - Economics of Health
08/2003 - Present	ECO 2023 - Economics Principles (Microeconomics)
01/2017 - Present	ECP 6536 Economics of Health Care I

Professional Societies/Associations

Year	Society/Association	Role
01/2017 - 12/2017	Southern Economic Association	Member
01/2017 - 12/2017	International Atlantic Economic Society	Member
01/2009 - 12/2010	American Society for Health Economists	Member
01/2008 - 12/2008	International Health Economics Association	Member

Contracts or Grants Received

Funding Source	Year	Role	Amount	Effort
1. HHS/AHRQ	2011	SI	\$15,000	10%

Title: Determining Discharge-Level and Hospital-Level Characteristics and Contexts Associated with Pediatric Serious Safety Events

2. HRSA/CMHB	2009	CI	\$100,000	20%
--------------	------	----	-----------	-----

Title: Serious Safety Events for Medicaid Children, Implications for MCH Providers

Governance/Committees

Year	Name of Committee	Role	Institution
08/2019 - Present	USF General Education Council.	Member	USF
01/2019 - 02/2019	USF Consolidation Internal Task Force, Graduate Studies.	Member	USF Consolidation Task Force, Graduate Studies
08/2018 - 05/2019	Annual Review and Awards Committee (ARAC)	Member	USFSP Kate Tiedemann College of Business
08/2018 - 12/2018	Search Committee for Regional Vice Chancellor for Academic Affairs of USFSP	Member	USFSP

08/2018 - 12/2018	USF Consolidation Internal Committee (CIC) on Faculty Affairs.	Member	USF System
08/2017 – Present, 8/2015 – 08/2016 08/2014 – 05/2015, 08/2009 – 05/2012	College of Business Council	Member	USFSP Kate Tiedemann College of Business
01/2017 - 05/2017, 08/2011 – 12/2012	Annual Review and Awards Committee (ARAC)	Member	USFSP Kate Tiedemann College of Business
08/2016 - 05/2018	Tenure and Promotion (T&P) Committee	Member	USFSP Kate Tiedemann College of Business
11/2015 - 04/2016	Search Committee for Regional Vice Chancellor for Academic Affairs of USFSP	Member	USFSP
01/2015 - 02/2016	Search Committee for Dean of the KTCOB.	Member	USFSP Kate Tiedemann College of Business
11/2014 - 06/2015	College Dean Search Committee	Member	USFSP Kate Tiedemann College of Business
04/2014 - 04/2014	Bank of America Endowed Professorship Selection Committee	Member	USFSP Kate Tiedemann College of Business

Board of Trustees Meeting - New Business - Action Items (Consent Agenda)

08/2013 – 05/2020	USFSP General Education Committee	Member	USFSP
01/2013 - 05/2013	USF System Research Council	Member	USF System
08/2012 - 12/2017	Finance & Audit Advisory Council (FAAC) - Faculty representative for USF system	Member	USF System
03/2012 - 12/2012	College of Business Strategic Planning Committee	Member	USFSP College of Business
08/2011 - Fall 2012	Faculty Senate	Secretary	USF St. Petersburg
08/2010 - Fall 2012	USF System Faculty Council	Member	USF System
08/2011 - Fall 2012	USF System Faculty Council	Vice President	USF System
10/2010 - 11/2010	USF Strategic Plan Task Force on Academic and Administrative Collaboration	Member	USF System

08/2010 - Fall 2014

Undergraduate Member USFSP Kate
Curriculum (Chair Tiedemann
Committee 2013-14) College of
Business

08/2010 - Fall 2011

Faculty Senate President
(Compensa USF St.
ted Petersburg
Service)

Maria Luisa Corton

Associate professor of economics
Department of Economics
USF St. Petersburg campus
140 7th av south LPH433
Phone: 727-8734179
Email: mcorton@usf.edu

EDUCATION

Ph.D. Economics (fields: IO & econometrics) University of Florida, Gainesville, Florida, 2008
M.A. Economics, University of Florida, Gainesville, Florida, 2000
M.B.A. International Business, Jacksonville University, Jacksonville, Florida, 1996
Engineer in Computer Science, Universidad Simon Bolívar, Venezuela, 1980

TEACHING PORTFOLIO AT USF, 2008 TO PRESENT

Undergraduate:

ECS4430 Economics of Latin America
ECO3705 International Economics (online & F2F)
ECO3203 Intermediate Macroeconomics
ECP3302 Environmental Economics
ECO2013 Principles of macroeconomics
QMB3200 Business statistics II (online & F2F)

Graduate:

ECO6705 International economic issues (online); directed research studies.

ACADEMIC EXPERIENCE

Associate professor of economics, College of Arts and Sciences, Department of Economics. USF St. Petersburg campus.
Aug 2020 – present
Associate professor of economics, Kate Tiedemann College of Business, USF St. Petersburg, Aug 2017 – Jul 2020
Assistant professor of economics, Kate Tiedemann College of Business, USF St. Petersburg, Dec 2010 – Aug 2017
Visiting Assistant Professor of economics, College of Business, USF St. Petersburg, Aug 2008 – Dec 2010
Instructor, University of Florida, Gainesville, Florida, Jan 2008 - Apr 2008.
Research associate, Public Utility Research Center (PURC), University of Florida, 1998-2008.
Instructor for Operations Research courses, Universidad Central de Venezuela, College of Social Sciences, 1997-1998.
Instructor for Data Base courses and director of master thesis and internships, Computer Science department, Universidad Simon Bolivar, Venezuela 1985-1988.

RESEARCH INTERESTS

Analysis and measurement of utilities efficiency
Cost modeling and estimation
Regulation of utilities, the energy and water sectors.

REFEREED PUBLICATIONS

Corton, M.L., Phillips M.A., and Zimmermann A. (2019). Aligning Quality Incentives and Tariff Adjustments: The case of The Brazilian Electricity Distribution Sector. *Review of Network Economics*, 18 (1):35–62.
Corton, M.L., Zimmermann A., and Phillips M.A. (2016). The low cost of quality improvements in the electricity Distribution sector of Brazil. *Energy Policy*, 97:485–493.
Corton, M.L., Ebrahimpour M. (2014). Research Note: Forecasting film-induced tourism: The Dolphin Tale case, *Tourism Economics*, 20(6): 1349–1356.
Corton, M.L., Ebrahimpour M. (2013). The Economic Impact of the Arts and Culture sector in the City of St. Petersburg, Florida, *Journal of Business and Management Landscapes*, 2(1):15–29.
Corton, M.L. (2011). Sector fragmentation and aggregation of service provision in the water industry, *Journal of Productivity Analysis*, 35(2):159–169.
Corton, M.L., Sanford, V.B. (2009). Benchmarking Water Utilities in Central America, *Utilities Policy*, 17:267–275.
Corton, M.L. (2003). Benchmarking in the Latin American Water Sector: The Case of Peru, *Utilities Policy*, 11(3):133–142.

NON-REFEREED PUBLICATIONS

Corton, M.L., Molinary, A. (2008). Regulatory collaboration in the Americas: ADERASA, in *Water21*, 10(1): 23–26.

Corton, M.L., Sanford, V.B. (2008). Benchmarking Water Utilities in Central America, in *Water21*, 10(1): 27–28.

Book Sections

Sanford, V.B., Corton, M.L. (2008). Water Utility Benchmarking for Managerial and Policy Decisions: Lessons from Developing Countries, in *Performance Assessment of Urban Infrastructure Services*, IWA pub., London, UK, pp. 307–320.

Sanford, V.B., Corton, M.L. (2002). Infrastructure Management: Applications to Latin America, in *Private Initiatives in Infrastructure: Priorities, Incentives and Performance*, Edward Elgar pub., N. Hampton, MA, pp.189–202.

Ad-hoc reviewer, 2003 to present

Energy Policy, Economic Modelling, Utilities Policy, Water Policy, Water Resources Management, *Water 21*, and *Journal of Asia Business Studies*.

Research grant

USFSP (\$50,000). Economic impact analysis of a foreign trade area in St. Petersburg, Florida, 2014.

Special projects

Economic impact of the arts on the St. Petersburg area, 2010

Economic impact of the Dolphin Tale film on the Clearwater area, 2011, 2012

University service, 2003 to present

USFSP- General education committee (campus wide); Graduate committee, Undergraduate committee; Faculty development committee; search committees for accounting and economic positions.

USF Department of economics: By-Laws committee.

Erika V. Martinez

University of South Florida
Department of Economics
4202 East Fowler Avenue
Tampa, FL 33620-5500

Phone: (919) 627-8150
Email: Martinez.ev@gmail.com
economics.usf.edu/faculty/emartinez/

Education

PhD Economics, Duke University, 2011
MA Economics, Duke University, 2007
BSBA Economics, University of Florida, 2004

Fields of Interest

Applied Microeconomics, Economics of Education, Urban Economics

Teaching Experience

University of South Florida, College of Arts and Sciences, Department of Economics Instructor II 2011-
Present:

Principles of Microeconomics, Intermediate Price Theory, Advanced Price Theory, Labor Economics,
Economics of Education, Seminar on Current Economic Issues

University of North Carolina Chapel-Hill, Kenan Flagler Business School Adjunct Instructor 2016-
Present:

Managerial Economics (MBA-online)

The National Management School (International Center of Broward College, USA), Mumbai and
Chennai, India, Visiting Instructor 2015:
Principles of Macroeconomics

Duke University, Department of Economics Adjunct Instructor 2009-2011:
Intermediate Microeconomic Theory I, Intermediate Microeconomic Theory II, Economics of Education,
Game Theory (Teaching Assistant), Labor Economics (Teaching Assistant)

Elon University, Department of Economics Adjunct Instructor 2010-2011:
Principles of Economics

Research

“Scaling the Digital Divide: Home Computer Technology and Student Achievement.” with C.T. Clot-
felter, H.F.Ladd, and J.L. Vigdor. *Economics Inquiry* v.52 n.3 (July 2014) pp.1103-1119

“Do Housing Prices Account for School Accountability?” Unpublished Paper.

“Does School Accountability Influence Teacher Mobility and Student Sorting?” Unpublished Paper.

Other Experience

Research Assistant for Jake Vigdor, Duke University, 2007-2009

Research Assistant for Patrick Bayer, Duke University, 2006-2009
Research Assistant for Gale Boyd, Duke University, Spring 2007

Dissertation

“Essays on the Impact of School Accountability in North Carolina”
Committee: Patrick Bayer (chair), Jacob Vigdor, Thomas Nechyba, Charlie Becker

Professional Memberships

American Economic Association 2010-2015
National Economics Association 2011-2013

University of South Florida Service

College of Arts and Sciences Instructor Promotion Committee 2019-Present
Faculty Fellow 2015-present
Economics Department Graduate Assistant Teaching and Mentoring Program 2013-present
Economics Undergraduate Policy Committee 2011-present
Economics Adjunct Committee 2011-present
Economics Scheduling Committee 2011-2014

Other Institutional and Community Service

Humane Society of Tampa Bay, Volunteer, 2011-2017

January 2020

CURRICULUM VITAE

GABRIEL A. PICONE

ADDRESS

Department of Economics, CMC 207C
University of South Florida
4202 East Fowler Avenue
Tampa, FL 33620-5500

Phone: (813) 974-6537
Fax: (813) 974-6510
Email: gpicone@usf.edu

PERSONAL

Date of Birth: November 6, 1963
Place of Birth: Esperanza, Argentina
Marital Status: Married

EDUCATION

Vanderbilt University (Ph. D. Economics, 1993)
Title: A Semiparametric Estimator for the Multinomial Choice Model
Completed: December 1993
Principal Advisor: J. S. Butler

Universidad Nacional de Cordoba (B.A. Economics 1987)
Cordoba, Argentina

PROFESSIONAL EXPERIENCE

Professor (9/05-present)
Department of Economics
University of South Florida

Visiting Scholar (April 2005-June 2005)
Department of Economics
University of York
York, England

Associate Professor (9/99-8/05)
Department of Economics
University of South Florida

Assistant Professor (9/93-9/99)
Department of Economics
University of South Florida

Research and Teaching Assistant (9/88-9/93)
Department of Economics
Vanderbilt University

MEMBERSHIP of EDITORIAL BOARDS and SCIENTIFIC COMMITTEES

Academic Editor of PLOS One (2018-)

Member of the Scientific Committee of the “Ecole Nationale Supérieure de Statistique et d’Economie Appliquée” (ENSEA), Abidjan, Cote d’Ivoire. (2017-)

CONSULTING EXPERIENCE

Revenue Management Solution (2005 to 2009): Advice on deriving econometrics models to estimate price elasticities, site selection, and marketing strategies for the hospitality and retail industries.

TEACHING EXPERIENCE

Econometrics: I, II, III, IV

Health Economics: MBA, PhD

Price Theory

Managerial Economics: Undergraduate and MBA

Mathematical Economics

Ph. D. DISSERTATIONS

Mustafa Sagun, Department of Finance, University of South Florida, 1994

Josefa Ramoni, Department of Economics, University of South Florida, 2004

Barbara Gaylor, Department of Economics, University of South Florida, 2006, Chair

West Austin, Department of Economics, University of South Florida, 2006, Co-Chair

Aysegul Timur, Department of Economics, University of South Florida, 2006, Co-Chair

Chanvuth Sangchai, Department of Economics, University of South Florida, 2006

Taiwo Abimbola, Department of Economics, University of South Florida, 2007, Co-Chair

Robert Jones, Department of Economics, University of South Florida, 2007, Chair

Rui Dai, Department of Economics, University of South Florida, 2009, Chair

Finnie Cook, Department of Economics, University of South Florida, 2009, Chair

Joe McDougal, Department of Economics, University of South Florida 2011.

Stuart Hu, Department of Economics, University of South Florida, 2012.

Larry Kessler, Department of Economics, University of South Florida, 2013

Arseniy P. Yashkin, Department of Health Policy and Management, University of S Florida, 2013

Dan Zhao, Department of Economics, University of South Florida, 2013

Vijay Sivaraman, Department of Civil and Environmental Engineering, University of S Florida, 2013

Liza Pena, Department of Economics, University of South Florida, Co-Chair, 2014

Berna Colak, Department of Economics, University of South Florida, Co-Chair, 2014

Natalia Gray, Department of Economics, University of South Florida, Chair, 2014

Qing Wang, Department of Civil and Environmental Engineering, University of S Florida, 2014

Stacey Gelsheimer, Department of Economics, University of South Florida, Co-Chair, 2015

Anastasia Smith, Department of Economics, University of South Florida, Co-Chair, 2016

John Oryema, Department of Economics, University of South Florida, Co-Chair, 2016

Robyn Dhakal, Department of Economics, University of South Florida, Current

Youseff Fassi Fehri, Department of Economics, University of South Florida, 2016

Olga Petrova, Department of Economics, University of South Florida, Chair, 2017

Robyn Kibler, Department of Economics, University of South Florida, Chair, 2017

Nicole Schoenecker, Department of Economics, University of South Florida, Co-Chair, 2017

Roméo Boye, Université Felix Houphouët-Boigny (Cote d’Ivoire), Co-Chair, 2018

John Hartman, Department of Economics, University of South Florida, 2018

Lijuan Feng, Department of Economics, University of South Florida, Chair, 2018

Samaneh Ghadyani, Department of Economics, University of South Florida, Chair, current

Zahra Akbari, Department of Economics, University of South Florida, Chair, current
Maysam Qadimi Rabbani, Department of Economics, University of South Florida, Chair, current
Fréjus-Ferry Houndoga, ENSEA (Cote d'Ivoire), Chair, current

RESEARCH INTERST

Health Economics
Applied Econometrics
Econometric Theory
Location decision of the firm
Health and development

BOOKS

1. The Price of Smoking, 2004, MIT press (with F. Sloan, J. Ostermann, C. Conover, and D. Taylor)

ARTICLES

Articles in Economics Journals

1. "An Empirical Analysis of Entry and Location Decisions by Bars and Liquor Stores" with Yi Deng, Empirical Economics, 57(5) November 2019, 1751-1782.
2. "Evidence of Large-Scale Social Interactions in Mammography in the United States" with Natallia Gray, Atlantic Economic Journal, 46(4), December 2018, 441-457.
3. "Female managers, attitudes toward women and the gender pay gap: An empirical study of three Sub-Saharan countries," with Giulia La Mattina, Jose Carlos Kimou, and Alban Ahoure. Review of Development Economics, Vol. 22, No. 4 (November 2018), 1432-1460.
4. "Malaria prevalence, indoor residual spraying, and insecticide-treated net usage in Sub-Sahara Africa" with Robyn Kibler and Bénédicte Apouey, Journal of African Development, Vol 19 (2017), 19-32.
5. "Paludisme et anémie des enfants en Afrique subsaharienne : Effet de la distribution de moustiquaires" with Bénédicte Apouey, Joshua Wilde, Joseph Coleman, and Robyn Kibler. Revue Economique, Vol. 68 (2017), 163-197.
6. "Screening for a chronic disease: A multiple stage Duration Model with Partial Observability" with Tom Mroz, Arseniy P. Yashkin, and Frank Sloan. International Economic Review, Vol. 57, No. 3 (August 2016), 915-933.
7. "Social Interactions and Malaria Preventive Behaviors in Sub-Saharan Africa," with Benedicte Apouey. Health Economics, Vol. 23, No. 9, (September 2014), 994-1012.
8. "Has the European Union-Achieved a Single Pharmaceutical Market?" with Aysegul Timur and Jeff DeSimone. NBER WP 16261. International Journal of Health Care Finance and Economics, Vol. 11, No 4, (2011), 223-244.
9. "A Comparison of Treatment Effect Estimators Using Severity of Illness Information from Hospital Charts," with Ahmed Khwaja, Martin Salm, and Justin Trogdon. Journal of Applied Econometrics, Vol. 26, No. 5, (August 2011), 825-853.

10. "The Effects of Residential Proximity to Bars on Alcohol Consumption" with Frank Sloan, Joe MacDougal, Alyssa Platt, and Stefan Kertesz. International Journal of Health Care Finance and Economics, Vol. 10 (2010):347-367.
11. "Distance Decrease with Differentiation: Strategic Clustering by Retailers," with David Ridley and Paul Zandbergen. International Journal of Industrial Organization, Vol. 27, No. 3, (2009), 463-473.
12. "The Effect of the Tobacco Settlement and Smoking Bans on Alcohol Consumption," with Frank Sloan and Justin Trogdon. Health Economics, Vol. 13 (August 2004), 1063-1080.
13. "Do Routine Eye Exams Improve Vision?" with Frank Sloan and Derek Brown. International Journal of Health Care Finance and Economics. Vol. 4, No. 1 (March 2004), 43-63.
14. "Effects of Risk and Time Preference and Expected Longevity on Demand for Medical Tests", with Frank Sloan and Don Taylor. Journal of Risk and Uncertainty. Vol. 28, No. 1. (January 2004), 39-53.
15. "Analysis of Hospital Length of Stay and Discharge Destination Using Hazard Functions with Unmeasured Heterogeneity", with Mark Wilson and Shin-Yi Chou. Health Economics, Vol. 12, (December 2003), 1021-1034.
16. "Does High Hospital Cost Imply Higher Quality of Care", with Frank Sloan, Don Taylor and Shin-Yi Chou, Review of Economics and Statistics, Vol. 85, No. 1, (February 2003), 51-62.
17. "Are For-Profit Hospital Conversions Harmful to patients and Medicare?", with Shin-Yi Chou and Frank Sloan, Rand Journal of Economics, Vol. 33, No.3, (Autumn 2002), 507-523.
18. "Hospital Ownership and Cost Quality of Care: Is There a Dime's Worth of Difference?", with Frank Sloan, Don Taylor and Shin-Yi Chou, Journal of Health Economics, Vol. 20, No. 1, (January 2001), 1-21.
19. "Semiparametric Estimation of Multiple Equations Models", with J.S. Butler, Econometric Theory, Vol. 16, No. 4, (August 2000), 551-575.
20. "Fast Food and Unnatural Experiments: Another Perspective on the New Jersey Minimum Wage", with Don Bellante, Journal of Labor Research, Vol. 20, No. 4, (Fall 1999), 463-477.
21. "The Effect of Uncertainty on the Demand for Medical Care, Health Capital and Wealth," with Martin Uribe and Mark Wilson, Journal of Health Economics Vol. 17, No. 2, (April 1998), 171-185.
22. "The Supply of Children's Time to Disabled Elderly Parents", with F. Sloan and T. Hoerger, Economic Inquiry XXXV, No. 2, (April 1997), 295-308.
23. "Public Subsidies, Private Provision of Care and Living Arrangements of the Elderly", with F. Sloan and T. Hoerger, Review of Economics and Statistics LXXVIII, No. 3, (August 1996), 428-440.

Articles in Health Journals

24. "The Impact of Debt Relief on Under Five Mortality in Sub-Saharan Africa" with John Oryema and Kwabena Gyimah-Brempong. Global Public Health, Vol. 12 (Feb. 2017), 795-807.
25. "The Effect of the 2009 U.S. Preventive Services Task Force Breast Cancer Screening Recommendations on Mammography Rates" with Natallia Gray. Health Service Research, Vol. 51, No. 4 (August 2016).

26. "Causes of the Change in the Rates of Mortality and Severe Complications of Diabetes Mellitus, Type 2: 1992 – 2012" with Arseniy P. Yashkin, and Frank Sloan. Medical Care, Vol. 53, No. 3 (March 2015), 268-275.
27. "Effects of BMI on the Onset of Diabetes and Complications" with Natallia Gray, Arseniy P. Yashkin, and Frank Sloan. Southern Medical Journal, Vol. 108, No. 1 (January 2015), 29-36.
28. "Pharmaceutical Price Differences in the EU: cardiovascular disease drugs," with Aysegul Timur. Expert Review of Pharmacoeconomics & Outcomes Research, Vol. 9(3): 251-256 (June 2009).
29. "Longitudinal Analysis of the Relationship between Regular Eye Examinations and Changes in Visual and Functional Status," with Frank Sloan, Derek Brown and Paul Lee. Journal of the American Geriatric Society, Vol. 53(11): 1867-1874 (November 2005).
30. "Monitoring Visual Status: Why patients do or do not comply with practice guidelines," with Frank Sloan, Derek Brown, Emily Carlisle, and Paul Lee. Health Service Research, Vol. 39, No. 5 (October 2004), 1429-1438.
31. "Medicare Home Health Agency Utilization, 1984-1994", with Mark Wilson, Inquiry, Vol. 36, No. 3, (Fall 1999), 291-303.
32. "Cost and Outcomes of Stroke and Hip Fracture, 1984-95: Doing Better for Less?," with Frank Sloan and Donald Taylor, American Journal of Public Health, Vol. 89, No. 6, (June 1999), 935-937.

Articles in Edited Books

33. "Economics of Malaria Prevention" with Bénédicte Apouey and Josh Wilde, in Oxford Research Encyclopedia of Economics and Finance, Oxford University Press USA, 2018.
34. "Smoking Cessation and Lifestyle Changes" with Frank Sloan, in David Cutler and Alan Garber (ed) NBER Frontiers in Health Policy Research Vol. 6, MIT Press, (June 2003).
35. "Is Rehabilitation Following an Acute Hospital Stay Productive? Evidence from Elderly Patients in the United States", with Frank Sloan, Don Taylor and Mark Wilson, in Chee-Ruey Hsieh and Tech-Wei Hu (ed.) The Economics of Health Care in Asia-Pacific Countries, Edward Elgar Publishing, May 2002.
36. "How Costly Are Smokers To Medicare?," with Frank Sloan, in Hans Mager, Henry Schafer, and Klaus Schrufer (ed.) Private Versicherung und Soziale Sicherung, Festschrift zum 60. Geburtstag von Roland Eisen, Metropolis-Verlag Press, March 2001.
37. "How Costly Are Smokers To Other People? Longitudinal Evidence on the Near Elderly", with Frank Sloan, in Alan Garber (ed.) NBER Frontiers in Health Policy Research Vol. 4, MIT Press, 2001.
38. "Does Where You are Admitted Make a Difference? An Analysis of Medicare Data", with Frank Sloan, Don Taylor and Shin-Yi Chou, in Alan Garber (ed.) NBER Frontiers in Health Policy Research Vol. 2, MIT Press, December 1999.
39. "Logically Inconsistent Simultaneous Limited Dependent Variables", with J. S. Butler, in Lazlo Matyas (ed.) Generalized Method of Moments Estimation, (Cambridge; New York: Cambridge University Press), 1999.
40. "Effects of Strategic Behavior and Public Subsidies on Families' Savings and Long Term Care Decisions", with F. Sloan and T. Hoerger, in Roland Eisen and Frank Sloan (eds.), Long Term Care: Issues, Facts, and Solutions. (Boston, Dordrecht, London: Kluwer Academic Publishers), November 1996.

BOOK REVIEWS

1. "Social Re Insurance. A new approach to sustainable community health financing" edited by Dror DM and Preker AS (International Labour Office and the World Bank, 2002), Journal of Epidemiology and Community Health, Vol. 58, (July 2004), 627b.

WORKING PAPERS

1. "Infant Mortality, Fertility, and Malaria: The Effect of Mosquito Net Distribution in sub-Saharan Africa" with Josh Wilde, Bénédicte Apouey, and Joe Coleman.

CONFERENCE PRESENTATIONS

1. "Effects of Strategic Behavior and Public Subsidies on families' Saving and Long Term Care Decisions", (With F. Sloan and T. Hoerger). Presented at the Health Care sessions of the Summer Institute (NBER), Cambridge, July 1992.
2. "Medicare Home Health Utilization, 1989-1994". Presented at the "Prevention and Long Term Care" session of the American Public Health Association Meeting, Indianapolis, November 1997.
3. "Does Where You are Admitted Make a Difference? An Analysis of Medicare Data", with Frank Sloan, and Shin-Yi Chou. Presented at NBER Frontiers in Health Policy Research Conference, Bethesda, June 1998.
4. "Treatment Intensity and Health Outcomes for Hip Fracture and Stroke", (with Frank Sloan and Shin-Yi Chou) Presented at the Health Care sessions of the Summer Institute (NBER), Cambridge, July 1998.
5. "Substitution Among Hospital Length-of-Stay and Post Hospital Care for Medicare Beneficiaries, 1984-1995", Presented at the Southern Economics Association Meetings, Baltimore, November, 1998.
6. "Treatment Intensity and Health Outcomes", Presented at the Allied Social Science Associations Meetings, New York, January 1999.
7. "How Costly Are Smokers To Other People? Longitudinal Evidence on the Near Elderly", with Frank Sloan. Presented at NBER Frontiers in Health Policy Research Conference, Arlington, June 2000.
8. "Are For-Profit Hospital Conversions Harmful to patients and Medicare?". Presented at the University of North Carolina- Greensboro, September 2000.
9. "Are For-Profit Hospital Conversions Harmful to patients and Medicare?". Presented at the International Health Economic Association Third International Conference, York (United Kingdom), July 2001.
10. "Agency problems and moral hazard in Argentina's medical care system". Presented at the International Health Economic Association Third International Conference, York (United Kingdom), July 2001.

11. "Effects of Risk and Time Preference and Expected Longevity on Demand for Medical Tests" Presented at Triangle Health Economic Seminar, Chapel Hill, North Carolina, September 2001.
12. "Smoking Cessation and Lifestyle Changes." Presented at the Center for Policy Research, Maxwell School of Citizenship and Public Affairs, Syracuse University, Syracuse, New York, February 2002.
13. "Smoking Cessation and Lifestyle Changes." Presented at NBER Frontiers in Health Policy Research Conference, Bethesda MD, June 2002.
14. "Es me Mejor Prevenir que Curar? Presented at the XII meetings of the AES, Mendoza, Argentina, April 2003.
15. "Do Routine Eye Exams Improve Vision?" Presented at the International Health Economic Association Fourth International Conference, San Francisco, June 2003.
16. "The Effect of the Tobacco Settlement and Smoking Bans on Alcohol Consumption," Presented at the 12th European Workshop on Econometrics and Health Economics, Menorca, Spain, September 2003.
17. "Hospital Volume and Quality of Care: Selective-referral or Practice-makes-perfect?," Presented at the Latin American Meetings of the Econometric Society, Santiago, Chile, July 2004.
18. "GMM Estimators, Instruments, and the Economics of Addiction." Presented at The Economics of Addiction Workshop at the Universitat Pompeu Fabra, Barcelona, May 2005.
19. "Hospital Volume and Quality of Care: Selective-referral or Practice-makes-perfect?," Presented at the International Health Economics Association, Barcelona, July 2005.
20. "An empirical analysis of spatial clustering and product differentiation for alcohol establishments" Presented at Lehigh University research seminar, October of 2006.
21. "A Comparison of Treatment Effect Estimators Using Severity of Illness Information from Hospital Charts," Presented at the University of Lausanne, Switzerland, June 2008.
22. "Alcohol Retailer Density and Neighborhood Racial Composition: The Role of Demand and Regulation" Presented at the 2nd Biennial Conference of the American Society of Health Economists (ASHE), June 2008.
23. "Screening for a chronic disease: A multiple stage Duration Model with Partial Observability." Presented at the University of Florida (March 2009), University of Alabama at Birmingham (January 2010), and the 20th European Workshop on Econometrics and Health Economics (York, England, 2011).
24. "Social Interactions and Malaria Preventive Behaviors in Sub-Saharan Africa." Presented at the Southern Economics Association Meetings (Tampa, November, 2013).
25. "Infant Mortality, Fertility, and Malaria: The Effect of Mosquito Net Distribution in sub-Saharan Africa" Presented at the Southern Economics Association Meetings (Tampa, November, 2013) and CSAE Conference (Oxford, England March 2014).
26. "Determinants and Prevention of Low Birth Weight in sub-Saharan Africa: The Effects of Bed Net Distribution" Presented at Health in Africa and the Post-2015 Millennium Development Agenda: A Three Day Symposium (Champaign, May 2015)

27. "The effects of early diagnosis of diabetes and drug management on complications of the eyes using a dynamic model" Presented at the International Health Economics Association, Milan, (July 2015) and the Southern Economics Association Meetings (New Orleans, November, 2015).
28. "Female managers, attitudes toward women and the gender pay gap: An empirical study of three Sub-Saharan countries" Presented at UNU-WIDER Gender and Development – Workshop (Helsinki, Finland, October 2016).
29. "Do you see what "eye" see? Exploring visual attention and rational choice on food purchasing decisions among WIC participants" Presented at the Southern Economics Association Meetings (Tampa, November, 2017)
30. "Infant Mortality, Fertility, and Malaria: The Effect of Mosquito Net Distribution in sub-Saharan Africa" Presented at the CSAE Conference (Oxford, England March 2018).

GRANTS

U.S.F.'s Research and Creative Scholarship Program, Summer 1995
Title: A Nonparametric Analysis of Treatment Decisions of Elderly People after a Stroke or Hip Fracture.

U.S.F. Institute on Aging Pilot Research Program, Summer 1996
Title: The Effect of Uncertain Future Chronic Shocks on the Demand for Medical Care.

National Institute on Aging (2R01-AG-09468-04A1), Co-Investigator (Frank Sloan – Principal Investigator), 1996-1999
Title: Effect of Public Subsidies on Use of Long Term Care.

U.S.F.'s Research and Creative Scholarship Program, Summer 1998
Title: The Effect of Medicare Home Health Benefits on Long-Term Care Decisions of the Elderly.

National Institute on Aging (1R01-AG-16816), Consultant (Frank Sloan – Principal Investigator), 1999-2002.
Title: The Private and Social Cost of Smoking.

NIAAA (R01-AA12162), Consultant (Frank Sloan – Principal Investigator), 1999-2002.
Title: Determinants and Cost of Alcohol abuse among the elderly.

National Institute on Aging (1R01-AG-15868), Consultant (Donald Taylor – Principal Investigator), 2000-2001.
Title: Perception of Risk and Behavior among the Elderly.

National Institute on Aging (1R01-AG-17473), Consultant (Frank Sloan – Principal Investigator), 2001-2004.
Title: Visual Impairment, Treatment, and Effects on the Elderly.

Agency for Healthcare Research and Quality (1R03-HS013386-01A1), Principal Investigator, 2003-2004.
Title: Hospital Volume and Quality of Care

National Science Foundation (SES-0519001), 2005, PI
Doctoral Dissertation Research in Economics: project advisor for Barbara J. Caldwell
Title: Certificate-of-Need Regulation in the Nursing Home Industry: Has It Outlived Its Usefulness?

National Institute on Alcohol Abuse and Alcoholism (R01 AA012162), Co-PI
2005-2009.
Title: Determinants and Consequences of Alcohol Consumption.

National Institute on Aging, Co-principal Investigator (06-SC-NIH-1015), PI 2005-2009.
Title: Visual Impairment, Treatment, and the Effects on the Elderly.

National Institute on Aging, Principal Investigator (Sub Award 11-NIH-1036), PI 2010-2013.
Title: Visual Impairment, Treatment, and the Effects on the Elderly.

University of South Florida, Global Academic Partners, Summer 2010.
Title: The Economic Costs and Benefits of Malaria Prevention in Ghana.

Fogarty International Center (R03 TW009108-01), PI 2011-2013.
Title: Social Interactions and Malaria Preventive Behaviors in Sub-Saharan Africa.

The Duke-UNC USDA Center for Behavioral Economics and Healthy Food Choice Research (BECR Center), 2015 Healthy Food Behavior Research Grants
Title: Do you see what "eye" see? Exploring visual attention and rational choice on food purchasing decisions among WIC participants

UNU-WIDER Gender and Development Project, 2016
Title: "Female managers, attitudes toward women and the gender wage-gap: An empirical study of three Sub-Saharan countries"

US Agency for International Development Health Finance and Government Project (SA:48803), Consultant, 2017-2018
Title: Modeling Study on Financing HIV Care and its Economic Impact in Cote d'Ivoire

African Economic Research Consortium (AERC), Health Care Financing in Africa – Country Case Studies (HCF-CCS Project), 2018-2019
Title: Should Côte d'Ivoire provide universal health coverage to smallholders?

AWARDS

Teaching Incentive Program (TIP) Award, 1996.
Graduate Business Association's Outstanding Professor of Economics, 2000.
President's Award for Faculty Excellence, 2003.
College of Business Research Award, 2003
College of Business Research Award, 2005

REFEREE

American Economic Review (2), *Journal of Political Economy*, *Social Science and Medicine* (2), *Health Economics* (9), *Journal of Human Resources*, *Journal of Health Economics* (6), *Review of Economics and Statistics*, *Journal of Economics Business and Statistics*, *Health Economics*

Letters, National Science Foundation (3), National Institute on Aging, Journal of Population Economics, Economic Journal, Canadian Journal of Economics, Economic Inquiry(2).

September 2020

Thomas J. Carter
University of South Florida
Economics Department
140 Seventh Avenue South
St. Petersburg, FL 33701
(727) 873-4893 (Office)
(727) 866-3985 (Home)
cartert@mail.usf.edu

Education:

Ph.D. University of Wisconsin at Madison, Economics, 1987.
Fields: International Economics, Economic Theory
M.A. University of Wisconsin at Madison, Economics, 1983.
B.S. University of Illinois at Urbana-Champaign, Economics, 1980.

Professional experience:

2006 - Present Professor, University of South Florida St. Petersburg
2007 – 2010, 2014 – 2016, 2020 – present Economics Coordinator
2003 - 2006 Associate Professor, University of South Florida St. Petersburg
1999 - 2003 Professor, Oklahoma City University
2000 - 2002 Chair, Department of Economics and Finance
1999 - 2000 Economics Coordinator
1994 - 1999 Associate Professor, Oklahoma City University
1987 - 1994 Assistant Professor, University of Oklahoma
1985 - 1987 Acting Assistant Professor, University of Oklahoma

Current research interests:

International Economics--International factor movements, especially undocumented immigration and its effects on the host country labor markets

Labor Economics—Delayed job training, matching, unemployment, and policies

Publications, under review (sole authored unless noted):

“Delayed Firm-Paid General Training,” second requested revision is under review at the *Southern Economic Journal*.

“Economic Theory and the Euro Crisis,” *Business Journal for Entrepreneurs* 2020(1), Spring 2020.

“Real Effects of Money in the Dynamic Shapiro-Stiglitz Model,” *Business Journal for Entrepreneurs* 2016(1), Spring 2016.

“Tax-Based Incomes Policies in Efficiency Wage Models,” *Franklin Business and Law Journal* 2016(1), Spring 2016.

“Labor Market Dynamics: Wages, Unemployment, and Shirking,” *Business Journal for Entrepreneurs* 2015(2), Summer 2015.

“The Economics of On-the-Job Training: A Century of Debate,” *Business Journal for Entrepreneurs* 2013(2), Summer 2013.

“Training and turnover with equilibrium unemployment,” *B. E. Journal of Economic Analysis & Policy* 11(1), December 2011.

“Minimum Wage Laws: The Role of Worker Efficiency,” *Business Journal for Entrepreneurs* 2010(4), Fall 2010.

“Undocumented Immigration and Host-Country Welfare: Competition Across Segmented Labor Markets,” *Journal of Regional Science* 45(4), November 2005.

“Monetary Policy, Efficiency Wages, and Nominal Wage Rigidities,” *Eastern Economic Journal* 31(3), Summer 2005.

“Money and Efficiency Wages: The Neglected Effect of Employment on Efficiency,” *Journal of Socio-Economics* (formerly the *Journal of Behavioral Economics*) 34(2), March 2005.

- "Illegal Immigration in an Efficiency Wage Model," *Journal of International Economics* 49(2), December 1999.
- "The Effects of Taxes on Labour in Efficiency Wage Models: A Comment," *Journal of Public Economics* 72(2), May 1999.
- "Are Wages Too Low? Empirical Implications of Efficiency Wage Models," *Southern Economic Journal* 65(3), January 1999.
- "Minimum Wage Laws: What Does an Employment Increase Imply About Output and Welfare?" *Journal of Economic Behavior and Organization* 36(4), December 1998.
- "Urban Productivity, Urban Unemployment, and Labor Market Policies," *Regional Science and Urban Economics* 28(3), May 1998.
- "Policies in a Two-Sector Efficiency Wage Model: Substituting Good Jobs for Bad," *Journal of Post Keynesian Economics* 20(3), Spring 1998.
- "Just, Unjust, and Just-Cause Dismissals," *Journal of Macroeconomics* 19(3), Summer 1997 (with Paul R. De Lancey).
- Book Review of *Human Capital, Employment and Bargaining* by Robert A. Hart and Thomas Moutos, *Journal of Institutional and Theoretical Economics* [Zeitschrift für die gesamte Staatswissenschaft] 152(3), September 1996.
- "Central Bank Cooperation in Foreign Exchange Markets: An Empirical Test," *Atlantic Economic Journal* 24(3), September 1996 (with Paul R. De Lancey).
- "Efficiency Wages: Employment Versus Welfare," *Southern Economic Journal* 62(1), July 1995.
- "Minimum Wage Laws that Reduce Labor Costs," *Atlantic Economic Journal* 23(2), June 1995.

"Distortions and Policies when Labor Turnover is Costly," *Journal of Institutional and Theoretical Economics* [Zeitschrift für die gesamte Staatswissenschaft] 149(3), September 1993.

"Efficiency Wages and International Factor Mobility," *International Economic Journal* 7(1), Spring 1993.

"Technological Progress and Wages in International Trade: A Generalization of Three Popular Models," *Atlantic Economic Journal* 20(4), December 1992.

"Labor Subsidies and Just-Cause Employment Laws in an Efficiency Wage Model," *Southern Economic Journal* 59(1), July 1992.

Refereeing:

Served as a referee over 50 times for
American Economic Review
Journal of Public Economics
Journal of Money, Credit, and Banking
Journal of Economic Behavior and Organization
Canadian Journal of Economics
Journal of Comparative Economics
Southern Economic Journal
Journal of Economics [Zeitschrift für Nationalökonomie]
Journal of Institutional and Theoretical Economics
Journal of Macroeconomics
Scottish Journal of Political Economy
Journal of Regional Science
and others.

University service, Fall 2019 to present:

2019-2020 academic year:
USF St. Petersburg Graduate Council (co-Chair)
USF St. Petersburg Tenure and Promotion Committee
USFSP College of Business Annual Review and Awards Committee
USFSP College of Business Tenure and Promotion Committee

Summer 2020: USF Economics Dept. By-laws Committee
Summer 2020 – present: Coordinator, USF St. Petersburg Economics

Courses taught:

Undergraduate:

International Trade
International Macroeconomics
Intermediate Macroeconomics
Money and Banking
Public Finance
Economics and the Quality of Life
Principles of Macroeconomics (including Honors sections)
Principles of Microeconomics (including Honors sections)
several directed readings courses.

Graduate:

International Trade
International Finance
International Economic Issues
The World Economy and International Business
Managerial Economics
Economics in Business
served on several Ph.D. dissertation committees
several directed readings courses and honors theses

For International Trade and International Finance, economics Ph.D. students made up some sections, others, such as international relations or business majors, made up others. The other graduate courses were for M.B.A. students. I taught Managerial Econ. in the United Kingdom and within Oklahoma.

Rebecca Lee Harris, Ph.D.
Instructor of Economics II

EDUCATION:

- May 2000 Ph.D. in Economics, The George Washington University, Washington, DC. Course work includes Public Finance, International Economics, Economics of Development and Econometrics.
- Dissertation Title: "Agricultural Policy Reform in Mexico: A Computable General Equilibrium Analysis"
 - Recipient of Hsieh Prize in Economics
 - University Teaching Fellowship, 1993-1997
- May 1996 M. Phil. in Economics, The George Washington University, Washington, DC.
- 1986-1990 B.A. in Economics, *magna cum laude*, Georgetown University, Washington, DC.
- Member of Phi Beta Kappa and Jesuit National Honors Society

PROFESSIONAL EXPERIENCE:

- Summer 2011 to present University of South Florida St. Petersburg, College of Business, Visiting Research Associate/
Instructor of Economics
- Research and grant identification, writing and administration
 - Co-Lead on Initiative on Women in Leadership
 - Teach Principles of Microeconomics; Principles of Macroeconomics; Environmental Economics; International Economics; International Macroeconomics; Public Finance; Managerial Analysis (MBA); Economic Development; Economics of Women & Work; Economics of Women, Men & Work (MBA)
- Jan. 2002 to July 2011 Dr. Kiran C. Patel Center for Global Solutions (formerly Globalization Research Center), University of South Florida, Tampa, FL.
Assistant Academic Director/Research Director.
- Facilitate research on globalization issues: identify researchers; connect researchers within University and in other institutions; design applied research projects; seek funding sources; assist in grant writing; identify University and community needs.
 - Promote awareness of globalization issues: organize speakers series and conferences; assist in building globalization curriculum proposals at USF and in Tampa high schools; serve as liaison to Tampa Bay community.
 - Plan and administer externally funded projects, including staff recruitment, budget management, final reporting, for both private and public grants
- Sept. 1997 to Jan. 2002 International Food Policy Research Institute, Washington, DC.
Post-Doctoral Fellow/Research Analyst in Trade and Macroeconomics Division.
- Build and maintain computable general equilibrium model of Mexico, for use in agricultural and trade policy analysis, social policy reform analysis and environmental impact assessment.
 - Perform research, writing, editing, data collection, data maintenance and programming activities, with focus on Latin American economics.
- Sept. 2000 to July 2004 Economics Department, The University of South Florida, Tampa, FL.
Adjunct Instructor of Environmental Economics, Principles of Microeconomics.
- Sept. 1993 Economics Department, The George Washington University, Washington, DC.

- to May 2000
- Graduate Teaching Assistant - Conduct Discussion Sections for Principles of Economics classes, including preparing lectures, writing quizzes and problem sets, grading exams. Grade exams for intermediate economics classes.
 - Instructor of *International Trade Theory*, Fall 1997, *Principles of Macroeconomics*, Summer 1997, Summer 1996, *Applications to Microeconomic Theory*, Fall 1996. Co-instructor, Spring 2000, *General Equilibrium Models for Policy Analysis*.
- Oct. 1996
to Oct. 1997
- The Brookings Institution, Washington, DC.
Research Assistant in Foreign Policy Studies Program.
Provide research support to scholar working in Latin American economics, including: compiling, analyzing and presenting data, performing econometric analysis, editing publications, reviewing literature.
- Feb. 1993 -
Oct. 1996
- U.S. Agency for International Development, Washington, DC.
Research Assistant in Bureau for Latin America and the Caribbean.
Specialize in free trade initiatives in the Americas; financial markets; and rural development. Create and maintain data bases; perform literature reviews; provide technical support for Project Advisors and USAID Field Missions.

PUBLICATIONS:

- Harris, R.L. & Rosenthal, E. (2018) "Environmental Sustainability and the Nexus of Economic Principles and Jewish Thought." *Ethics & Economics*, 15(2), 46-61.
- Harris, R.L. & Dieringer, S. (2017) "The economic impact of rezoning to increase tourism." *Tourism*, 65(1), 103-114.
- Harris, R.L. & Ebrahimpour, M. (2015). "Including genocide in corporate social responsibility," *Proceedings from Decision Science Institute Annual Meeting*.
- Harris, R.L. & Ebrahimpour, M. (2015). "On Teaching Genocide to Business Students," *Global Education Journal* (3), 68-80.
- Amen, M. & Harris, R.L. (2009) "Human-Ecosystem Interdependence in Coastal Cities," in *Management of Environmental Quality*, 20:4:1-10.
- Harris, R.L. ed. (2006). *Globalization and Sustainable Development: Issues and Applications*. USF Dr. Kiran C. Patel Center for Global Solutions.
- Coady, D.P & Harris, R.L. (2004). Evaluating Transfer Programmes within a General Equilibrium Framework, *Economic Journal* (vol. 114, no. 498), with David P. Coady (October 2004).
- "A Standard Computable General Equilibrium (CGE) Model in GAMS." (2002). *Microcomputers in Policy Research* 5. International Food Policy Research Institute, with Hans Lofgren and Sherman Robinson, with the assistance of Marcelle Thomas and Moataz El Said.
- "Private Capital Flows to the Andean Region," *The Andean Community and the United States: Trade and Investment Relations in the 1990s*. Organization of American States (1998), with Jorge Daly.
- "Estimating Income Mobility in Colombia Using Maximum Entropy Econometrics," Trade and Macroeconomics Division Policy Paper No. 26. International Food Policy Research Institute (May 1998), with Samuel Morley and Sherman Robinson.

Financial Markets in Latin America and the Caribbean. U.S. Agency for International Development (1995), with Jorge Daly and David Tacker.

GRANT AWARDS

“Land Use Mix for Fiscal Sustainability in Beachfront Communities,” Land Economics Foundation, May 2016, \$21,061. Principal Investigator.

“Economic Analysis of Proposed Planned Development Zoning District in Treasure Island,” City of Treasure Island, December 2014, \$4,016. Principal Investigator.

“Group Study Visit to Germany,” German Academic Exchange Service (DAAD), May 2014. \$8,300. Prepared submission.

“Leading in a Civilian Context: A Socially Responsible MBA for Returning Veterans,” Graduate Management Admissions Council, April 2012, \$409,500. Prepared submission and Project Manager.

“Export Markets for Alternative Energy: Preparing Small Business Enterprises, Faculty and Students for a Global Green Energy Future,” U.S. Department of Education, Business and International Education, July 2009, \$100,000. Prepared submission and Co-Principal Investigator with Mark Amen.

“Interactive Teaching in a Globalizing World,” The Teaching Excellence and Achievement Program, The International Research & Exchange Board, December 2009, \$176,000. Prepared submission and managed.

“Toward Democracy and Diversity: Increasing the Content Knowledge and Pedagogical Skills of Caribbean Social Studies Educators,” U.S. Department of State, Bureau of Educational and Cultural Affairs, August 2008, \$371,050. Prepared submission and managed.

“The Global Schools Project,” The Arthur Vining Davis Foundations, \$125,480. April 2005. Prepared submission and managed.

UNIVERSITY SERVICE

KTCOB Women and Leadership Initiative, co-Leader (Spring 2017 – present)
University Scholarship Review committee (Fall 2018 – present)
Faculty Development Committee (Fall 2017 – Spring 2020)
Beta Gamma Sigma, Faculty Advisor (Fall 2015 – Spring 2020)
Undergraduate Curricula and Assessment Committee, Member, (Fall 2014 – Spring 2017, Fall 2018 – Spring 2020)
MBA Students’ Faculty Advisor (Spring 2016 – Spring 2018)
Center for Science, Policy and Coastal Environments (C-SPACE), Board Member (Fall 2012 – Fall 2016)
Green Energy Living Systems (GELS), Board member (Fall 2013 – Spring 2015)
Student Environmental Awareness Society (SEAS), Faculty Advisor, (Spring 2014- Fall 2015)

CIVIC LEADERSHIP:

Summer 2019
to Present

Phi Beta Kappa Alumni Association of Tampa Bay.
Board member.

May 2009
to present

Temple Beth-El, St. Petersburg, FL.
Member, Board of Directors (May 2010-present); Adult Hebrew Instructor (volunteer),
Sept. 2013-present; Student Tutor (volunteer), Aug. 2014 – Present; Chair, Search
Committee for Religious School Director, Spring 2015; Vice President of Board of
Directors (May 2012 – Aug. 2014); Chairperson, Social Action Committee (May 2009-
May 2013); Rabbinic Corps (May 2016-present).

June 2003
to May 2010

Hillels of the Florida Suncoast, Tampa, FL
Member, Board of Directors; President of the Board, 2005-2008

MICHAEL LOEWY
Curriculum Vitae
September 2020

Office Address and Telephone

Department of Economics
University of South Florida
CMC342
Tampa, FL 33620-5700
(813) 974-6532; fax (813) 974-6510
e-mail: mloewy@usf.edu

Education:

Degree	Field	Institution	Year
Ph.D.	Economics	University of Minnesota, Twin Cities	1986
B.A.	Economics	University of California, San Diego	1979

Experience

1998-	Associate Professor of Economics; University of South Florida, Tampa, FL
1997-98	Visiting Assistant Professor of Economics; Iowa State University, Ames, IA
1990-97	Assistant Professor of Economics; University of Houston, Houston, TX
1984-90	Assistant Professor of Economics; The George Washington University, Washington, DC

Professional Affiliations

Visiting Scholar, Federal Reserve Bank of Atlanta
American Economic Association

Refereed Publications

- “Optimal Tariffs, Optimal Taxes, and Economic Development,” *Journal of International Trade and Economic Development*, December 2004, 13(4), pp. 461-486.
- “Trade and the Neoclassical Growth Model,” *Journal of Economic Integration*, March 2003, 18(1), pp. 1-16 (with Dan Ben-David).
- “‘To Furnish an Elastic Currency’: Banking, Aggregate Risk, and Welfare.” *Topics in Macroeconomics*, 2003, 3(1), Article 3. (<http://www.bepress.com/bejm/topics/vol3/iss1/art3>)
- “Knowledge Dissemination, Capital Accumulation, Trade, and Endogenous Growth.” *Oxford Economic Papers*, October 2000, 52(4), pp. 637-650 (with Dan Ben-David).
- “Information-Based Bank Runs in a Monetary Economy.” *Journal of Macroeconomics*, Fall 1998, 20(4), pp. 681-702.
- “Free Trade, Growth, and Convergence.” *Journal of Economic Growth*, June 1998, 3(2), pp. 143-70 (with Dan Ben-David). [Reprinted in H. Singer, N. Hatti and R. Tandon (eds.), *Trade and Growth: Models and Methods*, Delhi: B.R. Publishing Co., 2002, pp. 1483-522.]
- “Are U.S. Regional Incomes Converging? Some Further Evidence.” *Journal of Monetary Economics*, December 1996, 38(3), pp. 587-98 (with David Papell).
- “Equilibrium Policy with Dynamically Naive Agents.” *Journal of Macroeconomics*, Spring 1995, 17(2), pp. 319-31.

- “The Macroeconomic Effects of Bank Runs: An Equilibrium Analysis.” *Journal of Financial Intermediation*, June 1991, 1(3), pp. 242-56.
- “Equilibrium Policy in an Overlapping Generations Economy.” *Journal of Monetary Economics*, November 1988, 22(3), pp. 485-99.
- “The Incompatibility of Valued Money and Equilibrium Policy.” *Economics Letters*, 1988, 28(2), pp. 157-61.
- “Reaganomics and Reputation Revisited.” *Economic Inquiry*, April 1988, 26(2), pp. 253-63.

Other Publications

- “Free Trade,” in A. Kuper and J. Kuper (eds.), *The Social Science Encyclopedia*, 3e, London: Routledge, 2004, pp. 386-88.
- “Tariffs, Taxes, Government, and Growth,” in L.A. Finley (ed.), *Perspectives on Economic Growth*, Hauppauge, NY: Nova Science Publishers, 2006, pp. 193-219. [Reprinted in T. B. Caldwell (ed.), *Taxation: 21st Century Issues and Challenges*, Hauppauge, NY: Nova Science Publishers, 2008, pp. 1-27.]

Courses Taught

Undergraduate

ECO 2013	Principles of Economics (Macro)
ECO 3203	Intermediate Macroeconomics
ECO 3622	American Economic History
ECO 4201	Advanced Macroeconomic Theory
ECO 4270	Economic Growth
ECO 4713	International Macroeconomics

Graduate

ECO 6206	Macroeconomics I
----------	------------------

Grants and Honors

2001	Faculty International Travel Grant; University of South Florida
2000	Research and Creative Scholarship Grant; University of South Florida
1987	Junior Scholar Incentive Award; The George Washington University.
1986	Research Grant; University Facilitating Fund of The George Washington University.
1981-83	H.B. Earhart-Graduate Fellowship; H.B. Earhart Foundation, Ann Arbor, MI
1981	W.W. Heller Outstanding Teaching Award; Department of Economics, University of Minnesota.
1979	Phi Beta Kappa; University of California, San Diego.

University and Professional Service

2019-20	Member, USF Department of Economics Associate Professor Search Committee
2019-20	Member, USF Department of Economics G&E Committee
2018-19	Chair, USF Department of Economics Macroeconomics Recruiting Committee
2016-18	Member USF Department of Economics G&E Committee (chair, 2017-18)
2016-18	Member, CAS Instructor Promotion Committee
2015-	Member, USF Department of Economics Graduate Policy Committee
2015-	MA Program Director, USF Department of Economics
2010-11	Member, USF Department of Economics Macroeconomics Recruiting Committee
2010-11	Chair, CAS School of Social Sciences Graduate Committee
2010-11	Member, CAS Graduate Committee

2010-13	Reader, Doctoral Committee of B. Nikolaev, USF Department of Economics
2009-11	Reader, Doctoral Committee of J. MacDougald, USF Department of Economics
2005-08	Reader, Doctoral Committee of L. Bryant, USF Department of Finance
2004-2014	Graduate Programs Coordinator (MA and PhD), USF Department of Economics
2004-2014	Chair, USF Department of Economics Graduate Policy Committee
2004-10	Member, COB Doctoral Program Committee
2002-03	Chair, USF Department of Economics Research Committee
2001-04	Member USF Department of Economics Undergraduate Policy Committee
2000-01	Chair, USF Department of Economics Research Committee
2000-01	Member, USF COB Computer Facilities Committee

DIOGO BAERLOCHER

<https://sites.google.com/view/diogobaerlocher>
baerlocher@usf.edu

Department of Economics
University of South Florida
4202 E. Fowler Avenue, CMC207D
Tampa, Florida – 33620

POSITIONS:

University of South Florida – Assistant professor of economics, 2019-present

EDUCATION:

Ph.D. Economics, University of Illinois at Urbana-Champaign, 2019
Dissertation: Essays on Human Capital and Economic Development
Adviser: Stephen L. Parente
M.A. Economics, Universidade Federal de Pernambuco, 2012
B.A. Economics, Universidade Federal de Pernambuco, 2009

FIELDS OF CONCENTRATION:

Primary Fields: Economic Growth and Development
Secondary Fields: Population Economics, Public Economics

WORKING PAPERS:

- [1] "Public Employment, Competition, and Economic Growth"
(*under review*)
- [2] "Cold Bacon: Co-Partisan Politics in Brazil "
with Rodrigo Scheneider (*R&R - Public Choice*)
- [3] "Female Labor Force Participation and Economic Growth: Accounting for the Gender Bonus"
with Stephen L. Parente and Eduardo Rios Neto (*under review*)

PUBLICATIONS:

- [1] "Aggregate Shocks and the Brazilian Housing Market Dynamics"
with Cassio N. Bessaria and Marcelo E. A. Silva, *Economia*, 2019
- [2] "Economic Effects of Demographic Dividends in Brazilian Regions"
with Stephen L. Parente and Eduardo Rios Neto, *Journal of Economics of Ageing*, 2019
- [3] "Fiscal Shocks, the Exchange Rate and the Trade Balance: Some Evidence for Emerging Economies" with Henrique V. P. Fonseca and Marcelo E. A. Silva, *The B. E. Journal of Macroeconomics*, 2015.

PUBLICATIONS IN PORTUGUESE:

- [1] "Distributional Characteristics and the Impact of Tax Reform on Households' Welfare in Brazil" with Jose Ricardo B. Nogueira and Rozane B. de Siqueira, *Revista Brasileira de Economia*, 2013.
- [2] "Effects of Fiscal Shocks on the Brazilian Labor Market" with Igor E. M. Silva and Marcelo E. A. Silva, *Revista Brasileira de Economia*, 2013.
- [3] "Trade Potential and Effectiveness between the Brazilian Northeast and MERCOSUR" with Renata Caldas and Joao Policarpo R. Lima, *Revista Economica do Nordeste*, 2013.
- [4] "The Marginal Social Cost of Indirect Taxation in Brazil: Identifying Tax Reform Directions" with Jose Ricardo B. Nogueira, Rozane B. de Siqueira and Evaldo S. Souza, *Brazilian Journal of Applied Economics*, 2012.

HONORS AND AWARDS:

Teaching:

- 2018 Excellence in Graduate Teaching Assistantship
- 2017 Robert E. Demarest Memorial Teaching Award
- 2017 Excellence in Graduate Teaching Assistantship
- 2016 Robert E. Demarest Memorial Teaching Award

Fellowships:

- 2012 University of Illinois Fellowship for Graduate Study
- 2010 CNPq Graduate Fellowship

Research:

- 2016 Summer Research Fellowship
- 2014 Second best article in III Encontro Pernambucano de Economia
- 2014 Robert Willis Harberson Memorial Dissertation Fellowship
- 2013 Third best Master's Thesis in Premio BNB de Economia
- 2012 Best Master's Thesis in the Department of Economics – PIMES/UFPE
- 2008 CNPq Scientific Research Fellowship

WORK EXPERIENCE:

At University of Illinois at Urbana-Champaign:

- Research Assistant to Prof. Stephen L. Parente (Summer 2016, 2017, 2018)
- Grader of Monetary Theory to Prof. Claudio Paiva, (Summer 2017)

TEACHING EXPERIENCE:**At University of South Florida:**

Term	Course	Evaluation
SP 2020	Intermediate Macro (undergraduate), Instructor	3.7, 3.1
FA 2019	Intermediate Macro (undergraduate), Instructor	4.1

5 point scale.

At University of Illinois at Urbana-Champaign:

Term	Course	Evaluation
SP 2019	Economic Growth (undergraduate), Instructor	4.2
FA 2018	Economic Growth (undergraduate), Instructor	4.6*
SP 2018	Macroeconomic Theory II (PhD Core), TA	4.4*
FA 2017	Macroeconomic Theory I (PhD Core), TA	4.6*
SP 2017	Macroeconomic Theory II (PhD Core), TA	5.0**
FA 2016	Macroeconomic Theory I (PhD Core), TA	4.9**
SP 2016	Economic Growth (undergraduate), Instructor	5.0
FA 2015	Economic Growth (undergraduate), Instructor	4.3
SU 2015	Economic Growth (undergraduate), Instructor	4.2
SP 2015	Economic Growth (undergraduate), Instructor	4.1
FA 2014	Economic Growth (undergraduate), Instructor	4.6*
SP 2014	Microeconomic Principles (undergraduate), Head TA	4.2
FA 2013	Microeconomic Principles (undergraduate), TA	4.2

5 point scale. * Ranked as Excellent by Students, ** Ranked as Excellent by Students with Outstanding Rating

At Universidade Federal De Pernambuco:

Term	Course
2011.1	Microeconomic Principles (undergraduate), TA/Instructor
2009.1	Brazilian Economy (undergraduate), Teacher Assistant
2008.1	Microeconomic Principles (undergraduate), Teacher Assistant

PROGRAMMING SKILLS:

Python & Stata (Proficient); R & Matlab (Familiar)

REFEREE REPORTS:

Revista Brasileira de Economia, The B.E. Journal of Macroeconomics (2), Nova Economia, and Public Choice (2)

PERSONAL INFORMATION:

Citizenship: Brazilian; Swiss

Languages: English (fluent), Portuguese (native), Spanish (basic)

Christopher R. Thomas

Department of Economics
College of Arts and Sciences
University of South Florida
4202 E. Fowler Ave. CMC342
Tampa, FL 33620-5700

Cell: 813-493-1195
Office: 813-974-4252
Email: crthomas1@usf.edu

Education

Ph.D., Economics, Texas A&M University, December 1980
B.S., Economics, Texas A&M University, December 1975

Professional Positions

August 1988 – present, Associate Professor of Economics, University of South Florida
Sept. 2004 – 2010, Exide Professor of Sustainable Enterprise, University of South Florida
June 1982 – July 1988, Assistant Professor of Economics, University of South Florida
August 1980 – May 1982, Energy Division, Oak Ridge National Laboratory

Teaching Experience

Undergraduate

Intermediate Price Theory
Managerial Economics
Economics of Regulation & Antitrust
Economics of Business Strategy
Principles of Microeconomics
Introduction to Econometrics
Mathematical Economics
Basic Math for Economics & Finance

Graduate

Managerial Economics (MBA, Executive MBA)
Issues in Regulation & Antitrust (MA, MBA, PhD)
Economics of Organization (MA, MBA, PhD)
Economics of Sustainable Enterprise (MBA)
Economic Concepts (MBA, Executive MBA, Online MBA)
Industrial Organization (MA)
Econometrics I (MA)
Econometrics II (MA, PhD)
Mathematical Economics (MA)

Energy Research Publications

- "Trends and Forecasts of Florida's Transportation Needs," with R. McHugh and B. Keitgen, Center for Urban Transportation Research (University of South Florida) and the Florida State Transportation Policy Initiative, October 1993.
- "Vertical Integration, Price Squeezing, and the Percentage Depletion Allowance," with S. Charles Maurice and D. Larry Crumbley, *Quarterly Review of Economics and Business*, Vol. 29, no. 4, Winter 1989.
- "Manipulating Gross Income from Mining by Vertically Integrated Mineral Firms," with D. L. Crumbley, *Oil and Gas Tax Quarterly*, December 1986.
- "Taxation and Vertical Integration in the Petroleum Industry," *Oil and Gas Tax*

Quarterly, December 1986.

- "Recommendation for the Analysis of Nonfuel Mineral Supply," with Russell Lee, Bureau of Mines, U. S. Department of Interior, March 1983.
- "Validation Report: An Assessment of the EUREKA Mining and Milling Model," with J. H. Marable, G. de Saussure, and L. Stewart, Energy Information Administration, U. S. Department of Energy, DOE/EIA-0368, September 1982.
- "A Theory of the Vertically Integrated Input Monopolist," *Southern Economic Journal*, January 1981.
- "A Survey of Nuclear Fuel Cycle Codes," with G. de Saussure and J. H. Marable, Oak Ridge National Laboratory, ORNL/TM-7747, April 1981.
- "Economic Evaluation of the Short-Term Nuclear Power Production Simulator Model," Oak Ridge National Laboratory, 1980.

Business Strategy, Regulation and Antitrust Publications

- "Market Price" and "Quasi Rent," with William F. Shughart II, *The Palgrave Encyclopedia of Strategic Management*, David Teece and Mie Augier, eds., Palgrave Macmillan, 2013.
- "Managerial Economics: Introduction and Overview," with William F. Shughart, in *Oxford Handbook of Managerial Economics*, Oxford University Press, April 2013.
- "Public Subsidies and the Location and Pricing of Sports," with Philip Porter, *Southern Economic Journal*, January 2010.
- "Buying Market Share: Agency Problem or Predation?" with Brad Kamp, *Review of Law & Economics*: Vol. 2: No. 1, 2006.
- "Using Empirical Point Elasticities to Teach Tax Incidence," with John Swinton, *Journal of Economic Education*, Fall 2001.
- "Predation and Entry Deterrence in Markets with Imperfect Information on Product Quality", with Brad Kamp, *Southern Economic Journal*, October 1997.
- "The Effect of Interstate Banking on Large U.S. Bank Holding Company Profitability and Risk," with Richard Rivard, *Journal of Economics and Business*, February 1997.
- Book Review for *Managerial and Decision Economics*, November/December, 16(6) 1995: *Governing the Postal Service*, edited by J. Gregory Sidak, American Enterprise Institute Press.
- "Geographic Deregulation and New Bank Entry in Florida," with Richard J. Rivard, *Atlantic Economic Journal*, June 1990.
- "Measuring the Cost to Consumers of Product Defects: The Value of 'Lemon Insurance'," with Charles W. Smithson, *Journal of Law and Economics*, October 1988.
- "The Competitive Impacts of Recent Changes in Florida Banking Laws," with Richard Rivard, *Proceedings of the National Social Science Association*, 1986.

"An Economic Analysis of Export Performance and Export-Import Linkage Requirements," with Mark G. Herander, *Quarterly Journal of Economics*, August 1986.

Book Review for the *Southern Economic Journal*, October 1984: The World Tin Market: Political Pricing and Economic Competition, by William Baldwin.

Books

Oxford Handbook of Managerial Economics, co-editor with William F. Shughart II, Oxford University Press, 2013.

Managerial Economics: Foundations of Business Analysis and Strategy, with S. Charles Maurice, McGraw-Hill/Irwin, 13th edition 2020.

Managerial Economics: Foundations of Business Analysis and Strategy, Chinese 12th Edition, McGraw-Hill/Irwin, 2018.

Grants

Sloan Foundation Industry Center Development Grant (\$250,000) for Center for Applied Research in Medical Devices (CareMed) with Delores Gooding, Kingsley Reeves, and Gabriel Picone, 2006.

Memberships in Professional Organizations

none

Professional Service

Referee: *Southern Economic Journal*, *Social Science Quarterly*, *Energy Journal*, *European Journal of Law and Economics*

Editorial Advisory Board, *Oxford Handbook* (Online Series), 2012-14.

Third-Year review, Boris Nikolaev, Oxford College of Emory University, 2015.

Outside reviewer, tenure & promotion, Todd Jewel, University of North Texas, 2000.

Outside reviewer, tenure & promotion, Robert Brown at the University of North Texas, 1996

University Service

FESC seed grant evaluation committee, 2009-2010.

Sloan Industry Center Committee member, 2006

Ad Hoc Committee on the Establishment of a Department of Statistics, 1994

University Honors Theses Directed: Mark Addington (1999), Kathy Smith (2000), Katie Mierau (2001, Chair), Sean Campbell (2004, Chair), Jeremiah Pederson (2006, Chair), Lauren McAnany (2006, Co-chair), Rene Hughes (2007, Chair), James Stapleton (2013, chair), Dana Williams (2013), Kirsti Outlan (2014), Alan Wachter (2016), Kirill Brattsev (2018)

College of Arts and Sciences Service

CAS Undergraduate Curriculum Committee, 2009-2016

College of Business Service

Co Chair (with Sharon Hanna-West and Don Fell) First Annual College of Business Administration Symposium on Building Sustainable Enterprise, April 7, 2006.
COB Graduate Policy Committee, 2003-4, 2004-5, 2005-6, 2006-7, 2007-8, 2008-9
COB Undergraduate Curriculum Committee, 1992-1999

- Designed and provided oversight for implementation of new Business Mathematics course for business majors

Chair, COB Undergraduate Curriculum Committee, 1996-97, 1997-98

- AACSB accreditation report
- COB Business Core Revision

Chair, COBA Faculty Council, 1992/93
COB Strategic Planning Committee, 1994-95

- Served as "bus driver" for "Faculty Governance" team
- Served as "bus driver" for "Undergraduate Curriculum" team

COB Strategic Planning Committee, 2001-2002

- Served Undergraduate Programs subcommittee

COB Faculty Executive Committee, 2001-2002
Teaching Incentive Program (TIP) Review Committee 1994
Faculty member of Delta Sigma Pi
President of Beta Gamma Sigma, 1995-96
Coauthored and graded the economics segment of the Ph.D. preliminary exam 1991
Served on three Ph.D. committees
COB Freshman Advising Session, 1996
Kahn Teaching Award (review committee, 2001)
Executive MBA Theses Directed: Larry Maloney (2002), James Arohson (2004), Cecil Stringer (2005)

Economics Department Service

Undergraduate Policy Committee, 1992-1999 (Chair), 2002-2016
Undergraduate Program Director for the Economics Department, 1993-1999
Chair, Ad Hoc Undergraduate Curriculum Committee, 1994/95 and 95/96

- Revised economics undergraduate major and minor
- Changed Price Theory to Managerial Economics as the intermediate microeconomics required of business majors

Governance and Evaluation Committee: 1986, 1987 (chair), 1991, 1992, 1996, 2000-1 (chair), 2010-2012, 2015, 2016 (chair)
Chair, Departmental Research Committee 1992
Econometrics Recruiting Committee 1991-92
Directed numerous Independent Studies
Organized summer workshop, "Microeconomics Theory Workshop" 1992
Organized "Teaching Economics Workshop" series (one of one), 1994

Padmaja Ayyagari

1

Padmaja Ayyagari

Department of Economics
University of South Florida
4202 E. Fowler Street, CMC342
Tampa, FL 33620

Phone: (813) 974-6520
Email: padmajaa [at] usf [dot] edu
Personal Website

Current Position and Affiliations

Associate Professor, Department of Economics, University of South Florida, 2017 -
Research Fellow, Center for Financial Security, University of Wisconsin-Madison, 2019-

Past Experience

Assistant Professor	Department of Health Management and Policy	University of Iowa	2011 - 2017
Postdoctoral Associate	Division of Health Policy and Administration	Yale University	2008 - 2011
Research Assistant	Sanford School of Public Policy	Duke University	2004 - 2008
Teaching Assistant	Department of Economics	Duke University	2003 - 2004

Education

PhD in Economics	Duke University	2008
MSc in Quantitative Economics	Indian Statistical Institute	2002
BSc in Economics	Calcutta University	2000

Research Interests

Health Economics, Economics of Aging

Research

PUBLICATIONS: ECONOMICS

1. The Impact of Income-Related Medicare Part B Premiums on Labor Supply (with Frank Sloan)
Industrial and Labor Relations Review 2019, Forthcoming
2. Health Insurance and Early Retirement Plans: Evidence from the Affordable Care Act
American Journal of Health Economics 2019, 5(4): 533-560
3. The Role of Medical Expenditure Risk in Portfolio Allocation Decisions (with Daifeng He)
Health Economics 2017, 26(11): 1447-1458
4. The Impact of Medicare Part D on Emergency Department Visits (with Dan Shane and George Wehby)
Health Economics 2017, 26(4): 536-544
5. The Impact of Social Security Income on Cognitive Function at Older Ages (with David Frisvold)
American Journal of Health Economics 2016, 2(4): 463-488
6. Prescription Drug Coverage and Chronic Pain
International Journal of Health Economics and Management 2016, 16(2): 189-200
7. Medicare Part D and Portfolio Choice (with Daifeng He)
American Economic Review Papers and Proceedings 2016, 106(5): 339-342

Padmaja Ayyagari

2

8. The Impact of Retirement on Smoking Behavior
Eastern Economic Journal 2016, 42(2): 270-287
9. Does Prescription Drug Coverage Improve Mental Health? Evidence from Medicare Part D (with Dan Shane)
Journal of Health Economics 2015, 41(1): 46-58
10. Smoking and Cognitive Functioning at Older Ages: Evidence from the Health and Retirement Study (with Asia Sikora Kessler)
Journal of the Economics of Ageing 2015, 6: 13-23
11. Understanding Heterogeneity in Price Elasticities in the Demand for Alcohol for Older Individuals (with Partha Deb, Jason Fletcher, William Gallo and Jody Sindelar)
Health Economics 2013, 22(1): 89-105
12. The Effect of Job Loss on Overweight and Drinking (with Partha Deb, William Gallo, Jason Fletcher and Jody Sindelar)
Journal of Health Economics 2011, 30(2): 317-327
13. Education and Health: Evidence on Adults with Diabetes (with Dan Grossman and Frank Sloan)
International Journal of Health Care Finance and Economics 2011, 11(1): 35-54
14. The Impact of Job Stress on Smoking and Quitting: Evidence from the HRS (with Jody Sindelar)
The B.E. Journal of Economic Analysis and Policy (Contributions) 2010, 10(1): Article 27

PUBLICATIONS: PUBLIC HEALTH AND MEDICINE

15. ACA Medicaid Expansion Associated with Increased Medicaid Participation and Improved Health among Near-Elderly: Evidence from the Health and Retirement Study (with Melissa McInerney, Ruth Winecoff, Kosali Simon and Kate Bundorf)
Inquiry 2020, Forthcoming
16. Evidence of Racial and Geographic Disparities in the Use of Medicare Observation Stays and Subsequent Patient Outcomes Relative to Short-Stay Hospitalizations (with B. Wright, X. Zhang, M. Rahman, M. Abir, and K. Kocher)
Health Equity 2018, 2(1): 45-54
17. Costs of a Staff Communication Intervention to Reduce Dementia Behaviors in Nursing Home Care (with Kristine Williams, Y. Perkhounkova, M. Bott, R. Herman and A. Bossen)
Journal of Nursing Home Research Sciences 2017, 3: 22-27
18. Cost of Inpatient Hospital Care for Adverse Events in Elderly Medicare Patients Taking Warfarin, Dabigatran or Rivaroxaban (with Mary Vaughan Sarrazin, M. Jones, A. Mazur, P. Cram, and E. Chrischilles)
Journal of the American College of Cardiology 2017, 69(3): 360-362
19. The Increasing Use of Marijuana Among Aging Americans: A Public Health Crisis or Viable Policy Alternative? (with Brian Kaskie, Gary Milavetz, Dan M. Shane and Kanika Arora)
The Gerontologist 2017, 57(6): 1166-1172
20. Outcomes Associated with Observation versus Short-Stay Admission among Chest Pain Patients in the Veterans Health Administration (with Brad Wright, A. O'Shea, J. Glasgow, and M. Vaughan Sarrazin)
BMC Emergency Medicine 2016, 16(1): 38
21. Chest Pain Patients at Veterans Hospitals Are Increasingly More Likely to be Observed than Admitted for Short Stays (with Brad Wright, A. O'Shea, J. Glasgow, and M. Vaughan Sarrazin)
Inquiry 2016, 53
22. Patient, Hospital and Local Health System Characteristics Associated with the Use of Observation Stays in Veterans Health Administration Hospitals, 2005 to 2012 (with Brad Wright, A. O'Shea, J. Glasgow, and M. Vaughan Sarrazin)
Medicine 2016, 95(36): e4802

Padmaja Ayyagari

3

23. Continued Gains in Health Insurance but Few Signs of Increased Utilization: An Update on the ACA Dependent Coverage Mandate (with Dan Shane and George Wehby)
Medical Care Research and Review 2016, 73(4): 478-492
24. Observation Rates At Veterans' Hospitals More Than Doubled During 2005-13, Similar to Medicare Trends (with Brad Wright, A. O'Shea, P. Ugwi, P. Kaboli and M. Vaughan-Sarrazin)
Health Affairs 2015, 34(10): 1730-1737
25. The Business Case for Tele-Emergency (with A.C. MacKinney, M. Ward, F. Ullrich, A. Bell and K. Mueller)
Telemedicine and e-Health 2015, 21(12): 1005-1011
26. Spillover Effects of the Affordable Care Act? Exploring the Impact on Young Adult Dental Insurance Coverage (with Dan Shane)
Health Services Research 2015, 50(4): 1109-1124
27. Will Health Care Reform Reduce Disparities in Insurance Coverage? Evidence from the Dependent Coverage Mandate (with Dan Shane)
Medical Care 2014, 52(6): 528-534
28. Lower Extremity Functional Trajectories in the African American Health Cohort (with F. Wolinsky, T. Malmstrom, P. Miller, E. Andresen, M. Schootman and D. Miller)
Journal of Gerontology: Medical Sciences 2014, 69(8): 1004-1010
29. Self-Rated Health Trajectories in the African American Health Cohort (with F. Ullrich, T. Malmstrom, E. Andresen, M. Schootman, P. Miller, D. Miller and F. Wolinsky)
PLoS ONE 2012, 7(12): e53278
30. Job Loss and Depression: The Role of Subjective Expectations (with Bidisha Mandal and William Gallo)
Social Science and Medicine 2011, 72(4): 576-583
31. The Longevity Gap between Black and White Men in the U.S. at the Beginning and End of the 20th Century (with Frank Sloan, Martin Salm and Daniel Grossman)
American Journal of Public Health 2010, 100(2): 357-363
32. Rates of Glaucoma Medication Utilization Among Persons with Primary Open Angle Glaucoma, 1992-2002 (with Joshua Stein, Frank Sloan and Paul Lee)
Ophthalmology 2008, 115(8): 1315-1319
33. Effects of Diagnosed Dementia on Costs to Medicare and Medicaid Program Payments (with Martin Salm and Frank Sloan)
Inquiry 2007, 44(4): 481-494

Grants and Fellowships

SSA RDRC and University of Wisconsin Center for Financial Security grant (Co-PI)	2019-2020
National Institutes of Health R01 grant (Co-I)	2015
Steven H. Sandell grant (PI), Boston College Center for Retirement Research and SSA	2014
National Institutes of Health R21 grant (Co-I)	2014-2016
US Department of Veterans Affairs grant (Co-I)	2013-2014
College of Public Health-Carver College of Medicine New Investigator Award, University of Iowa	2012
Leona M. and Harry B. Helmsley Charitable Trust grant (Co-I)	2011-2014
RTI International Subcontract (Co-I), Centers for Medicare and Medicaid Services	2011-2012
Philip Jackson Baugh Fellowship in Aging and Human Development, Duke University	2006-2007
Graduate School Conference Travel Fellowship, Duke University	2006
Summer Dissertation Research Fellowship, Dept of Economics, Duke University	2005
Tuition Grant, Dept of Economics, Duke University	2002-2008
Frank T. DeVryer Endowment Fellowship, Dept of Economics, Duke University	2002-2003
Gov't of India Fellowship and Annual Contingency Grant, Indian Statistical Institute	2000-2002

Padmaja Ayyagari

4

Teaching

UNIVERSITY OF SOUTH FLORIDA

Econometrics I (graduate), Economics of Health Care I (graduate), Economics of Health (undergraduate), Introduction to Econometrics (undergraduate)

UNIVERSITY OF IOWA

Health Insurance and Managed Care, Analytical Issues in Health Services Research II, Introduction to the U.S. Health Care System

Service

EDITORIAL SERVICE

Editorial Review Board, *Inquiry*, 2017-

JOURNAL REFEREE

Economic Inquiry, *Review of Economics and Statistics*, *Health Economics*, *Journal of Human Resources*, *Journal of Health Economics*, *Southern Economic Journal*, *Journal of Economic Behavior and Organization*, *American Journal of Health Economics*, *American Journal of Public Health*, *Journal of Gerontology: Psychological Sciences*, *Eastern Economic Journal*, *Risks*, *Journal of Epidemiology and Community Health*, *North American Actuarial Journal*, *Journal of Public Economics*, *Journal of Economic Studies*, *Social Science and Medicine*, *Journal of Development Studies*, *Journal of the Economics of Ageing*, *Contemporary Economic Policy*, *Review of Economics of the Household*, *Demography*, *Circulation: Cardiovascular Quality and Outcomes*, *Journal of Policy Analysis and Management*, *Forum for Health Economics and Policy*, *Inquiry*, *Economics and Human Biology*, *Journal of Population Economics*, *Labour Economics*, *PLOS ONE*

GRANT REVIEW

National Science Foundation

UNIVERSITY OF SOUTH FLORIDA

Department of Economics Committee on Graduate Policy	2017-
Department of Economics Instructor Recruiting Committee	2018
Department of Economics Research Committee	2018- (Chair)
Department of Economics Faculty Recruiting Committee	2018-2019, 2019-2020 (Chair)
Department of Economics Governance and Evaluation Committee	2019-2020, 2020-2021 (Chair)
Department of Economics By-Laws Committee	2020
College of Arts and Sciences Faculty Development Committee	2018-2019, 2019-2020 (Chair)

UNIVERSITY OF IOWA

Health Economist Search Committee	2011-2012
University of Iowa Health Economics Workshop	2011-2013 (Organizer)
PhD Quality Improvement Committee	2012-2017
College of Public Health Diversity Committee	2012-2017
PhD Preliminary Examination Committee	2013-2017

Padmaja Ayyagari

5

OTHER

Local Organizing Committee, Midwest Health Economics Conference	2015
Scientific Review Committee, American Society of Health Economists' Conference	2016, 2018-2020
Honors External Examiner for Advanced Econometrics, Swarthmore College	2018

Professional Memberships

American Economic Association, American Society of Health Economists

Last updated: August 2020

CURRICULUM VITAE

Antoinette James Criss Fall 2020

University of South Florida, College of Arts and Sciences, Department of Economics,
4202 East Fowler Avenue, Tampa, FL 33620-5500 (813) 974-9046 ajc@usf.edu

Academic Background

Ph.D. Economics, University of New Hampshire, 1993.
M.S. Agricultural and Natural Resource Economics, Colorado State University, 1984.
B.S. Resource Economics, University of Vermont, 1982 (cum laude).

Teaching Experience

University of South Florida, College of Arts and Sciences, Department of Economics: Senior Instructor, 2013-present;
Instructor, 2010-13; Undergraduate Program Coordinator, 2010-present
Principles of Macroeconomics (on-line and on campus), Principles of Microeconomics, Labor Economics,
Environmental Economics, Comparative Economic Systems, International Economics,
International Trade and Policy, Economics of Women and Work

University of South Florida St. Petersburg College of Business: Instructor, 2001-10;
Graduate Program Director, 2005-06; Visiting Assistant Professor, 2000-01; Adjunct Instructor, 2000
Principles of Microeconomics, Principles of Macroeconomics, International Economics,
Managerial Economics, Environmental Economics, Labor Economics, Economics of Women and Work,
Economics of Corporate Social Responsibility (team-taught special topic), International Trade and Policy;
MBA - International Economic Issues, Environmental Economics and Policy

Foothill College, Assistant Professor, 1998-99; Adjunct Instructor, 1997-98 (on campus), 1999-00 (on-line)
Principles of Microeconomics, Principles of Macroeconomics

Saint Leo University, Adjunct Professor, 1999
Managerial Economics (MBA Program), Principles of Macroeconomics (Evening and Weekend College)

Florida Metropolitan University, Adjunct Professor, 1999 - Managerial Economics (MBA Program)

Randolph-Macon Woman's College, Assistant Professor, 1993-97
International Economics, Econometrics, History of Economic Thought, Environmental Economics,
Labor Economics, Advanced International Topics and Principles of Microeconomics

University of New Hampshire, Instructor, 1991-93 - Intermediate Microeconomics and Principles of Microeconomics

Publications

"From the Comic Book to the Real World: The Principal-Agent Problem and Moral Hazards When Iron Man Flies
Over Your Backyard," (with Deborah Kozdras), invited chapter in J. Brian O'Roark and Rob Salkowitz (eds),
Superheroes and Economics: The Shadowy World of Capes, Masks and Invisible Hands, Routledge, New York, 2018.

"Federal Tax Law and the Single Working Mother: The Dilemma of High Marginal Tax Rates," (with James
Fellows), *Franklin Business & Law Review Journal*, Volume 2010, Number 1, Spring 2010, pp. 20-28.

"Fighting Poverty: Refundable Tax Credits as a Negative Income Tax," (with Fellows), *Ethics and Critical Thinking*,
Volume 2009, No. 2, Spring 2009, pp. 45-56.

"Tax Benefits and Tax Justice: Is There a Market Solution?" (with Fellows and Richard Moss), *Journal of Accounting,
Ethics, and Public Policy*, Volume 8, Number 3, Fall 2008, pp. 1-21.

"Employment Tax Credits and the Social Responsibility of Business," (with Fellows and Moss), *Ethics and Critical
Thinking*, Issue 1, March 2007.

"Theories of Convergence and Growth in the Classical Period: The Role of Science, Technology and Trade,"
(with Bruce Elmslie), *Economica*, 66, 1999.

- "Testing Heckscher-Ohlin-Vanek in the G7," (with Elmslie), *Weltwirtschaftliches Archiv*, 132(1), 1996.
- "Securing the Quicksand Foundations of the New International Economics: Testing Heckscher-Ohlin," (with Elmslie), in Khosrow Fatemi (ed) *The Globalization of Business in the 1990s: Implications for Trade and Investment, Volume IV: Theoretical Issues*, August 1994.
- "The Renaissance of Adam Smith in Modern Theories of International Trade," (with Elmslie), in Robert Hébert (ed) *Perspectives on the History of Economic Thought: Themes on Economic Discourse, Method, Money and Trade*, Volume IX, Edward Elgar Publishers, 1993.
- "International Trade and the Environment: An Empirical Heckscher-Ohlin-Vanek Model," in Anthony Scaperlanda (ed) *Proceedings of the International Trade and Finance Association*, January 1993.
- "Strategic Trade Policy and the 1992 Elections," (with Elmslie), in *Outlook for 1991: Faculty Forecasts*, University of New Hampshire, Center for Business and Economic Research Working Paper Series 1990/91.
- Review of *Environmental Protection and Economic Well-Being - The Economic Pursuit of Quality*, 2nd Edition, by Thomas Michael Power, M.E. Sharpe, Inc., Armonk, NY, 1996, *Eastern Economic Journal*, 24(3), 1998.
- Review of *Essays in the History of International Trade Theory*, by Arthur I. Bloomfield, Edward Elgar Publishing Limited, Aldershot, England, 1994, *European Journal of the History of Economic Thought*, 1(3), 1994.
- Review of *International Trade and Trade Policy*, edited by Elhanan Helpman and Assaf Razin, MIT Press, Cambridge, 1991, *Eastern Economic Journal*, 19(4), 1993.
- Review of *Rethinking International Trade*, by Paul R. Krugman, MIT Press, Cambridge, 1990, *KYKLOS*, 44(4), 1991.

USFSP Funded Research

USEPA National Center for Environmental Research Grant (Total: 3 year, \$727,000) to USFSP to establish Center for Science and Policy Applications for the Coastal Environment (C-SPACE).
Co-PI (with Jim Krest) of Project 5 (\$41,725): "An Historical Perspective on the Economic and Environmental Impacts of the Phosphate Industry on the Tampa Bay Region", 2005 - 2009.

Reviews

Karlan and Morduch, *Macroeconomics*, 2nd Edition, (and CONNECT for Karlan and Morduch), McGraw-Hill, 2017.
Rubb and Summer, *Macroeconomics Principles: A Business Perspective*, 1st Edition, MacMillan, 2016.
Irwin and Chinn, *International Economics*, 1st Edition, WW Norton, 2016.
Coppock and Mateer, *Principles of Macroeconomics*, WW Norton, 2015.
Acemoglu, Laibson, and List, *Economics*, 1st Edition, Pearson, 2012.
State of FL Economics and AP Macro materials, 2011.
TCT's *Econ Alive!* High School Economics learning program, 2008.
Pearson Education Inc. High School Economics text, 2008.
Hall and Klitgaard, *Biophysical Economics*, Springer 2005 (proposal).
Florida Scientist, 2005.
Colander, *Economics*, 4th Edition, Irwin/McGraw-Hill Publishers, 2001.
Contemporary Economic Policy, 1999.
American Journal of Economics and Sociology, 1995.

Professional Experience

Advisory Board, University Access Tele-web Course in Principles of Macroeconomics, 1998-2000.
International Trade Analyst, U.S. International Trade Commission, Washington, D.C., 1985-1989.
Board of Directors, Tacomis Federal Credit Union, Washington, D.C., Treasurer 1986, President 1987-1988.

University of South Florida Service

USF Faculty Senate, Department of Economics representative, 2018-present.
Department of Economics Search Committees (member): Instructor I, 2018, Visiting Assistant Professor, 2017.
Department of Economics Undergraduate Program Coordinator, 2010-present.
Chair, Department of Economics Undergraduate Policy Committee, 2010-present.
School of Social Sciences Undergraduate Policy Committee, Chair 2013-2014, Member 2010-2011.

College of Arts and Sciences (CAS) Undergraduate Policy Committee, Member 2013-2014, 2010-2011.
CAS Strategic Communication of Value Committee, Member 2013-2014.
CAS Search Committee: Advisor in Economics, Member 2011 and 2012.
Department of Economics Search Committee: Instructor, Member 2011.
Department of Economics ad hoc teaching loads committee, Member April 2011.
Department of Economics Adjunct Committee, Member 2011-present.
Economics Scholars Society Advisor, 2011 - present.
Omicron Delta Epsilon Advisor, 2011 - present.
College Republicans Advisor, 2011 - present.
USFSP COB Coordinator for Economics and Finance, 2004-05.
USFSP Scholarship Committee, Member 2006-2010.
USFSP COB SACS General Education Task Force, Member 2008-2010.
USFSP COB Graduate Curriculum Committee, Member (co-Chair Fall 2005) 2003-05; 2007-2010.
USFSP Strategic Planning Subcommittee on Undergraduate Education, Member 2005-06.
USFSP CAS Search Committee: ESPG (Political Economy), Member 2005.
USFSP COB Ad Hoc Faculty Strategic Planning Committee, Member 2007.
USFSP Member, COB Search Committees: Accounting, 2007-08, 2006-07;
Forensic Accounting, 2004-05, 2003-04; Economics, 2007-08, 2002-03, 2001-02.
USFSP-USF NCAA Interim Certification Review Committee, Member Fall 2003.
USFSP Campus Facilities/Campus Life Committee, Member 2002-03.
USFSP COB Curriculum Committee, Member 2002-03.
USFSP Faculty Advisor (shared role) to USFSP SABO (student organization), 2002.
USFSP-USF COBA Undergraduate Program Committee, Member (Econ. Dept. representative) 2001-02.
USFSP-USF COBA Economics Department Undergraduate Policy Committee, Member 2001-03.

Other Institutional and Community Service

Elder, Worship and Music Ministry Team, First Presbyterian Church of Brandon, 2013-15.
Co-chair, Special Gifts Team, Building Campaign, First Presbyterian Church of Brandon, 2010-2011.
Riverwood Oaks Homeowners' Association, Member-at-Large 2005-06, Vice President 2007-2017.
Habitat for Humanity of Hillsborough County, Faith Communities Committee, 2001.
Christ Care Small Group Leader, First Presbyterian Church of Brandon, 2000-01.
Faculty Member, Business and Social Sciences Division Curriculum Committee, Foothill College, 1998-99.
Advisor, Economics Forum, Foothill College, 1997-99.
Advisor to FLASH (Junior High Youth), Sunnyvale Presbyterian Church, 1997-99.
Deacon, Sunnyvale Presbyterian Church, 1998-99.
Coordinator, Truman Scholarship Foundation, R-MWC, 1994-97.
Faculty Adviser to Model United Nations, R-MWC, 1994-97.
Faculty Member, Judiciary Committee, R-MWC, 1995-97.
Member, Computer Resources Committee, R-MWC, 1994-95.
College Club, R-MWC, President 1994-95, Vice President 1995-96.
Junior League of Lynchburg, Active Member 1995-96, Provisional Member 1994-95.
Student Advisory Council to the Executive Board of the Whittemore School, UNH, 1992-93.
Graduate Student Representative to the Economics Department, UNH, 1989-90, 1992-93.
Donor Organizer for the American Red Cross, Washington, D.C., 1987-1989.

References

Available on request.

XIN JIN

August 2020

Department of Economics
University of South Florida
CMC 207H, Tampa, FL

Email: xjin@usf.edu
Phone: (813) 974-6559
<https://sites.google.com/site/xinjin2020/home>

POSITIONS

2014 – Present Assistant Professor at the University of South Florida, Department of Economics

EDUCATION

Ph.D. in Economics, Cornell University, 2014
M.A. in Economics, Cornell University, 2012
B.E. in Urban Planning, Sichuan University, 2006

PUBLICATIONS

1. "Is a Corruption Crackdown Really Good for the Economy? Firm-Level Evidence from China" (with Z. Chen and X. Xu), *forthcoming*, Journal of Law, Economics, and Organizations
2. "Lateral Moves, Promotions, and Task-specific Human Capital: Theory and Evidence" (with M. Waldman), Journal of Law, Economics, and Organizations, Vol. 36, No.1:1-46, 2020
3. "Non-promotion Signals and Job Tenure: Theory and Evidence", *forthcoming*, Research in Labor Economics, Vol. 48, 2020
4. "The Autocratic Roots of Social Distrust" (with X. Xu), Journal of Comparative Economics, Vol. 46, No.1, 2018
5. "Flattening Firms and Wage Distribution", Research in Labor Economics, Vol.46, 2018
6. "Estimating Pay Gaps for Workers With Disabilities: Implications From Broadening Definitions and Data Sets" (with K. Hallock and L. Barrington), Rehabilitation Research, Policy, and Education. Vol. 28, No. 4, 2014

WORKING PAPERS

7. "The Pay Gap and the Total Compensation Gap by Disability Status"(with K. Hallock and M. Waldman), *2nd revise and resubmit at the British Journal of Industrial Relations*
8. "Incentivizing Corruption: an Unintended Consequence of Bureaucratic Promotions in China" (with X. Xu), *under review at the World Development*
9. "The Returns to Specialization: Evidence from Education-Occupation Match in the US from 1993 to 2017" (with J. Kaisen), *preliminary draft*

TEACHING

Undergraduate: Introduction to Econometrics, Analytical Tools for Economists, Basic Economics
MBA: Managerial economics
PhD: Labor Economics Seminar I & II

PROFESSIONAL MEMBERSHIP

American Economic Association, Society of Labor Economists

CURRICULUM VITAE

Robert Christopher Jones Fall 2020

University of South Florida, College of Arts and Sciences, Department of Economics,
4202 East Fowler Avenue, Tampa, FL 33620-5500 (813) 974-0479
rcjones3@usf.edu

Academic Background

Ph.D., Business Administration, Major, Economics (2008), University of South Florida
Dissertation: Academic and Labor Market Outcomes of Students Suffering from
Depression
MA, Business Economics (2005), University of South Florida
MBA, Crummer Graduate School of Business (1992), Rollins College
BS, Food & Resource Economics (1990), University of Florida

Teaching Experience

University of South Florida, College of Arts and Sciences, Department of Economics: Instructor,
2018-present; Visiting Instructor, 2013-17; Adjunct Instructor 2007-2013

Florida Southern College, Lakeland, Florida: Assistant Professor of Economics and Marketing,
2011-12; Adjunct Instructor Economics and Marketing, 2012-16

Hillsborough Community College: Adjunct Instructor of Economics, 2012-2015

University of Louisiana Lafayette: Instructor of Economics, 2017-18

Non-Academic Work Experience

President & Chief Economist (2003-Present), Florida Economic Advisors, Valrico, FL

Chief Economist (2003), City of Orlando, FL

Senior Economist (1994-2003), Miller Sellen Conner & Walsh, Orlando FL

Associate Economist (1992-1994), Fishkind & Associates, Inc. Orlando FL

Specialties

Urban & Regional Economics, Consumer Theory, Economic & Fiscal Impact Analysis

Vita

BRADLEY P. KAMP
Department of Economics
College of Arts and Sciences
University of South Florida
Tampa, FL 33620-5500
(813) 974-6549
(813) 258-4196

Fields: Microeconomics, Information Economics, Industrial Organization, Trade, Forecasting

Thesis Topic: Survey Bias and Quality Incentives

Education:

Doctor of Philosophy (Economics), May 1993, University of California, San Diego
Masters of Arts (Economics), December 1989, University of California, San Diego
Bachelor of Arts (Economics), May 1985, University of Illinois, Urbana-Champaign

Teaching, Research, and Other Experience:

8/99-present: Associate Professor of Economics, University of South Florida
8/92-7/99: Assistant Professor of Economics, University of South Florida
9/89-5/92: Instructor, School of Business, University of San Diego
9/87-6/92: Teaching Assistant, Department of Economics, University of California, San Diego
9/85-8/87: Commercial Lending Officer, Mid-Citco Banks, Chicago, IL

University Service:

4/14 – present: Department Chair, University of South Florida Economics
1/11 – 5/12: Associate Department Chair, University of South Florida Economics
8/07-7/08: University Undergraduate Council, University of South Florida
6/99-8/05: Graduate Programs Coordinator, Department of Economics, University of South Florida
10/00-5/03: University Graduate Council, University of South Florida
8/01-5/03: Chairman, Ph.D. Committee, College of Business, University of South Florida
10/98-7/01: University Library Council, University of South Florida

Fellowships and Honors:

Outstanding Undergraduate Teaching Award, University of South Florida, 1999-2000
Teaching Incentive Plan Award, University of South Florida, 1995
Excellence in Teaching, School of Business, University of San Diego 1990, 1991
Outstanding Teaching Award, Department of Economics, University of California, San Diego 1988, 1989, 1990, 1991, 1992
Regents Fellow, Department of Economics, University of California, San Diego 1987-1988 Academic Year
Departmental Distinction, Department of Economics, University of Illinois 1985

Grants:

University of South Florida Division of Sponsored Research Summer Grant - 1998
University of South Florida Division of Sponsored Research Summer Grant - 1996
University of South Florida Division of Sponsored Research Summer Grant - 1994
New Faculty Summer Research Grant - 1993, University of South Florida

Journal Articles

“Buying Market Share: Agency Problem or Predatory Pricing,” (with Christopher Thomas). *Review of Law and Economics*, 2; May, 2006, pp. 1-24.
“Foreign Direct Investment and Tariff Policy in the Presence of a Cost-Based Informational Asymmetry” (with Mark Herander) - *Review of International Economics*, 11, November 2003, pp. 845-859.
“Quantitative Restrictions With Cost-Based Informational Asymmetries” (with Mark Herander) - *Southern Economic Journal*, 65, April 1999, pp. 870-884.
“Tariff Policy and Entry with Cost-Based Informational Asymmetries” (with Mark Herander). *Economic Inquiry*, 37, January 1999, pp. 60-73.
“Product Quality when Priors Are Biased,” *Journal of Business and Behavioral Sciences*, 4, Fall 1998, pp. 1-13.
“Complimentarily Yours: Free Examination Copies and Textbook Prices: Comment,” *International Journal of Industrial Organization*, 16, July 1998, pp. 527-533.
“Experience-Dependent Information Diffusion and Product Quality,” *Economic Inquiry*, 36, January 1998, pp. 161-170.
“Faux Predation in Markets with Imperfect Information on Product Quality,” (with Christopher Thomas), *Southern Economic Journal*, 64, October 1997, pp. 555-566.

Book Chapters

“Predatory Pricing and Strategic Entry Barriers,” Chapter 13 in *21st Century Economics: A Reference Handbook*, SAGE Publication, Thousand Oaks, CA, 2010.

Affiliations:

American Economic Association
European Association for Research in Industrial Economics
Southern Economic Association
Western Economic Association International

Referee for:

Scandinavian Journal of Economics 2015
Tenure and Promotion, University of St. Thomas 2015
Studies in Nonlinear Dynamics and Econometrics 2004
National Science Foundation 2002, 2003
Tenure and Promotion, Idaho State University 2002
Journal of Economic Education 2002, 2004
Review of International Economics 2002
Contemporary Economic Policy 1999
International Economic Review 1998
International Journal of Industrial Organization 1998, 2002(2)
Southern Economic Journal 1998, 1999, 2000

Graduate Student Advising:

Youssef Fassi-Ferhri (Co-Chair) PhD, 2016
Berna Colak (Co-chair) PhD, 2014
Daniel Chin (Co-chair) PhD, 2012
Olga Petrova (Reader) PhD, 2018
Robyn Kibbler (Reader) PhD, 2018
Sisinnio Concas (Reader) PhD, 2010
Aysegul Timur (Reader) PhD, 2007
Barbara Caldwell (Reader) PhD, 2006
Engin Kucukkaya (Reader) PhD (Finance), 1999
Yin Qu (Reader) PhD (Finance), 1997
Joseph Coleman (Chair) in progress
Brian Hornung (Reader) in progress
Nicole Schoenecker (Reader) in progress

Courses Taught:

Graduate Microeconomics 1 and 2
Graduate Managerial Economics
Forecasting and Time Series Analysis (undergraduate and graduate)
Graduate Industrial Organization
Graduate Economics of Organizations
Advanced Price Theory
Intermediate Microeconomics
Statistics
Principles of Microeconomics
Principles of Macroeconomics

Curriculum Vitae

Updated: September 2020

H. Mikael Sandberg

Office:

Department of Economics
 CMC 208G
 University of South Florida
 Tampa, FL 33620
 Office Phone: (813) 974-6555

Areas of Interests: International trade; gravity models; teaching and learning; applied microeconomics.

Teaching Interests: Microeconomics (Principles and Intermediate); Macroeconomics (Principles and Intermediate); International Economics; Economics of Globalization; Quantitative Methods/Analytical Tools; Economic Development; Managerial Economics; Environmental Economics.

EDUCATION

Ph.D. in Food and Resource Economics (December 2010)
 University of Florida, Gainesville, FL
 Main Field: International Trade
 Dissertation: "The Impact of Historical and Regional Networks on Trade Volumes in the Western Hemisphere: A Gravity Model Analysis"

M.A. in Applied Economics (May 2000)
 University of Central Florida, Orlando, FL
 Thesis: "Trade Relationships, Regional Integration, and Economic Development: The Case of the Southern African Development Community"

B.S. in Business Administration: Economics (August 1998)
 University of Central Florida, Orlando, FL

EMPLOYMENT HISTORY

Instructor (August 2018 to present)
 Department of Economics, University of South Florida, Tampa, FL

- Courses Taught:

ECO2052 Analytical Tools for Economists	ECO3101 Intermediate Price Theory
ECO3203 Intermediate Macroeconomics	ECP3302 Environmental Economics
ECS3013 Economic Development	Undergraduate Econometrics Lab

Lecturer and Undergraduate Coordinator (February 2015 – August 2018)
Lecturer (July 2014 – February 2015)
 (September 2004 – September 2013)
 Food and Resource Economics Department, University of Florida, Gainesville, FL

- Graduate Faculty, University of Florida Graduate School (appointed November 2014)
- Courses Taught:

AEB2014 Economic Issues	AEB3103 Principles of Food and Resource Economics
AEB3281 Agricultural Macroeconomics	AEB3510 Quantitative Methods
AEB3550 Data Analysis	AEB4334 Price Analysis
AEB4931 International Agricultural Trade	AEB4951 Survey of Agricultural Economics
AEB5188 Economics of AgBus. Decisions	AEB5516 Quantitative Methods for Agribusiness

Assistant Professor of Economics (August 2013 – July 2014)
 Department of Business Administration, Flagler College, Saint Augustine, FL

- Teaching responsibility: 8 sections per academic year
- Courses Taught:

Curriculum Vitae

Updated: September 2020

BUS230 Quantitative Methods in Business
ECO201 Principles of Macroeconomics
ECO440 Development Economics

ECO312 Intermediate Macroeconomics
ECO332 International Economics

OTHER EXPERIENCE

Pre-Doctoral Fellow

(August 2000 – May 2004)

Food and Resource Economics Department, University of Florida, Gainesville, FL

Teaching Assistant

(August 1998 – May 2000)

Department of Economics, University of Central Florida, Orlando, FL

ECO2023 Principles of Microeconomics (Media enhanced 'reduced class time' sections)
ECO3401 Quantitative Business Tools
ECO4403 Industrial Organization
ECO6115 Economic Analysis of the Firm (Executive MBA program)

Graduate Research Assistant

(August 1998 – July 2000)

Department of Economics, University of Central Florida, Orlando, FL

AWARDS AND HONORS

- **Outstanding Teaching of a Course Award**, Southern Agricultural Economics Association, Presented at Annual Meeting, February 2016, San Antonio, TX
- **College of Agricultural and Life Sciences Undergraduate Teacher of the Year 2012 – 2013**, College of Agricultural and Life Sciences, University of Florida, Gainesville, FL
- **Students Choice: Outstanding Teacher of the Year 2012 – 2013 Award**, Agricultural Economics Club, University of Florida, Gainesville, FL
- **Students Choice: Outstanding Teacher of the Year 2011 – 2012 Award**, Agricultural Economics Club, University of Florida, Gainesville, FL
- **International Agricultural Trade Research Consortium (IATRC) Travel Award**, December 2011, St. Petersburg, FL
- **Dissertation of the Year Award 2010**, Food and Resource Economics Department, University of Florida, Gainesville, FL
- **Students' Choice: Teacher of the Year 2009 - 2010 Award**, Agricultural Economics Club, University of Florida, Gainesville, FL
- **Outstanding Contributions in Teaching 2007 – 2008 Award**, Food and Resource Economics Department, University of Florida, Gainesville, FL
- **Students' Choice: Teacher of the Year 2007 - 2008 Award**, Agricultural Economics Club, University of Florida, Gainesville, FL
- **University of Florida Alumni Graduate Fellowship Award**, 2000-2004, University of Florida, Gainesville, FL

RESEARCH

Publications

"Motivation, Preparation, and Attitudes of Agricultural and Resource Economics Master's Students" (with Jerrod Penn), *North American Colleges and Teachers of Agriculture (NACTA) journal*, v62, n4, December 2018: 294 - 297.

"The Composition, Preparation, and Aspirations of Agricultural and Resource Economics PhD Students" (with Jerrod Penn), *North American Colleges and Teachers of Agriculture (NACTA) journal*, v61, n3, September 2017: 184 - 188.

Curriculum Vitae

Updated: September 2020

“Career Skills: Perceptions of Importance and High Impact Learning Activities for Skill Development in Agricultural Economics and Agribusiness Programs” (with Maria Bampasidou, Kelly Grogan, and Jennifer Clark), *North American Colleges and Teachers of Agriculture (NACTA) Journal*, v60, n1a, May 2016: 36 - 42.

“The Impact of Historical and Regional Networks on Trade Volumes in the Western Hemisphere: An Application of Two Gravity Models” (with James L. Seale, Jr.). *Journal of International and Global Economic Studies*, v4, n2, December 2011: 1-29.

“History and Regionalism and CARICOM Trade: A Gravity Model Analysis”, (with James L. Seale, Jr. and Timothy Taylor), *Journal of Development Studies*, v42, n5, July 2006: 795-811.

“Inequality Among Women and its Impact on Economic Growth: The Case of MENA [Middle East and North Africa]” (with Djehane Hosni and Adriana Chanmala) in *Sustainable Human Development in the Twenty-First Century: An Evolutionary Perspective*, edited by Ismail Sirageldin, in *Encyclopedia of Life Support Systems (EOLSS)* on-line, EOLSS Publishers: Oxford, UK, [<http://www.eolss.net>].

“Trade Relationships and Economic Development: The Case of the Southern African Development Community” (with Thomas L. Martin), *South African Journal of Economics*, v69, n3, September 2001: 405-435.

STUDENT ADVISING

Undergraduate Coordinator (February 2015 – August 2018)
Food and Resource Economics Department, University of Florida, Gainesville, FL

Academic Advisor (July 2014 – February 2015)
(September 2004 – August 2013)
Food and Resource Economics Department, University of Florida, Gainesville, FL

Academic Advisor (August 2013 – July 2014)
Department of Business Administration, Flagler College, Saint Augustine, FL

Faculty Advisor (January 2007 – August 2013)
(July 2015 – August 2018)
Food and Resource Economics Academic Quiz Bowl Team
Food and Resource Economics Department, University of Florida, Gainesville, FL

OTHER SERVICE

Member (Summer 2019)
Search Committee for Visiting Prof. Position, University of South Florida, Tampa, FL

De-Facto Coordinator (June 2019 to present)
ECO3101 Outcome Assessment Instrument, University of South Florida, Tampa, FL

Member (September 2018 to present)
Undergraduate Policy Committee, University of South Florida, Tampa, FL

Member (September 2018 to present)
Adjunct / Teaching Assistants Committee, University of South Florida, Tampa, FL

Chair (September 2018 to December 2018)
Instructor Promotion Guidelines Committee, University of South Florida, Tampa, FL

Member (September 2018 to present)
Adjunct/GA Teaching Committee, University of South Florida, Tampa, FL

Chair (April 2017 to June 2017)
Peer Teaching Assessment Committee, University of Florida, Gainesville, FL

Member and Best Practices Sub-Committee Chair (March 2017 to April 2018)
Provost's University of Florida Retention Task Force, University of Florida, Gainesville, FL

Curriculum Vitae

Updated: September 2020

Faculty Advisor (August 2016 to present)
 Agricultural and Applied Economics Association Student Section

Member (February 2016 to July 2017)
 CALS Council for Teaching Enhancement & Innovation, University of Florida, Gainesville, FL

Member/Chair (February 2016 to present)
 Outstanding Teaching of a Course Award Selection Committee, Southern Agricultural Economics Association

Member (December 2015 – May 2016)
 Search Committee, Food and Resource Economics, University of Florida, Gainesville, FL

Member (April 2015 to present)
 Undergraduate/Graduate Scholarships Committee, Food and Resource Economics, University of Florida, Gainesville, FL

Topic Leader: Trade (September 2014 – August 2016)
 International Trade area, Agricultural Applied Economics Association

Graduate Faculty Appointment (November 2014 to present)
 University of Florida Graduate School, Gainesville, FL

Member (December 2013 – March 2014)
 Search Committee, Sports Management, Flagler College, Saint Augustine, FL

Member (May 2014 – July 2014)
 Search Committee, Economics, Flagler College, Saint Augustine, FL

Member (August 2013 – July 2014)
 Curriculum Committee, Flagler College, Saint Augustine, FL

Member (August 2012 – August 2013)
 Academic Programs Policy Committee (elected member), Food and Resource Economics Department, University of Florida, Gainesville, FL

Translator (March 2012 – April 2012)
 Translation (English to Swedish) of International Marketing Survey project for the Florida Agricultural Market Research Center, University of Florida, Gainesville, FL

Committee Chair (Fall 2007 – Spring 2008)
 Economics and Quantitative Sub-Group Faculty Committee for Undergraduate Curriculum Enhancement Project, Food and Resource Economics Department, University of Florida, Gainesville, FL

Senior Faculty Advisor (August 2007 – May 2008)
 College of Agricultural and Life Sciences College Council
 University of Florida, Gainesville, FL

Junior Faculty Advisor (August 2006 – August 2007)
 College of Agricultural and Life Sciences College Council
 University of Florida, Gainesville, FL

Reviewer
Macroeconomics, 4th edition, Charles I. Jones, forthcoming, W.W. Norton & Company
Microeconomics, 4th edition, Paul Krugman and Robin Wells, 2015, Worth Publishers.
Macroeconomics, 9th edition, N. Gregory Mankiw, 2015, Worth Publishers.
Modern Principles of Economics, 1st edition, Tyler Cowen and Alex Tabarrok, 2010, Worth Publishers
Macroeconomics, 3rd edition, Charles I. Jones, 2014, W.W. Norton & Company
Agricultural Economics (journal reviewer)

COMPUTER SKILLS

Gauss, Stata, Limdep, WebCT, Blackboard, Canvas, Sakai, and Microsoft Office

LANGUAGES

Fluent in English and Swedish. Reading proficiency in Danish and Norwegian

MEMBERSHIPS

International Agricultural Trade Research Consortium (IATRC)

Dr. Michael R. Snipes

University of South Florida, Sarasota-Manatee E-mail: snipes@usf.edu
8350 N. Tamiami Trail, SMC C263 Office Phone: (941) 359 – 4559
Sarasota, FL 34243 Cell Phone: (303) 752 - 9752

Education

Ph.D. Economics, University of Colorado at Boulder, 2008

M.A. Economics, University of Colorado at Boulder, 2005

B.A. Economics, University of Texas at Austin, 2002

Teaching Experience

University of South Florida - Sarasota, Manatee (USFSM), Sarasota, FL

Instructor II of Economics, Fall 2018 - current

Instructor I of Economics, Fall 2014 – Summer 2018

Courses Taught – Undergraduate Level

Principles of Microeconomics, Principles of Macroeconomics, Intermediate
Microeconomics, Labor Economics, International Trade, Economics of Sports, Honors
Thesis Project Advising, Individual Study/Student Research

Graduate Level

Economic Concepts/Managerial Economics, Global Economic Environment of Business

Eastern New Mexico University (ENMU), Portales, NM

Assistant Professor of Economics, Fall 2008 – Spring 2013

Courses Taught – Undergraduate Level

Principles of Microeconomics, Principles of Macroeconomics, Managerial
Economics/Intermediate Micro, Macroeconomics for Business/Intermediate Macro,
Introduction to Game Theory, International Trade, Survey of Economics, Individual
Study/Student Research

Graduate Level

International Trade, Managerial Economics

University of Colorado, Boulder, CO

Instructor, Labor Economics, Spring 2006

Research

Accepted/Published Articles

Hao, F., Guizhen H., and Snipes, M. "A Comparative Study of the Economy's Environmental Impact between States in the United States and Provinces in China." *Journal of Environmental Studies and Sciences* 8(2):132–141, 2018.

Taylor, D.C., Snipes, M., & Barber, N. "Indicators of Hotel Profitability: Model Selection Using Akaike Information Criteria." *Tourism and Hospitality Research*, Volume: 18 issue: 1, page(s): 61-71, 2016.

Snipes, M., & Taylor, D.C. "Model Selection and Akaike Information Criteria: An Example from Wine Ratings and Prices." *Wine Economics and Policy*, Vol. 3, Issue 1, 2014.

Snipes, M., Cunha, T., and Hemley, D. "Unemployment Fluctuations and Regional Suicide: 1980-2006", *Journal of Applied Economics and Business Research*, Vol. 2, Issue 2, 2012.

Snipes, M., Cunha, T., and Hemley, D. "An Empirical Investigation into the Relationship Between Changes in the Business Cycle and the Incidence of Suicide", *International Journal of Social Economics*, No. 6, 2011.

Luhman, J. T. & Snipes, M. "Rating the Performance of Teaching at a Small State Business College." *2011 Association of Collegiate Business Schools and Programs Annual Edition*.

Taylor, D.C., Parboteeah, D.V., & Snipes, M. "Winery Websites: Effectiveness Explored." *Journal of Business Administration Online*. 9(2), 2010.

Community Projects and Research

Socio-Economic Impact Study Regarding Van Wezel Foundation's Proposed Sarasota Performing Arts Center: An analysis of the Socio-Economic Impact associated with the proposed Sarasota Performing Arts Center (SPAC), July 2020

Snipes, M. "Economic Impact of the Proposed Animal Shelter and Adoption Center for Manatee County." Prepared for Animal Network Inc. and the Manatee County Government, July 2018.

Completed Manuscripts and Ongoing Research

Submitted - Snipes, M and Henrie, K. "Economics as Myth: Comparison of Mythological Narratives in Iceland and the United Kingdom." *Journal of Interdisciplinary Economics*, September 2019.

Service

University and College Service, USFSM

- Incredi-Bull Critical Thinking Committee – Fall 2019 - current
- Economics Bylaws Revision Committee – Summer 2020
- Economics Curriculum Alignment Committee – Fall 2019
- Core Curriculum Committee – Fall 2018 – Spring 2020
- Instructor Promotion Committee – AY 2018, AY 2019
 - Chair for one of two applicants
- Instructor Review Committee – Fall 2016 – Spring 2018
 - Chair, AY 2017 - 2018
 - Creation of CLASS Faculty Guidelines for Instructor Promotion and Annual Review, Spring 2017
- Creation and Development of Economics Minor – Fall 2016
- Faculty Research Spotlight co-Editor – Summer 2017 – Fall 2018
- Faculty Research Promotion Committee - Spring 2017 – Fall 2018
- Search Committee, Environmental Sciences and Policy Instructor – Fall 2019 - current
- Search Committee, Assistant Professor of Economics, USF – Tampa – Fall 2018 – Spring 2019
- Co-organizer, Graduating Students Etiquette Dinner - Fall 2017, Fall 2018
- President's Circle for Donations, USF System
- Adjunct Search Committee - Fall 2017
- Faculty Advisor, SCUBA Club – Fall 2016 – Spring 2018
- Faculty Advisor, Cooking Club – Spring 2017 – Spring 2018
- CLASS Faculty Nominations Committee - Spring 2016 – Fall 2016
- Submission Judge, Student Research Conference – Fall 2014, Spring 2016
- University Social Planning Committee – Summer 2015 – Spring 2016

Professional Service

- Reviewer, *Journal of Business Research*, Spring 2019
- Reviewer, *Sociological Spectrum*, Fall 2017
- Reviewer, *Wine Economics and Policy*, Fall 2016
- Paper Referee, Business, Society and Government Consortium (BSG), Spring 2009, Spring 2011

Awards/Grants

USFSM

- Economic Impact Study for the Van Wezel Foundation, \$50,000, (Co-I), 2020.
- Faculty Development Grant, AY 2019/2020, \$1,500 to develop study abroad program

- Mentor for first place finisher in Social Sciences, Student Research Symposium, Spring 2017
- Mentor for third place finisher in Business, Student Research Symposium, Spring 2016

Professional Association Memberships

American Economics Association, Viking Society for Northern Research, Association for Social Economics

GIULIA LA MATTINA

Curriculum Vitae
December 2020

University of South Florida
Department of Economics
4202 East Fowler Avenue
Tampa, FL 33620-5500

Phone: 813/974-0461
Email: glamattina@usf.edu
Web: <http://blogs.bu.edu/glamatt/>

CURRENT ACADEMIC POSITIONS AND AFFILIATIONS

- 2019 – Research Fellow, Institute for the Study of Labor (IZA)
- 2020 – Associate Professor, Department of Economics, University of South Florida

PREVIOUS ACADEMIC POSITIONS AND AFFILIATIONS

- 2013 — 2020 Assistant Professor, Department of Economics, University of South Florida

EDUCATION

- 2013 – Ph.D., Economics, Boston University, Boston, MA, 2013
- 2007 – M.Sc. Economics (110/110 cum laude), Bocconi University, 2007
- 2004 – B.Sc. Economics (110/110 cum laude), Bocconi University, 2004

PUBLICATIONS

- “Conflict Migration and Social Networks: Empirical Evidence from Sri Lanka”, *Rivista di Politica Economica*, November 2008
- “Civil Conflict, Domestic Violence and Intra-Household Bargaining in Post-Genocide Rwanda” *Journal of Development Economics*, 2017, 124: 168-198
- “Assisted Reproductive Technology and Women’s Choice to Pursue Professional Degrees” (with Sarah Kroeger). *Journal of Population Economics* 30.3 (2017): 723-769.
- ““Misfits”, “Stars” and Immigrant Entrepreneurship” (with Shulamit Kahn and Megan MacGarvie). *Small Business Economics* (2017): 1-25
- “How Persistent is the Effect of Conflict on Primary Education? Long-run Evidence from the Rwandan Genocide” *Economics Letters* 163 (2018): 32-35.
- “Female Leaders and Gender Gaps within the Firm: Evidence from Three Sub-Saharan African Countries” (with Gabriel Picone, Ahoure Alban, Assi Kimou). *Review of Development Economics* 2018;1–29.

“Does Maternal Education Decrease Female Genital Cutting?” (with Elisabetta De Cao). *AEA Papers and Proceedings 2019, 109: 1–5*

Do Nuisance Ordinances Increase Eviction Risk? (with Sarah Kroeger). *AEA Papers and Proceedings 2020, 110: 452–456*

WORKING PAPERS

“Intergenerational Transmission of Health at Birth from Mothers and Fathers” (with Osea Giuntella and Climent Quintana-Domeque). *Under review*

“Growing Up in a Conflict and Attitudes Towards Violent Behavior” (with Olga Shemyakina) *Under review*

GRANTS, FELLOWSHIPS, HONORS AND AWARDS

2020	Faculty International Travel Grant, University of South Florida
2018	Faculty International Travel Grant, University of South Florida
2016	UNU-WIDER Gender and Development Project (PI)
2014	CAS Pilot Studies Award, University of South Florida
2014	CAS Faculty Travel Award, University of South Florida (declined)
2014	Faculty International Travel Grant, University of South Florida
2012	Special Research Fellowship, Boston University
2012	IED Travel Grant, Boston University
2012	Summer Research Grant, Boston University
2012	Rosenstein-Rodan prize for the Best Paper in Development Economics, Institute for Economic Development, Boston University
2011-2012	Funding for a Research Assistant, RA Mentor Program, Boston University
2010-2013	Graduate Student Fellowship, Boston University
2008-2010	Giovanna Crivelli Fellowship, Unicredit Group
2008	A. Costa Memorial Prize for Best Italian Undergraduate Thesis
2007	Roberto Franceschi Prize for Master Dissertation, Bocconi University

PRESENTATIONS AT CONFERENCES AND SEMINARS

2020-2021	Southern Economic Association (SEA) Meetings (Virtual session), Oslo Business School Department of Economics Seminar
2019-2020	SEA Meetings, Virtual SOLE/EALE/ASSLE, Virtual World Congress of the Econometrics Society
2018-2019	American Economic Association (AEA) Annual Meeting, Workshop in Applied and Theoretical Economics
2017-2018	European Society of Population Economics Conference, Society of the Economics of the Household Conference, Empirical Studies of Conflict Annual Meeting, AEA Annual Meeting, University of Oslo Department of Economics ESOP Seminar, Tilburg University Department of Economics Brown Bag Seminar, SEA Meetings
2016-2017	Society of Labor Economics (SOLE) Meetings

- 2015-2016 SEA Meetings, Unu-Wider Gender and Development Workshop
- 2014-2015 International Health Economics Association Conference, SOLE Meetings, University of Kansas Department of Economics Seminar, AEA Annual Meeting, University of Central Florida Department of Economics Seminar
- 2013-2014 IZA Annual Meeting on the Economics of Risky Behaviors Workshop, University of Oxford Blavatnik School of Government Health Economics and Policy Workshop, Center for the Study of African Economies (CSAE) Conference, SEA Meetings, Household in Conflict Network Workshop
- 2012-2013 Summer School in Development Economics, Jan Tinbergen European Peace Science Annual Conference, Two-Part Seminar Series on Peace and Conflict at Amherst College, Boston University Graduate Student Conference in African Studies, North East Universities Development Consortium Conference, European Association of Labor Economists Conference
- 2011-2012 European Economic Association Conference, IZA Summer School, CSAE Conference, SEA Meetings

COURSES TAUGHT

Labor Economics (Ph.D.), Labor Economics (Undergraduate), Development Economics (Undergraduate)

PH.D. STUDENT COMMITTEES (* DENOTES CHAIR OF COMMITTEE)

Youssef Fassi Fehri (2016), Robyn Kibler (2017), Robin Dhakal (2017), Stephen Poteet (2020), Minglu Sun (ongoing), Lei Lv* (ongoing)

AFFILIATIONS

Households in Conflict Network

REFEREE

Contemporary Economic Policy, Economics Bulletin, Economics and Human Biology, Economic Development and Cultural Change, Journal of the European Economic Association, Journal of Population Economics, Review of the Economics of the Household, Journal of Demographic Economics, Journal of Development Economics, Journal of Health Economics, Journal of Peace Research, Journal of Psychosomatic Obstetrics & Gynecology, Population Research and Policy Review, Small Business Economics, World Bank Economic Review, World Development.

REVIEWER

National Science Foundation (*ad hoc*).

Agenda Item: FL 107

USF Board of Trustees
June 8, 2021

Issue: 2021-22 Continuation Operating Budget

Proposed action: Approve 2021-22 Continuation Operating Budget at last year's Operating Budget level. A subsequent approval will be needed once the legislative budget process has concluded with the Governor's approval and the USF annual budget has been established.

Executive Summary:

The University of South Florida Board of Trustees (the BOT) is required to adopt an annual budget for the operation of the University. The BOT must approve the budget prior to June 22, 2021 for the State Comptroller to process cash releases for state funds. The universities are still required to submit a detailed operating budget to the BOG by August 20, 2021.

We are requesting approval of the following:

Approval of a Continuation Operating Budget at the same level as 2020-21 Operating Budget. We are requesting approval of a continuation budget due to pending performance-based funding and state appropriation allocation decisions. Once those decisions have been finalized, USF will prepare an operating budget according to our guidelines and the laws and regulations of the Board of Governors and submit to the BOT for approval at a later meeting.

Financial Impact: See attached.

Strategic Goal(s) Item Supports: Goal 4 – Sound Financial Management

BOT Committee Review Date: Finance Committee - May 25, 2021

Supporting Documentation Online (please circle): Yes No

2021-22 Continuation Operating Budget Summary

Prepared by: Masha Galchenko
974-8442

University of South Florida
2021-22 Continuation Operating Budget Summary

	2019-20 BOT Approved Budget	2020-21 BOT Approved Budget	Requested Continuation Operating Budget for 2021-22
Budgeted Revenues:			
Educational & General (E&G)			
General Revenue	\$ 364,198,674	\$ 363,512,828	\$ 363,512,828
Lottery	\$ 63,556,846	\$ 70,660,496	\$ 70,660,496
Tuition (Budget Authority)	\$ 290,107,257	\$ 284,152,217	\$ 284,152,217
Interest	\$ 4,780,719	\$ 3,980,376	\$ 3,980,376
Phosphate Research TF			
Total E&G	\$ 722,643,496	\$ 722,305,917	\$ 722,305,917
Contracts & Grants	\$ 503,881,104	\$ 509,485,805	\$ 509,485,805
Auxiliaries	\$ 293,638,125	\$ 296,294,074	\$ 296,294,074
Student Activities	\$ 28,192,237	\$ 28,590,918	\$ 28,590,918
Financial Aid	\$ 414,818,472	\$ 412,788,563	\$ 412,788,563
Concessions	\$ 785,554	\$ 714,445	\$ 714,445
Athletics	\$ 48,696,050	\$ 49,961,004	\$ 49,961,004
Technology Fee	\$ 10,152,633	\$ 9,984,992	\$ 9,984,992
Board Approved Fees	\$ 1,284,338	\$ 1,254,700	\$ 1,254,700
Self-Insurance Trust Funds	\$ 8,036,517	\$ 5,069,042	\$ 5,069,042
Faculty Practice	\$ 354,896,218	\$ 345,059,355	\$ 345,059,355
Total Revenue	\$ 2,387,024,744	\$ 2,381,508,815	\$ 2,381,508,815
Budgeted Expenditures:			
Salaries & Benefits	\$ 1,113,148,174	\$ 1,123,191,538	\$ 1,123,191,538
Expenses	\$ 595,840,941	\$ 570,785,348	\$ 570,785,348
Operating Capital Outlay	\$ 8,928,455	\$ 11,765,841	\$ 11,765,841
Risk Management Insurance	\$ 5,881,203	\$ 6,174,592	\$ 6,174,592
Financial Aid	\$ 412,759,736	\$ 411,231,427	\$ 411,231,427
Library Resources	\$ 5,878,162	\$ 7,782,742	\$ 7,782,742
Debt Service	\$ 3,031,830	\$ 3,016,910	\$ 3,016,910
Carry Forward	\$ 136,222,752	\$ 117,749,044	\$ 117,749,044
Non-Operating Expenses	\$ 255,420,087	\$ 274,539,570	\$ 274,539,570
Total Budgeted Expenditures	\$ 2,537,111,340	\$ 2,526,237,012	\$ 2,526,237,012

Note: The 2021-22 Continuation Budget is requested at last year's level. The USF will prepare a 2021-22 budget for submission to the BOG by August 20, 2021 and for presentation to the Board of Trustees at a future meeting.

2021- 2022 PRELIMINARY FIXED CAPITAL OUTLAY BUDGET

State Appropriated Fixed Capital Outlay Budget

Projected Remaining Budget Authority Prior Year Appropriations - Maintenance, Repair, Renovation \$434K Encumbered on various projects at TPA,STP,SAR; \$444K reserved for deferred maintenance	\$ 874,987
	<u>-</u>
Projected Remaining Budget Authority Prior Year Appropriations Major WUSF Projects and Infrastructure	\$ 491,123
	<u>491,123</u>
Projected Remaining Budget Authority Prior Year CITF Appropriations Wellness Complex \$24.76M; Smart Parking \$854K; Health Student Resource \$1.89M; STP \$2.225M; SAR \$1.385M; MDA Health Student Union \$375K	\$ 31,488,074
	<u>31,488,074</u>
Total	\$ 32,854,184

Prior Year Appropriation Major Projects and Infrastructure Details

WUSF- FM/TV	489,554
Other Projects	1,569
Total	\$ 491,123
	<u>491,123</u>
Projected 2022 PECO Appropriation	\$ 8,091,387
Genshaft Honors College	\$ 8,091,387
PECO MINOR	\$ -
	<u>8,091,387</u>

Agenda Item: FL 109

USF Board of Trustees
June 8, 2021

Issue: USF Fixed Capital Outlay Legislative Budget Request
Five-Year Capital Improvement Plan 2022-2023/2026-2027

Proposed action:

1. Approval of the USF Five-Year Capital Improvement Plan Summary and Project Detail and transmittal letter
 2. Authorize the President to make necessary nonmaterial adjustments to the Five-Year Capital Improvement Plan, with the requirement that any material changes be approved by the University Board of Trustees Executive Committee.
-

Executive Summary:

Pursuant to Sections 216.158, 216.043 and 1013.64, Florida Statutes, the preparation and submission of the State University System (SUS) Fixed Capital outlay (FCO) Budget Request requires that each college and university update its Capital Improvement Plan (CIP). The CIP, as used by the Florida Board of Governors, is intended to present the additional academic and academic support facilities needed for a five-year period for which state funds are requested. Separate sections on the CIP are provided for CITF projects and future projects which require state funding or may be funded from non-state sources, such as debt. Each institution's CIP will be used to select projects for inclusion within the SUS Three-Year PECO Project Priority List, to prepare the SUS Five-Year CIP.

Each University Board of Trustees must approve the University's CIP prior to submittal. The due date for submission is July 1, 2021.

Financial Impact:

Strategic Goal(s) Item Supports: Goal 1; Goal 2; Goal 3; Goal 4
BOT Committee Review Date: Finance Committee, May 25, 2021

Supporting Documentation Online (please circle): Yes No

Prepared by: Nick Trivunovich, Vice President for Business & Finance and CFO



30 June 2021

DRAFT 05/20/21

Mr. Tim Jones, Vice Chancellor, Finance/Administration
& Chief Financial Officer
Florida Board of Governors
325 W. Gaines Street, Suite 1614
Tallahassee, Florida 32399

Dear Mr. Jones:

USF is pleased to submit its 2022-2023/2026-2027 Fixed Capital Outlay Legislative Budget Request. The enclosed forms, data, and narratives reflect the instructions and directions for the preparation of the Capital Improvement Plan (CIP).

Major changes from the FY 2021-2022 submission include:

Changes from last year's CIP 2A

- Project #1 Judy Genshaft Honors College has come off the list due to State Funding \$8,091,387
- Previous Project #5 St. Petersburg Oceanographic & Environmental Sciences (OES) Research & Teaching Facility has been made the Universities #1 ranked priority and project name has been updated to Environmental and Oceanographic Sciences Research & Teaching Facility

Changes from last year's CIP 2B

- Previous Project #3 St. Petersburg Coquina Hall Student Space Modification Phase II has been made project #4 and project name has been changed to Heller Hall Co-curricular and Wellness Support Facilities.
- Project #6 USF Sarasota-Manatee Co-Curricular/Wellness Student Life Center has new project scope and cost @ \$22,351,547

Changes from last year's CIP 2C

- Project #1 Judy Genshaft Honors College has come off the list due to State Funding \$8,091,387
- Added St. Petersburg Oceanographic & Environmental Sciences (OES) Research & Teaching Facility @ \$80,343,461

Supplemental Educational Plant Surveys

Five projects received Supplemental Educational Plant Survey approval at the November 5, 2020 BOG meeting:

- Judy Genshaft Honors College
- Renovate Bio-Science Facility Research Labs (BSF)
- ENR and ENG Remodel
- Oceanographic & Environmental Sciences (OES) Research & Teaching Facility in lieu of the previous STEM Teaching/Research Facility with prior Educational Plant Survey Recommendation with Partial Remodel of Marine Science Laboratory Building (MSL); approved based on Exception Procedure Category and is a companion project to above OES project
- Remodel to Relocate University Police to MHF in lieu of the previous Public Safety Building with prior Educational Plant Survey Recommendation

Mr. Tim Jones
Page Two
30 June 2021

Prioritization

Project list has been prioritized based on instructions in the BOG Memorandum dated April 2, 2021.

Authorization to use Debt

According to BOG Memorandum, debt projects previously listed in the now removed “Requests from Non-State Sources, Including Debt” were moved from the CIP2 document to this transmittal letter.

The University is requesting no Legislative authorization to use Debt to meet the Capital Construction requirements.

Authorization for Other Projects

In addition to the proposed debt- financed project listed above, the following Non-State Source project expected to be financed from private gifts was also previously listed on the CIP 2 document and has now been moved to this transmittal letter. The University is requesting authorization to proceed with the following project once private funds are available:

- TPA- USF Football Center Phase I @ \$22,080,000

USF’s project priority list includes every requested project, including projects for all USF campuses. Utilization data was taken into consideration in prioritization of the USF CIP funding request USF’s building program and CIP was considered and approved by the University Board of Trustees at its June 8, 2021 meeting. Minutes of this meeting can be found at:

<https://www.usf.edu/board-of-trustees/documents/meetings/general/20200602-bot-agenda.pdf>

USF’s request is based on the Strategic Plan developed and approved by our Board of Trustees and supports the Board of Governors Strategic Plan goals and objectives. The priorities established in the strategic plan are reflected in proposals that focus on our commitment to providing access to the highest quality programs and robust research infrastructure. USF is a growing institution in one of Florida’s fastest growing metropolitan areas and will continue to provide a strong return on state investments through world-class education, research productivity, health care innovation, and community outreach.

If you or your staff have any questions regarding our submission or require additional information, please contact Nick Trivunovich at 813-974-3297.

Sincerely,

Jordan B. Zimmerman
Chair, USF Board of Trustees

Dr. Steven C. Currall
President and Professor

cc:

David Lechner, Senior Vice President for Business & Financial Strategy, USF
Nick Trivunovich, Vice President for Business & Finance, USF
Christopher Duffy, Interim Vice President for Administrative Services, USF

Board of Trustees Meeting - New Business - Action Items (Consent Agenda)

State University System
 5-Year Capital Improvement Plan (CIP)
 FY 2022-23 through 2026-27

Summary of Projects - PECO-Eligible Projects DRAFT 5/20/21

University: University of South Florida

Contact: Nick Trivunovich
 (name)

(813) 974-3297
 (phone)

ntrivuno@usf.edu
 (email)

PECO-ELIGIBLE PROJECT REQUESTS (ONLY)

Priority No.	Project Title	Projected Annual Funding					Academic or Other Programs to Benefit from Project	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF	Educational Plant Survey Recommended? (Date & Rec. #)
		Year 1	Year 2	Year 3	Year 4	Year 5						
1	Environmental & Oceanographic Sciences Research & Teaching Facility (SP)	\$ 24,804,120	\$ 29,189,276	\$ 6,264,200			Multiple	86,077	131,977	\$ 80,343,461	\$609	Sup EPS 2020
2	Remodel Bio-Science Facility Research Labs (BSF)	\$ 18,573,597					Sciences	39,600	39,600	\$ 18,573,597	\$469	Sup EPS 2020
3	ENR and ENG Remodel	\$ 12,277,702					Engineering	18,750	20,150	\$ 12,277,702	\$609	Sup EPS 2020
4	Academic STEM Facility (SM)	\$ 11,591,898	\$ 33,054,104	\$ 4,794,000			Multiple	45,450	75,000	\$ 49,440,002	\$659	EPS 2017, 3.9
5	Remodel to Relocate University Police to MHF	\$ 6,004,146					Campus-wide	10,373	14,479	\$ 6,004,146	\$415	EPS 2017, 3.5
Total:		\$ 73,251,463	\$ 62,243,380	\$ 11,058,200	\$ -	\$ -						

Board of Trustees Meeting - New Business - Action Items (Consent Agenda)

State University System
 5-Year Capital Improvement Plan (CIP)
 FY 2022-23 through 2026-27

Summary of Projects - CITF Projects DRAFT 5/20/21

University: University of South Florida Contact: Nick Trivunovich (813) 974-3297 ntrivuno@usf.edu
(name) (phone) (email)

CITF PROJECT REQUESTS (ONLY)

Priority No.	Project Title	Projected Annual Funding					Academic or Other Programs to Benefit from Project	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF	University Approval Date
		Year 1	Year 2	Year 3	Year 4	Year 5						
1	USF Wellness Center Complex Phase I	\$ 2,000,000					Student Affairs	33,743	50,615	\$ 27,402,449	\$541	05.07.18
2	USF Health Student Resource Center Phase I	\$ 906,087	\$ 906,087				Student Affairs	16,988	25,482	\$ 7,598,665	\$298	05.09.18
3	LIB Student Success/Life Enhancements	\$ 2,144,784					Student Affairs	n/a	n/a	\$ 2,144,784	n/a	04.15.21
4	USF St. Petersburg Heller Hall Co-curricular and Wellness Support Facilities	\$ -					Student Affairs	9,500	9,500	\$ 2,055,429	\$216	04.22.21
5	USF St. Petersburg University Student Center Remodel (USC)	\$ 638,050	\$ 611,400				Student Affairs	5,000	5,000	\$ 1,500,000	\$300	04.11.19
6	USF Sarasota-Manatee Co-Curricular/Wellness Student Life Center	\$ 246,867	\$ 341,853	\$ 341,853	\$ 341,853	\$ 341,853	Student Affairs	21,546	32,319	\$ 22,351,547	\$692	04.13.18
Total:		\$ 5,935,788	\$ 1,859,340	\$ 341,853	\$ 341,853	\$ 341,853						

State University System
5-Year Capital Improvement Plan (CIP)
FY 2022-23 through 2026-27

Project Detail DRAFT 5/20/21

University: University of South Florida Project Title: Environmental & Oceanographic Sciences Research & Teaching Facility
Project Address: St. Petersburg Campus

PROJECT NARRATIVE

USF will establish a USF Environmental & Oceanographic Sciences Research & Teaching Facility on the St. Petersburg campus to strengthen USF's stature as a Preeminent State Research University, move USF forward in national rankings, and advance our position of eligibility for membership in the Association of American Universities (AAU). This project is tightly linked to the consolidation of the three USF campuses under a single accreditation and ties into an expansion of graduate and undergraduate STEM programs on the St. Petersburg campus. This includes the establishment of an interdisciplinary USF Center of Excellence in Environmental & Oceanographic Sciences on the St. Petersburg campus, drawing faculty expertise from all USF campuses and colleges such as Marine Sciences (CMS), Engineering (COENG), and Arts and Sciences (CAS). We envision these activities will center around the well-established and growing program in CMS collaborating with COENG with the goal of establishing undergraduate and graduate programs in Ocean Engineering on this campus. There has been a rapid growth of environmental and marine related STEM programs including marine biology, coastal geosciences and environmental chemistry across all USF campuses. Our goal is to focus the faculty, students and programs on this campus where they can better interact with CMS and COENG.

The MSL building was originally a military barracks building along the St. Petersburg harbor that has never undergone a comprehensive renovation. Its current layout is particularly inefficient for academic teaching, learning and research use, while some of its infrastructure is obsolete and only partially functional. We propose a major remodeling of the majority of the building, along with an addition that provides new space. The building will emerge as the USF Environmental & Oceanographic Sciences Research and Teaching Facility (EOSRT). We plan to improve the infrastructure and harden the building against hurricanes. This will provide CMS with much needed room to expand their programs and allow the establishment of an Ocean Engineering program. It will also provide teaching lab, research lab, and technical core support space for the growing STEM faculty, students, and programs located on the St. Petersburg campus to support the new USF Center of Excellence. Current teaching lab, research lab, and student support space is limited on this campus and the need to provide additional and quality space has become more urgent with the USF consolidation. EOSRT will continue to host the Florida Institute of Oceanography (FIO), a state academic infrastructure support organization that provides research vessel service to faculty and students across the entire State University System.

MSL will be transformed from a large, inefficient building housing a single college focused primarily on research and graduate education into EOSRT, which will be a nexus of collaborative teaching and research encompassing three colleges and serving hundreds of undergraduate and graduate students, providing focus, direction and insight into Florida's coastal and oceanographic issues through the interdisciplinary USF Center of Excellence in Environmental & Oceanographic Sciences.

1% RESERVE ESCROW [per F.S. 1001.706 (12) c.] This pertains to PECO projects only, not CITF

Building / project value:	\$	30,845,555
Basis / source of valuation:	Based on SUS current construction cost/sqft	
1st Year escrow deposit:	\$	308,456
Escrow funding source:	TBD E & G	
Comments:	MSL remodel portion of the project does not add additional square footage. Building currently receives PO&M funding. Amount indicated above is for addition only.	

BUILDING SPACE DESCRIPTION

Space Type (per FICM)	Net Assignable Sq. Ft. (NASF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost
NEW CONSTRUCTION					
Teaching Lab	20,600	<u>1.5</u>	30,900	<u>475</u>	14,663,305
Study	5,000	<u>1.5</u>	7,500	<u>361</u>	2,706,458
Research Lab	15,600	<u>1.5</u>	23,400	<u>475</u>	11,104,250
Office	2,000	<u>1.5</u>	3,000	<u>375</u>	1,123,979
Audio/Exhib.	2,000	<u>1.5</u>	3,000	<u>416</u>	1,247,564
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
Total:	45,200	1.5	67,800	455	30,845,555

* Apply Unit Cost to total GSF based on Space Type

Remodeling Projects Only	
NASF BEFORE	NASF AFTER
1,207	948
-	2,218
13,812	19,561
24,019	16,650
1,839	1,500
-	-
-	-

REMODELING / RENOVATION

Teaching Lab	948	<u>1.57</u>	1,488	<u>324</u>	482,151
	2,218	<u>1.57</u>	3,482	<u>246</u>	857,977
	19,561	<u>1.57</u>	30,711	<u>324</u>	9,951,171
	16,650	<u>1.57</u>	26,141	<u>256</u>	6,687,533
	1,500	<u>1.57</u>	2,355	<u>191</u>	450,753
-	-	-	-	-	-
-	-	-	-	-	-

State University System
5-Year Capital Improvement Plan (CIP)
FY 2022-23 through 2026-27

Project Detail DRAFT 5/20/21

University: University of South Florida Project Title: Remodel Bio-Science Facility Research Labs (BSF)

Project Address: Tampa Campus

PROJECT NARRATIVE

The USF BSF Lab Remodel project is planned to update and bring up to current codes a facility with a 30 year old lab configuration concept. It is divided into small labs in poor condition. These labs are not suitable for the high impact, team oriented laboratory learning practices now employed in lab design. The facility was built in 1993 with 60,000 GSF on three floors and has had minimal mechanical electrical and plumbing (MEP) systems improvements other than the installation of code mandated fire sprinklers system.

The lab exhaust and lab compartmentation does not meet current Florida Building Code (FBC) nor Florida Fire Prevention Code, NFPA 1 chapter 60, FBC Building Code chapters 3 & 4: "control areas" that requires for the passive separation of the exhaust between lab floors as well as the prevention of vertical fire spread between the lab compartments. The building's current lab exhaust system is ducted to each floor through a common vertical duct which taps off horizontally to each floor. This is not an acceptable lab exhaust design by FBC Mechanical Code 510.5. Each floor or control area shall have separate exhaust duct through roof. The intent of this code prevents fire originating on one floor to spread to other labs on other floors via the existing common exhaust duct pathway, making the system inherently safer. The remodel project will also bring all other original HVAC and Fire Alarm systems up to current code as well as adding unisex/family restrooms to meet reasonable accommodations.

The School of Natural Sciences and Mathematics (SNSM) provides high impact laboratory and classroom experiences for its students. In order to continue these high impact collaborative practices and to make a positive difference in more of our students' lives, the quality and efficiency of team oriented research space for SNSM students in the Bio Science Facility (BSF) must be increased dramatically via this remodeling project.

Currently the building supports approximately 51 graduate students and 68 undergraduate students each semester, and this remodeling project will increase the buildings capacity to at least 78 graduate students and 104 undergraduates, and over a five year period facilitate high impact experiences of over 500 undergraduate students. This project will reconfigure the existing floor plan from ~45 small labs into six 6,500 sf open labs, with a total of 3600 linear feet of assignable bench space that can be dynamically assigned depending on the needs of each research group. This will expand the capacity and capability of the building to support high impact research and teaching, increasing the number of faculty driven research groups housed in the building from 17 to 26, accommodating 9 new faculty, who will generate millions of research dollars annually. Bringing undergraduate and graduate students and faculty together is an essential part of USF's pre-eminence and aspirations of increasing its national rankings and meeting AAU metrics.

Based on USF experience with previous remodeling projects, an additional 5% project contingency has been applied in addition to the BOG recommended 5% figure to account for unanticipated existing conditions and building code changes.

1% RESERVE ESCROW [per F.S. 1001.706 (12) c.] This pertains to PECO projects only, not CITF

Building / project value:	\$	15,010,380
Basis / source of valuation:	Based on a professional appraisal by Asset Works Inc.	
1st Year escrow deposit:	N/A	
Escrow funding source:	N/A	
Comments:	Remodel project does not add additional square footage. Building currently receives PO&M funding.	

BUILDING SPACE DESCRIPTION

Space Type (per FICM)	Net Assignable Sq. Ft. (NASF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost	Remodeling Projects Only	
						NASF BEFORE	NASF AFTER
NEW CONSTRUCTION							
	-		-		-		
	-		-		-		
	-		-		-		
	-		-		-		
	-		-		-		
	-		-		-		
	-		-		-		
Total:	-		-		-		
* Apply Unit Cost to total GSF based on Space Type							
REMODELING / RENOVATION							
Research Lab	39,600	1	39,600	379	15,010,380	39,600	39,600
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-

State University System
5-Year Capital Improvement Plan (CIP)
FY 2022-23 through 2026-27

Project Detail DRAFT 5/20/21

University: University of South Florida Project Title: ENR and ENG Remodel

Project Address: Tampa Campus

PROJECT NARRATIVE

The College of Engineering is improving the overall educational experience for both undergraduate and graduate students; providing faculty and staff access to key technological areas; building stronger relationships between research and learning; and inducing innovation.

To compete more successfully requires re-thinking our places and spaces for impactful discovery. As part of this effort we are in an ongoing process of attracting and recruiting faculty and talented graduate students in critical research areas. Therefore we must remodel portions of our existing ENG and ENR facilities to meet the needs and growing demands of research initiatives led by faculty and graduate students as the College is currently unable to provide adequate, functional research space for new faculty and graduate students.

This remodel project of portions of ENG and ENR will allow us to update facilities that are decades old and obsolete for research to current and future research needs in strategic key areas, such as materials science, infrastructure and testing. The continued expansion of our research enterprise bonds where students learn by doing to our research enterprise, they learn by doing the real thing.

The project will provide a "shot in the research arm" to update much needed research spaces. As a result, we will be able to relocate various research spaces to updated and proper facilities, updated obsolete spaces that will allow the recruitment of 7 new faculty, who will attract 28 new research graduate students and generate about \$4.5M in annual research expenditures.

Our investments are aligned with USF's and the College's strategic priorities. In particular, immediate infrastructure investments support our continued contribution to augment our research enterprise, which aligns with our focused attention to the Preeminence, Carnegie, and AAU metrics.

Based on USF experience with previous remodeling projects, an additional 5% project contingency has been applied in addition to the BOG recommended 5% figure to account for unanticipated existing conditions and building code changes.

1% RESERVE ESCROW [per F.S. 1001.706 (12) c.] This pertains to PECO projects only, not CITF

Building / project value:	\$	9,242,583
Basis / source of valuation:	Based on a professional appraisal by Asset Works Inc.	
1st Year escrow deposit:	\$	92,426
Escrow funding source:	TBD E & G	
Comments:	14,300 GSF research lab remodel does not add additional square footage. Building currently receives PO&M funding. 5,850 GSF of new construction at ENR carries the 1% escrow.	

BUILDING SPACE DESCRIPTION

Space Type (per FICM)	Net Assignable Sq. Ft. (NASF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost	Remodeling Projects <u>Only</u> NASF BEFORE AFTER	
NEW CONSTRUCTION							
Teaching Lab	1,650	<u>1</u>	1,650	<u>381</u>	629,013		
Research Lab	2,800	<u>1.5</u>	4,200	<u>381</u>	1,601,124		
	-		-		-		
	-		-		-		
	-		-		-		
	-		-		-		
Total:	4,450	1.3	5,850	381	2,230,137		
* Apply Unit Cost to total GSF based on Space Type							
REMODELING / RENOVATION							
Research Lab	14,300	<u>1</u>	14,300	<u>381</u>	5,451,446	14,300	14,300
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
Total:	14,300	1	14,300	381	5,451,446	14,300	14,300
Total New Const. and/or Remodel / Renovation:	18,750	1.1	20,150	381	7,681,583		

PROJECT COMPONENT COSTS & PROJECTIONS

State University System
5-Year Capital Improvement Plan (CIP)
FY 2022-23 through 2026-27

Project Detail DRAFT 5/20/21

University: University of South Florida Project Title: Academic STEM Facility

Project Address: Sarasota-Manatee Campus

PROJECT NARRATIVE

Sarasota-Manatee (SM) requests funding to plan, design, construct and provide fixtures, furnishings and equipment for the Sarasota-Manatee Academic STEM Facility. SM has offered undergraduate STEM academic programs since 2013 with limited on-campus lab space and off-campus instructional labs at Mote Marine Laboratory. Construction of the proposed facility will enable SM to create new and expand current STEM-related academic programs, provide new research capabilities and increase research productivity, host academic conferences and community events, attract and retain excellent faculty and students, and support national, state, regional and local demands for graduates with STEM-related degrees.

1% RESERVE ESCROW [per F.S. 1001.706 (12) c.] This pertains to PECO projects only, not CITF

Building / project value:	\$	36,990,809
Basis / source of valuation:	Based on a professional appraisal by Asset Works Inc.	
1st Year escrow deposit:	\$	369,908
Escrow funding source:	TBD E & G	
Comments:		

BUILDING SPACE DESCRIPTION

Space Type (per FICM)	Net Assignable Sq. Ft. (NASF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost	Remodeling Projects <u>Only</u>	
						NASF BEFORE	NASF AFTER
NEW CONSTRUCTION							
Classroom	3,200	1.65	5,281	387	2,041,316		
Teaching Lab	18,550	1.65	30,611	460	14,082,944		
Study	1,600	1.65	2,640	387	1,020,658		
Research Lab	14,000	1.65	23,103	460	10,628,637		
Office	4,600	1.65	7,590	402	3,048,129		
Audio/Exhib.	3,000	1.65	4,950	387	1,913,502		
Campus Support Services	500	1.65	825	387	318,917		
	-		-		-		
	-		-		-		
	-		-		-		
Total:	45,450	1.65	75,000	441	33,054,104		
* Apply Unit Cost to total GSF based on Space Type							
REMODELING / RENOVATION							
	-		-		-		
	-		-		-		
	-		-		-		
	-		-		-		
	-		-		-		
	-		-		-		
	-		-		-		
	-		-		-		
	-		-		-		
Total:	-		-		-		

Board of Trustees Meeting - New Business - Action Items (Consent Agenda)

Total New Const. and/or Remodel / Renovation:	33,743	1.5	50,615	369	18,689,404
---	--------	-----	--------	-----	------------

PROJECT COMPONENT COSTS & PROJECTIONS

	Costs Funded to Date	Projected Costs					Total
		Year 1	Year 2	Year 3	Year 4	Year 5	
Basic Construction Costs							
Building Cost (from above)		18,689,404					18,689,404
Environmental Impacts/Mitigation		-					
Site Preparation		364,129					364,129
Landscape / Irrigation		30,432					30,432
Plaza / Walks		54,150					54,150
Roadway Improvements		-					
Parking : _____ spaces		-					
Telecommunication		321,565					321,565
Electrical Service		732,160					732,160
Water Distribution		183,400					183,400
Sanitary Sewer System		32,490					32,490
Chilled Water System		381,370					381,370
Storm Water System		54,150					54,150
Energy Efficient Equipment		36,065					36,065
Subtotal: Basic Const. Costs		20,879,315					20,879,315
Other Project Costs							
Land / existing facility acquisition		-					
Professional Fees		2,540,140					2,540,140
Fire Marshall Fees		-					
Inspection Services		114,600					114,600
Insurance Consultant		-					
Surveys & Tests		65,855					65,855
Permit / Impact / Environmental Fees		-					
Artwork		-					
Moveable Furnishings & Equipment		1,236,180					1,236,180
Project Contingency		2,566,359					2,566,359
Subtotal: Other Project Costs		6,523,134					6,523,134
Total Project Cost:		27,402,449					27,402,449

PROJECT FUNDING

Source *	Funding to Date		Total Project Cost (from above)	Remaining Funding Need
	Fiscal Year	Amount		
CITF	2014-15	51,776	27,402,449	0
CITF	2015-16	3,494,133		
CITF	2016-17	3,937,238		
CITF	2017-18	3,936,884		
CITF	2018-19	4,391,382		
CITF	2019-20	4,561,041		
CITF	2020-21	5,029,995		
CITF	2021-22	2,000,000		
Total:		27,402,449		

* List any prior PECO funding. Also, for non-PECO funding sources (i.e. donations, auxiliary, C&G, etc), list each source and the entire anticipated (\$) amount. See Instructions for further detail.

Total New Const. and/or Remodel / Renovation:	16,988	1.5	25,482	250	6,370,500
---	--------	-----	--------	-----	-----------

PROJECT COMPONENT COSTS & PROJECTIONS

	Costs Funded to Date	Projected Costs					Total
		Year 1	Year 2	Year 3	Year 4	Year 5	
Basic Construction Costs							
Building Cost (from above)		6,370,500					6,370,500
Environmental Impacts/Mitigation							
Site Preparation							
Landscape / Irrigation							
Plaza / Walks							
Roadway Improvements							
Parking : _____ spaces							
Telecommunication							
Electrical Service							
Water Distribution							
Sanitary Sewer System							
Chilled Water System							
Storm Water System							
Energy Efficient Equipment							
Subtotal: Basic Const. Costs		6,370,500					6,370,500
Other Project Costs							
Land / existing facility acquisition							
Professional Fees		509,640					509,640
Fire Marshall Fees							
Inspection Services							
Insurance Consultant							
Surveys & Tests							
Permit / Impact / Environmental Fees							
Artwork							
Moveable Furnishings & Equipment		400,000					400,000
Project Contingency		318,525					318,525
Subtotal: Other Project Costs		1,228,165					1,228,165
Total Project Cost:		7,598,665					7,598,665

PROJECT FUNDING

Funding to Date				Total Project Cost (from above)	Remaining Funding Need
Source *	Fiscal Year	Amount			
CITF Balance	2018-19	368,193			
	CITF 2019-20	904,553			
	CITF 2020-21	983,774			
	CITF 2021-22	906,087			
		-			
		-			
	Total:	3,162,607		7,598,665	4,436,058

* List any prior PECO funding. Also, for non-PECO funding sources (i.e. donations, auxiliary, C&G, etc), list each source and the entire anticipated (\$) amount. See Instructions for further detail.

Total New Const. and/or Remodel / Renovation:	-	-	-
---	---	---	---

PROJECT COMPONENT COSTS & PROJECTIONS

	Costs Funded to Date	Projected Costs					Total
		Year 1	Year 2	Year 3	Year 4	Year 5	
Basic Construction Costs							
Building Cost (from above)		2,144,784					2,144,784
Environmental Impacts/Mitigation							
Site Preparation							
Landscape / Irrigation							
Plaza / Walks							
Roadway Improvements							
Parking : _____ spaces							
Telecommunication							
Electrical Service							
Water Distribution							
Sanitary Sewer System							
Chilled Water System							
Storm Water System							
Energy Efficient Equipment							
Subtotal: Basic Const. Costs		2,144,784					2,144,784
Other Project Costs							
Land / existing facility acquisition							
Professional Fees							
Fire Marshall Fees							
Inspection Services							
Insurance Consultant							
Surveys & Tests							
Permit / Impact / Environmental Fees							
Artwork							
Moveable Furnishings & Equipment							
Project Contingency							
Subtotal: Other Project Costs		-					-
Total Project Cost:		2,144,784					2,144,784

PROJECT FUNDING

Source *	Funding to Date		Total Project Cost (from above)	Remaining Funding Need
	Fiscal Year	Amount		
CITF	2021-22	2,144,784		
		-		
		-		
		-		
		-		
		-		
Total:		<u>2,144,784</u>	<u>2,144,784</u>	<u>-</u>

* List any prior PECO funding. Also, for non-PECO funding sources (i.e. donations, auxiliary, C&G, etc), list each source and the entire anticipated (\$) amount. See Instructions for further detail.

State University System
 5-Year Capital Improvement Plan (CIP)
 FY 2022-23 through 2026-27

Project Detail DRAFT 5/20/21

University: University of South Florida Project Title: Heller Hall Co-curricular and Wellness Support Facilities

Project Address: St. Petersburg Campus

PROJECT NARRATIVE

This project will address co-curricular and campus community needs with expanded student life and activities space, including necessary ADA compliance upgrades. The modifications will provide improved access and equipment upgrades in response to increased student demand.

1% RESERVE ESCROW [per F.S. 1001.706 (12) c.] This pertains to PECO projects only, not CITF

Building / project value: _____
 Basis / source of valuation: _____
 1st Year escrow deposit: _____
 Escrow funding source: _____
 Comments: _____

BUILDING SPACE DESCRIPTION

Space Type (per FICM)	Net Assignable Sq. Ft. (NASF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost	Remodeling Projects <u>Only</u>	
						NASF BEFORE	NASF AFTER
NEW CONSTRUCTION							
	-		-		-		
	-		-		-		
	-		-		-		
	-		-		-		
	-		-		-		
	-		-		-		
	-		-		-		
	-		-		-		
Total:	-		-		-		
* Apply Unit Cost to total GSF based on Space Type							
REMODELING / RENOVATION							
	-		-		-		
	-		-		-		
	-		-		-		
	-		-		-		
	-		-		-		
	-		-		-		
	-		-		-		
Total:	3,233	1.5	4,850	309	1,500,000	-	-

Total New Const. and/or Remodel / Renovation:	3,233	1.5	4,850	309	1,500,000
---	-------	-----	-------	-----	-----------

PROJECT COMPONENT COSTS & PROJECTIONS

	Costs Funded to Date	Projected Costs					Total
		Year 1	Year 2	Year 3	Year 4	Year 5	
Basic Construction Costs							
Building Cost (from above)		1,500,000					1,500,000
Demolition of Existing Pool							
Environmental Impacts/Mitigation							
Site Preparation							
Landscape / Irrigation							
Plaza / Walks							
Roadway Improvements							
Parking : _____ spaces							
Telecommunication							
Electrical Service							
Water Distribution							
Sanitary Sewer System							
Chilled Water System							
Storm Water System							
Energy Efficient Equipment							
Subtotal: Basic Const. Costs		1,500,000					1,500,000
Other Project Costs							
Land / existing facility acquisition							
Professional Fees		113,480					113,480
Fire Marshall Fees							
Inspection Services							
Insurance Consultant							
Surveys & Tests							
Permit / Impact / Environmental Fees							
Artwork							
Moveable Furnishings & Equipment		291,949					291,949
Project Contingency		150,000					150,000
Subtotal: Other Project Costs		555,429					555,429
Total Project Cost:		2,055,429					2,055,429

PROJECT FUNDING

Funding to Date			Total Project Cost (from above)	Remaining Funding Need
Source *	Fiscal Year	Amount		
CITF	2017-18	400,000		
CITF	2018-19	588,648		
CITF	2019-20	624,575		
CITF	2020-21	442,206		
CITF	2021-22	-		
		-		
Total:		<u>2,055,429</u>	<u>2,055,429</u>	<u>-</u>

* List any prior PECO funding. Also, for non-PECO funding sources (i.e. donations, auxiliary, C&G, etc), list each source and the entire anticipated (\$) amount. See Instructions for further detail.

Total New Const. and/or Remodel / Renovation:	5,000	1	5,000	300	1,192,500
---	-------	---	-------	-----	-----------

PROJECT COMPONENT COSTS & PROJECTIONS

	Costs Funded to Date	Projected Costs					Total
		Year 1	Year 2	Year 3	Year 4	Year 5	
Basic Construction Costs							
Building Cost (from above)		1,192,500					1,192,500
Environmental Impacts/Mitigation							
Site Preparation							
Landscape / Irrigation							
Plaza / Walks							
Roadway Improvements							
Parking : _____ spaces							
Telecommunication							
Electrical Service							
Water Distribution							
Sanitary Sewer System							
Chilled Water System							
Storm Water System							
Energy Efficient Equipment							
Subtotal: Basic Const. Costs		1,192,500					1,192,500
Other Project Costs							
Land / existing facility acquisition							
Professional Fees		150,000					150,000
Fire Marshall Fees							
Inspection Services		7,500					7,500
Insurance Consultant							
Surveys & Tests							
Permit / Impact / Environmental Fees							
Artwork							
Moveable Furnishings & Equipment							
Project Contingency		150,000					150,000
Subtotal: Other Project Costs		307,500					307,500
Total Project Cost:		1,500,000					1,500,000

PROJECT FUNDING

Funding to Date			Total Project Cost (from above)	Remaining Funding Need
Source *	Fiscal Year	Amount		
CITF	2020-21	250,550	1,500,000	611,400
CITF	2021-22	638,050		
		-		
		-		
		-		
		-		
Total:		888,600		

* List any prior PECO funding. Also, for non-PECO funding sources (i.e. donations, auxiliary, C&G, etc), list each source and the entire anticipated (\$) amount. See Instructions for further detail.

PROJECT COMPONENT COSTS & PROJECTIONS

	Costs Funded to Date	Projected Costs					Total
		Year 1	Year 2	Year 3	Year 4	Year 5	
Basic Construction Costs							
Building Cost (from above)	-	15,222,249					15,222,249
Environmental Impacts/Mitigation	-						
Site Preparation	63,960						63,960
Landscape / Irrigaton	-	78,000					78,000
Plaza / Walks	-	83,000					83,000
Roadway Improvements	75,000						75,000
Parking : 50 spaces	-	250,000					250,000
Telecommunication	500,000						500,000
Electrical Service	222,000						222,000
Water Distribution	204,000						204,000
Sanitary Sewer System	397,500						397,500
Chilled Water System	-						
Storm Water System	117,000						117,000
Energy Efficient Equipment	227,500						227,500
Security System	-	255,000					255,000
Emergency Generator	-	115,500					115,500
Hurricane Hardening	250,900						250,900
Subtotal: Basic Const. Costs	2,057,860	16,003,749					18,061,609
Other Project Costs							
Land / existing facility acquisition	-						
Professional Fees	1,986,777						1,986,777
Fire Marshall Fees	52,000						52,000
Inspection Services	-	150,000					150,000
Insurance Consultant	20,000						20,000
Surveys & Tests	35,000						35,000
Permit / Impact / Environmental Fees	40,000						40,000
Artwork	-		100,000				100,000
Moveable Furnishings & Equipment	-						
Project Contingency	205,786	1,600,375	100,000				1,906,161
Subtotal: Other Project Costs	2,339,563	1,750,375	200,000				4,289,938
Total Project Cost:	4,397,423	17,754,124	200,000				22,351,547

PROJECT FUNDING

Funding to Date				Total Project Cost (from above)	Remaining Funding Need
Source *	Fiscal Year	Amount			
CITF	2016-22	1,642,801			
Auxiliary (Aux)	Various	3,100,000			
Activity & Service (A&S)	Various	3,200,000			
Carry Forward	Various	2,100,000			
Total:		10,042,801		22,351,547	12,308,746

* List any prior PECO funding. Also, for non-PECO funding sources (i.e. donations, auxiliary, C&G, etc), list each source and the entire anticipated (\$) amount. See Instructions for further detail.

Agenda Item: FL 110

USF Board of Trustees

June 8, 2021

Issue: DSO Annual Financial Plans for FY 2022

Proposed action: Approve DSO Annual Financial Plans for FY 2022

Executive Summary:

The Direct Support Organizations of the University of South Florida (DSOs) have prepared their Annual Financial Plans for FY 2022 for review and approval by the USF Board of Trustees, pursuant to Florida Statutes and DSO Bylaws.

Each DSO has provided a Financial Plan Statement, which includes the Corporation's mission, key initiatives that will accelerate business recovery in FY 2022, the impact of business recovery in terms of increased revenues, cash flows, liquidity and reserves, and material capital expenditures for FY 2022.

The Financial Plans, comprised of both Income Statement and Statement of Cash Flows, include a comparison of Net Operating Profit and Net Cash Position for the FY 2022 Financial Plan to the current FY 2021 Forecast, and also provide the original FY 2021 Financial Plan that was approved by the BOT Finance Committee at its May 14, 2020 Meeting, and Actuals for FY 2020 and FY 2019. The Financial Plans also include a three-year forecast.

DSOs are governed by independent Boards of Directors. DSOs have obtained approval of their FY 2022 Financial Plan from their Board or DSO Finance / Audit Committee in advance of this meeting.

The DSOs are:

1. University Medical Services Association, Inc., USF Medical Services Support Corporation & USF Health Services Support Organization, Inc.
2. USF Foundation, Inc.
3. USF Research Foundation, Inc.
4. Sun Dome, Inc.
5. USF Health Professions Conferencing Corporation
6. USF Institute for Applied Engineering
7. USF Alumni Association, Inc.
8. USF Financing Corporation & USF Property Corporation

Financial Impact:

The Direct Support Organizations of the University of South Florida (DSO) are organized and operated exclusively to assist the University achieve excellence by providing supplemental resources from private gifts and bequests and valuable education support services. These organizations are authorized by Florida Statute 1004.28 to receive, hold and administer property and make expenditures for the University.

Strategic Goal(s) Item Supports: **Goal 4: Sound Financial Management**
Committee Review Date: **Finance Committee - May 25, 2021**
Supporting Documentation Online (*please circle*): **Yes** **No**
Prepared by: **Fell L. Stubbs, University Treasurer, (813) 974-3298**



DIRECT SUPPORT ORGANIZATIONS

ANNUAL FINANCIAL PLANS

FISCAL YEAR 2022

May 25, 2021



DSO Annual Financial Plans for FY 2022

INDEX

University Medical Services Association, Inc. and Medical Services Support Corporation, Inc.....	1-4
USF Foundation, Inc.	5-8
USF Research Foundation, Inc.....	9-13
Sun Dome Inc.	14-17
USF Health Professions Conferencing Corporation	18-21
USF Institute of Applied Engineering.....	22-25
USF Alumni Association, Inc.	26-29
USF Financing Corporation and USF Property Corporation.....	30-33



UMSA/MSSC Combined FY 2022 Annual Financial Plan

FINANCIAL PLAN STATEMENT

State the DSO's Statutory Mission which Supports the Goals of the University

- University Medical Service Association, Inc. (UMSA) is organized as a not for profit, university faculty practice plan. Pursuant to UMSA's operations and activities, exclusively for the support and benefit of the University of South Florida (USF) and its Health Sciences Center, USF Health, the specific purposes for which UMSA is organized shall include the collection, administration and distribution of funds exclusively for the support of the clinical, education and research objectives of USF Health and the University in accordance with the USF Health Faculty Practice Plan regulations.
- Medical Services Support Corporation (MSSC) is organized as a not for profit organized to operate a health care consortium which supports and enhances the University of South Florida's (USF's) approved programs of education, research and service.

Describe Your 5 Key Initiatives That Will Accelerate Your Business Recovery in FY 2022 - Also, Describe Your Environmental Assumptions for the First Two Quarters and the Second Two Quarters of FY 2022

- In FY22, the practice plan and Tampa General Hospital will build upon their nearly 50 year affiliation to become Florida's leading academic medical center (AMC) through a sustainable, collaborative, and comprehensive relationship that mutually benefits each organization, and the communities we serve, across all missions including patient care, teaching, research, and advocacy. A key component of the more comprehensive global affiliation agreement will be the creation of Academic Medical Group (AMG) that will include physicians employed by TGH and USF.
- The FY22 financial plan assumes that UMSA employees and operations will remain unchanged in the first 2 quarters of the fiscal year. In Quarters 3 and 4, we assume that the majority of UMSA's clinical and administrative support staff and processes will transition to AMG.
- The FY2022 financial plan assumes that practice plan clinic volumes will return to their pre-COVID-19 levels. Through the implementation of telehealth and our providers' dedication to serving the needs of our patients, the practice plan has recovered from the crisis faster than we had anticipated. Maintaining these volumes and continuing to grow will be critical to our success in FY22.
- The practice plan instituted financial austerity measures in FY21 in response to the COVID-19 pandemic including significant reductions in travel, meals, dues and subscriptions, and continuing medical education. As we return to normal operations and global travel restrictions begin to lift, these expenses will resume.

Highlight the Impact of Your Business Recovery - Increased Revenues, Cash Flow, Liquidity and Reserves

- The practice plan has weathered the COVID-19 pandemic by protecting patient service revenue and access to our providers through the implementation of a telehealth platform and COVID mitigation measures to safely see patients in our clinics. The practice plan also minimized expenses through financial austerity measures including significant reductions in discretionary expenses (travel, meals, dues and subscriptions, CMEs, etc.), delayed physician hires and hiring freezes.
- The practice plan focused on stabilizing operations in FY21 and in FY22 we will resume strategic growth, building upon our affiliation with Tampa General Hospital, and building up days cash on hand.

Describe Material Capital Expenditures and/or Material Added Resources in the 2022 Financial Plan - Provide Details and ROI Expectations

- During our annual capital budgeting process, the finance committee will review and prioritize investments in capital assets, mainly medical equipment, for our clinical departments and administrative support functions.



UMSA/MSSC Combined
FY 2022 Annual Financial Plan

INCOME STATEMENT

(In thousands)

	FY 2022 FINANCIAL PLAN	FY 2021 FORECAST (as of 3/31/21)	Variance		FY 2021 FINANCIAL PLAN	FY 2020 ACTUAL RESULTS	FY 2019 ACTUAL RESULTS
			\$	%			
REVENUES							
Net Patient Service	\$189,190	\$183,679	\$5,510	3 %	\$174,769	\$166,121	\$186,258
Grants, Contracts & Awards	87,112	86,249	862	1 %	81,710	79,757	76,144
UPL/PCIP	38,200	37,822	378	1 %	34,952	38,726	26,047
Other Revenue	46,653	46,191	462	1 %	43,503	43,383	41,085
Total Revenues	\$361,154	\$353,941	\$7,213	2 %	\$334,935	\$327,986	\$329,534
EXPENSES							
Faculty Support	132,012	129,424	2,588	2 %	\$110,890	\$119,117	\$118,010
Housestaff Support	12,315	12,193	122	1 %	13,897	13,068	12,732
Other Staff Support	39,110	76,686	(37,576)	(49)%	75,816	77,133	71,968
Depreciation/Amortization	4,638	4,547	91	2 %	3,986	4,573	4,436
Other Expenses	93,286	56,948	36,338	64 %	53,493	55,412	55,877
Transfer to USF Conv Accts	63,756	58,672	5,084	9 %	59,812	60,080	56,409
Transfer to DSO HPCC Salary Support	0	0	0	%	0		1,072
Total Expenses	\$345,118	\$338,470	\$6,647	2 %	\$317,894	\$329,384	\$320,506
OPERATING PROFIT BEFORE NON-CASH CHANGES	\$16,036	\$15,470	\$566	4 %	\$17,041	\$(1,398)	\$9,028
Unrealized Investment Gains (Losses)	0	2,255	(2,255)	(100)%	0	1,068	422
Contribution to MCOM	0	0	0	%	0	(7,003)	0
Non-Cash Impact of Epic Conversion	0	0	0	%	0		(5,742)
Total Non-Cash Changes	\$0	\$2,255	\$(2,255)	(100)%	\$0	\$(5,935)	\$(5,320)
NET OPERATING PROFIT	\$16,036	\$17,725	\$(1,690)	(10)%	\$17,041	\$(7,332)	\$3,709
Operating Profit Margin	4%	4%		0 %	5%	0%	3%



UMSA/MSSC Combined
FY 2022 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)

	FY 2022	FY 2021	Variance		FY 2021	FY 2020	FY 2019
	FINANCIAL	FORECAST	\$	%	FINANCIAL	ACTUAL	ACTUAL
	PLAN	(as of 3/31/21)			PLAN	RESULTS	RESULTS
<u>OPERATING ACTIVITIES</u>							
Net Operating Profit	\$16,036	\$17,725	\$(1,690)	(10)%	\$17,041	\$(7,332)	\$3,709
Adjustments for Non-Cash Activities:	0	0	0	%	0		
Depreciation/Amortization	4,638	4,580	58	1 %	3,986	4,573	4,436
Non Cash Impact of EPIC	0	0			0		5,742
Unrealized Gains	0	0	0	%	0		(422)
Operating Assets and Liabilities	(3,000)	(38,916)	35,916	92 %	(45,148)	35,666	(2,906)
Total Cash From Operating Activities	\$17,674	\$(16,611)	\$34,285	206 %	\$(24,121)	\$32,907	\$10,559
<u>FINANCING ACTIVITIES</u>							
Capital Expenditures	\$(4,500)	\$(2,215)	\$(2,285)	(103)%	\$(1,500)	\$(2,514)	\$(2,815)
Net (Purchases) Sales of Investments	0	0	0	%	0	(1,803)	(2,962)
Total Cash From Financing Activities	\$(4,500)	\$(2,215)	\$(2,285)	(103)%	\$(1,500)	\$(4,317)	\$(5,776)
<u>INVESTING ACTIVITIES</u>							
Transfer to USF FC - Leases on MOBs	\$(2,511)	\$(2,511)	\$0	0 %	\$(2,268)	\$(2,245)	\$(2,689)
Total Cash From Investing Activities	\$(2,511)	\$(2,511)	\$0	0 %	\$(2,268)	\$(2,245)	\$(2,689)
CHANGE IN CASH							
Cash, Beginning of Year	13,763	35,100	(21,337)	(61)%	39,165	8,755	6,661
Cash, End of Year	\$24,426	\$13,763	\$10,663	77 %	\$11,276	\$35,100	\$8,755
Total Cash & Investments	\$54,104	\$43,366	\$10,738	25 %	\$32,655	\$62,672	\$33,597
Days Cash on Hand	60	49	11	22 %	40	73	40



UMSA/MSSC Combined
FY 2022 Annual Financial Plan

3-YEAR FORECAST

(In thousands)

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 FORECAST	FY 2022 PLAN	FY 2023 FORECAST	FY 2024 FORECAST
ASSETS						
Cash & Investments	\$33,597	\$62,672	\$43,366	\$54,104	\$69,381	\$83,734
Fixed Assets	54,420	54,145	54,686	55,233	55,785	56,343
Other Assets	55,422	50,104	50,605	51,111	51,622	52,138
Total Assets	\$143,439	\$166,921	\$148,657	\$160,448	\$176,789	\$192,216
LIABILITIES						
Payables	\$9,648	\$17,637	\$9,500	\$9,595	\$9,691	\$9,788
Long-Term Debt	47,475	48,754	50,032	51,311	52,590	53,868
Other Liabilities and deferred inflows	19,961	46,398	20,161	20,362	20,566	20,771
Total Liabilities	\$77,084	\$112,788	\$79,693	\$81,268	\$82,846	\$84,428
NET ASSETS	\$66,355	\$54,133	\$68,964	\$79,180	\$93,942	\$107,788
Days Cash on Hand	40	73	49	60	76	89
REVENUES						
Net Patient Service	\$186,258	\$166,121	\$183,679	\$189,190	\$193,919	\$198,767
Grants, Contracts & Awards	76,144	79,757	86,249	87,112	87,983	88,863
UPL	26,047	38,726	37,822	38,200	38,582	38,968
Other Revenues	41,085	43,383	46,191	46,653	47,119	47,590
Total Revenues	\$329,534	\$327,986	\$353,941	\$361,154	\$367,603	\$374,188
EXPENSES						
Faculty Support	\$118,010	\$119,117	\$129,424	\$132,012	\$135,313	\$138,695
Housestaff Support	12,732	13,068	12,193	12,315	12,438	12,562
Other Staff Support	71,968	77,133	76,686	39,110	0	0
Other Expenses	55,877	55,412	56,948	93,286	131,055	133,676
Transfer to USF - Salary Grants	56,409	60,080	58,672	63,756	69,020	70,401
Transfer to HPCC - Salary Support	1,072	0	0	0	0	0
Total Expenses	\$316,070	\$324,811	\$333,923	\$340,480	\$347,826	\$355,335
Operating Profit Before Non-Cash Changes	\$13,464	\$3,176	\$20,018	\$20,674	\$19,777	\$18,853
Total Non-Cash Changes	\$(10,178)	\$(4,573)	\$(4,547)	\$(4,638)	\$(4,685)	\$(4,732)
NET OPERATING PROFIT	\$3,286	\$(1,398)	\$15,470	\$16,036	\$15,092	\$14,121
Operating Profit Margin	3%	0%	4%	4%	5%	5%
Unrealized Investment Gains (Losses)	\$422	\$1,068	\$2,255	\$0	\$0	\$0
Contribution to MCOM	0	(7,003)	0	0	0	0
Total Non-Operating Changes	\$422	\$(5,935)	\$2,255	\$0	\$0	\$0
NET OPERATING PROFIT	\$3,709	\$(7,332)	\$17,725	\$16,036	\$15,092	\$14,121



USF FOUNDATION, INC.
FY 2022 Annual Financial Plan

FINANCIAL PLAN STATEMENT

State the DSO's Statutory Mission which Supports the Goals of the University

- The University of South Florida Foundation aids and promotes excellence in the educational, research and service activities of USF by seeking, receiving and administering private gifts for the benefit of the University. We enhance resources that support the strategic objectives of the University of South Florida within a culture of cooperation and collaboration.

Describe Your 5 Key Initiatives That Will Accelerate Your Business Recovery in FY 2022 - Also, Describe Your Environmental Assumptions for the First Two Quarters and the Second Two Quarters of FY 2022

- Several new initiatives for the Division of University Advancement will be put in place over the next year to facilitate and grow the crucial impact of philanthropy for USF. The talent acquisition for these new initiatives and restructuring of resources is underway. These initiatives will further the USF Foundation's ability to meet annual fundraising goals and are described in the following bullets.
- The formation of a Principal Gifts Team will produce transformative gift opportunities that will generate an expansion of resources over the long term for the University.
- The establishment of a Regional Fundraising Team will provide an enhanced regional presence aiding college and unit development teams with additional resources to increase overall engagement outside of the USF campus areas.
- Consistent with the University's deep commitment to diversity and inclusion, a team has been designated to focus on Parent and Diversity Initiatives which will aid the University in fundraising efforts that will further reinforce USF's leadership in the areas of diversity and inclusion as the 2020 Higher Education Excellence in Diversity (HEED) Award recipient.
- In an effort to adapt to a rapidly changing donor base, the expansion of the Annual Giving Team to include a Digital Engagement Center of well-trained students will provide needed outreach to University supporters to share success stories and University news through text-to-give programs, social media platforms, etc.

Highlight the Impact of Your Business Recovery - Increased Revenues, Cash Flow, Liquidity and Reserves

- The Foundation's Investment Committee continues to actively monitor the performance and liquidity of our asset pools through regular review of asset allocation and investment managers. The Committee will take action when appropriate to enhance the growth and benefit of the endowment to USF over a long-term horizon. Our short-term and long-term returns are consistently in the top quartile amongst our peers.
- The Foundation supports program activities of the University for USF faculty & staff, student scholarships, research initiatives, and capital projects according to donor restrictions. These expenses projected at approximately \$58 million can be funded by current gifts estimated on the annual plan, existing balances in accounts from gifts and distributions received in prior years, or projected endowment distributions for the year of about \$20.2 million. With the assistance of the Foundation, spending from these sources is directed by the colleges and units designated by our donors as the beneficiaries of their gifts.

Describe Material Capital Expenditures and/or Material Added Resources in the 2022 Financial Plan - Provide Details and ROI Expectations

- No material capital expenditures are planned relative to the Foundation; however, the Foundation anticipates funding capital projects on behalf of the University over the next fiscal year. Additional resources are discussed in the initiatives above.



USF FOUNDATION, INC.
FY 2022 Annual Financial Plan

INCOME STATEMENT

(In thousands)

	FY 2022 FINANCIAL PLAN	FY 2021 FORECAST (as of 3/31/21)	Variance		FY 2021 FINANCIAL PLAN	FY 2020 ACTUAL RESULTS	FY 2019 ACTUAL RESULTS
			\$	%			
REVENUES							
Gifts & Donations	\$60,450	\$59,258	\$1,192	2 %	\$48,100	\$70,565	\$60,914
Investment Income (Loss)	44,301	77,721	(33,420)	(43)%	37,422	31,323	33,209
University Support	11,754	12,858	(1,104)	(9)%	12,858	16,284	13,233
Other Revenues	2,850	2,140	710	33 %	2,744	2,489	2,518
Total Revenues	\$119,355	\$151,977	\$(32,622)	(21)%	\$101,124	\$120,661	\$109,874
EXPENSES							
Program Services							
Salaries & Benefits	19,901	19,761	\$140	1 %	19,511	18,498	17,288
Scholarship & Fellowship	9,806	9,423	\$383	4 %	9,709	13,213	10,336
Service & Independent contractors	4,066	3,033	\$1,033	34 %	4,026	3,145	4,581
Supplies	2,164	1,457	\$707	49 %	2,143	1,517	3,070
Other Transfers & Expenses	22,267	12,702	\$9,565	75 %	14,126	14,573	22,749
Total Program Service Expenses	58,205	46,376	\$11,829	26 %	49,515	50,946	58,024
Fundraising & Operating Expenses							
Salaries & Benefits	15,674	14,775	899	6 %	14,776	14,942	14,343
Service & Independent contractors	1,119	1,084	35	3 %	1,626	1,728	1,171
Other Transfers & Expenses	2,194	2,107	87	4 %	2,172	1,772	2,694
Total Fundraising & Operating Expenses	18,987	17,966	1,021	6 %	18,574	18,442	18,208
Total Expenses	\$77,192	\$64,342	\$12,850	20 %	\$68,089	\$69,388	\$76,232
OPERATING PROFIT BEFORE NON-CASH CHANGES	\$42,163	\$87,635	\$(45,472)	(52)%	\$33,035	\$51,273	\$33,642
Total Non-Cash Changes	\$0	\$0	\$0	%	\$0	\$0	\$0
NET OPERATING PROFIT	\$42,163	\$87,635	\$(45,472)	(52)%	\$33,035	\$51,273	\$33,642
Operating Profit Margin	35%	58%	(22)%		33%	42%	31%



USF FOUNDATION, INC.

FY 2022 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)

	FY 2022 FINANCIAL PLAN	FY 2021 FORECAST (as of 3/31/21)	Variance		FY 2021 FINANCIAL PLAN	FY 2020 ACTUAL RESULTS	FY 2019 ACTUAL RESULTS
			\$	%			
<u>OPERATING ACTIVITIES</u>							
Net Operating Profit	\$42,163	\$87,635	\$(45,472)	(52)%	\$33,035	\$51,273	\$33,642
Adjustments for Non-Cash Activities:							
Investment (gain) losses	(40,549)	(74,686)	34,137	46 %	(37,422)	(21,485)	(23,643)
Change in assets & liabilities	(16,263)	(28,643)	12,380	43 %	(9,907)	(45,053)	(31,097)
Total Cash From Operating Activities	\$ (14,649)	\$ (15,694)	\$ 1,045	7 %	\$ (14,294)	\$ (15,265)	\$ (21,098)
<u>FINANCING ACTIVITIES</u>							
Proceeds of sales of contributed land held for resale	\$0	\$0	\$0	%	\$0	\$0	\$12,000
Interest Paid on Debt	(125)	(126)	1	1 %	(109)	(119)	(129)
Principal Paid on Debt	(379)	(384)	5	1 %	(385)	(382)	(371)
NonCapital Financing activities	7,565	7,549	16	0 %	7,565	15,545	9,435
Total Cash From Financing Activities	\$ 7,061	\$ 7,039	\$ 22	0 %	\$ 7,071	\$ 15,044	\$ 20,935
<u>INVESTING ACTIVITIES</u>							
Capital Expenditures	\$0	\$400	\$(400)	(100)%	\$0	\$400	\$(7,650)
Net (Purchases) Sales of Investment	(2,065)	(5,165)	3,100	60 %	(1,054)	(6,484)	(1,360)
Interest dividends reinvested	9,145	10,979	(1,834)	(17)%	9,058	9,839	9,565
Total Cash From Investing Activities	\$ 7,080	\$ 6,214	\$ 866	14 %	\$ 8,004	\$ 3,755	\$ 555
CHANGE IN CASH	(508)	(2,441)	1,933	79 %	781	3,534	392
Cash, Beginning of Year	2,510	4,951	(2,441)	(49)%	1,155	1,417	1,025
Cash, End of Year	\$ 2,002	\$ 2,510	\$ (508)	(20)%	\$ 1,936	\$ 4,951	\$ 1,417
Total Cash & Investments	\$ 116,830	\$ 116,964	\$ (134)	(0)%	\$ 94,667	\$ 113,191	\$ 98,017
Days Cash on Hand	552	664	(111)	(17)%	507	595	469



USF FOUNDATION, INC.

FY 2022 Annual Financial Plan

3-YEAR FORECAST

(In thousands)

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 FORECAST	FY 2022 PLAN	FY 2023 FORECAST	FY 2024 FORECAST
ASSETS						
Cash & Investments	\$98,017	\$113,191	\$116,964	\$116,830	\$108,766	\$104,954
Fixed Assets	10,844	11,044	11,072	11,212	11,580	\$11,696
Other Assets	587,690	629,240	712,074	754,003	803,509	852,401
Total Assets	\$696,551	\$753,475	\$840,110	\$882,045	\$923,855	\$969,050
LIABILITIES						
Payables	\$969	\$1,053	\$1,054	\$1,076	\$1,095	\$1,106
Long-Term Debt	4,714	4,827	4,746	4,012	3,775	3,813
Other Liabilities and deferred inflows	54,087	59,541	58,621	59,105	61,146	61,757
Total Liabilities	\$59,770	\$65,421	\$64,421	\$64,193	\$66,016	\$66,676
NET ASSETS	\$636,781	\$688,054	\$775,689	\$817,852	\$857,839	\$902,374
Days Cash on Hand	469	595	664	552	471	425
REVENUES						
Gifts & Fundraising Revenue	\$60,914	\$70,565	\$59,258	\$60,450	\$64,200	\$64,742
University Support	13,233	16,284	12,858	11,754	12,805	12,943
Other Revenues	35,727	33,812	79,861	47,151	47,339	56,950
Total Revenues	\$109,874	\$120,661	\$151,977	\$119,355	\$124,344	\$134,635
EXPENSES						
Salaries & Benefits	\$31,631	\$33,440	\$34,536	\$35,575	\$35,931	\$36,290
Scholarships & Fellowships	10,336	13,213	9,423	9,806	10,800	10,908
Other Expenses	34,265	22,735	20,383	31,811	37,626	42,902
Total Expenses	\$76,232	\$69,388	\$64,342	\$77,192	\$84,357	\$90,100
Operating Profit Before Non-Cash Changes	\$33,642	\$51,273	\$87,635	\$42,163	\$39,987	\$44,535
Total Non-Cash Changes	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING PROFIT	\$33,642	\$51,273	\$87,635	\$42,163	\$39,987	\$44,535
Operating Profit Margin	31%	42%	58%	35%	32%	33%



USF Research Foundation, Inc.

FY 2022 Annual Financial Plan

FINANCIAL PLAN STATEMENT

State the DSO's Statutory Mission which Supports the Goals of the University

- The USF Research Foundation was established to promote, encourage, and enhance the research activities of University of South Florida faculty, staff and students.

The Research Foundation owns and manages real property assets that include the USF Research Park and various buildings that are located within the Research Park. DSO revenue is generated primarily through long-term leases of facilities utilized by the University research enterprise and private sector entities seeking research relationships with the University.

The USF Innovation Enterprise, which encompasses the USF Research Park, Technology Transfer Office, USF Office of Corporate Partnerships and the USF Tampa Bay Technology Incubator, contributes to a robust innovation-based ecosystem to include community startups and corporate partnerships with the University.

As a DSO, the Research Foundation provides a mechanism for the funding of licensed research and development activities at the University. The Research Foundation provides broad and flexible financial mechanisms to administer private research contracts and grants, including corporate and private foundation-sponsored programs. We assist the University by working in cooperation with the University's Technology Transfer Office in the commercialization of University inventions including license agreements, and receipt and distribution of royalties related to intellectual property.

Describe Your 5 Key Initiatives That Will Accelerate Your Business Recovery in FY 2022 - Also, Describe Your Environmental Assumptions for the First Two Quarters and the Second Two Quarters of FY 2022

- Through cost reductions, FY21 Operating Profit is Forecast at \$2.2M which would favorably exceed FY21 Plan of \$1.8M by \$372K (+ 20%). FY21 Forecast Cash Flow of \$2.8M will favorably exceed FY21 Plan by \$1.2M. Postponement/cancellation of planned capital expenditures of \$952K during FY21 will primarily generate the increased cash flow that is forecast.
- Construction of the new USF Research Park mixed use lab and office building has a projected completion date of December 31, 2021. The Income Statement impact for FY22 is -\$1.4M Loss to include interest expense of \$825K, operating expenses \$284K, and non-cash depreciation of \$450K, offset by rent revenue of \$160K. On a conservative basis, 50% occupancy is projected by close of FY24, with focus on tenancy from partnership opportunities with private industry.
- As advised by the University, the FY22 Plan includes a cost allocation to the Research Foundation for 75% of the USF Technology Transfer Office (TTO) expense budget that had been previously supported by the University. The Income Statement impact for FY22 is \$2.6M expense line item. This IP expense will be in addition to the variable IP expenses directly expended by the DSO (principally royalty expense). This additional expense to the DSO would increase to \$3.3M in FY23 with 100% of TTO expense budget being funded by the Research Foundation.

Highlight the Impact of Your Business Recovery - Increased Revenues, Cash Flow, Liquidity and Reserves

- To reduce the Incubator program expenses incurred by the University, cash payments totaling \$2.0M from Research Foundation to the University's Incubator program (TBTI) will occur in FY21. As of the date of this report \$1,750,000 has already been transferred towards this commitment. The transfer of this fiduciary cash to the University's chartfield for the Incubator program, will reduce the University's FY21 program expense. A quarterly transfer of \$250,000 on an ongoing basis (\$1,000,000 per annum) which approximates the positive cash flow generated from tenant rents and sponsor support, will reduce the University's expense in FY22 and each year thereafter. Cash reserves of approximately \$1.0M remain.
- To reduce University expense, the NMR Use License Agreement will not be renewed in quarter 4 FY21. This will result in a revenue decrease of \$63,000 in FY21 and an annual recurring decrease of \$307,000 revenue for the Research Foundation.

Describe Material Capital Expenditures and/or Material Added Resources in the 2022 Financial Plan - Provide Details and ROI Expectations

- Construction of the new USF Research Park mixed use lab and office building has a projected completion date of December 31, 2021. Pursuant to the executed Credit Agreement with USF Financing Corporation and a bank, the Research Foundation has committed to provide equity of \$15.0M towards the cost of the project, on or prior to the issuance of a certificate of occupancy. To provide security to the Bank and USF Financing Corp, the Research Foundation must assign the leases and lease revenue from the new building in addition to lease revenue from buildings 3650, 3702 and 3802 Spectrum.

With the new building transaction, a master lease agreement with USF Financing Corp was also entered into. The lease requires the Research Foundation to pay an escalating annual principal payment that commenced January 2021, with base rent equal to interest cost on the financed amount of \$27.0M that began in FY20. Upon project completion in FY22, a capital asset and capital lease obligation will be recorded by the Research Foundation.



USF Research Foundation, Inc.
FY 2022 Annual Financial Plan

INCOME STATEMENT

(In thousands)

REVENUES

	FY 2022 FINANCIAL PLAN	FY 2021 FORECAST (as of 3/31/21)	Variance		FY 2021 FINANCIAL PLAN	FY 2020 ACTUAL RESULTS	FY 2019 ACTUAL RESULTS
			\$	%			
Rental Revenue	\$9,760	\$9,243	\$517	6 %	\$9,564	\$8,968	\$8,689
Intellectual Property Revenue (TTO Initiator)	4,000	2,600	1,400	54 %	2,600	2,666	3,592
NMR Use License Fee	-	244	(244)	(100)%	307	307	307
Other Operating Revenues	157	166	(9)	(5)%	204	188	269
Total Revenues	\$13,917	\$12,253	\$1,664	14 %	\$12,675	\$12,129	\$12,858

EXPENSES

Salaries & Benefits	\$1,246	\$1,156	90	8 %	\$1,328	\$1,297	\$1,288
IP Program Expense - Royalties & Direct Tech Costs	2,818	1,889	930	49 %	1,889	1,826	2,577
IP University Exp - TTO Cost Allocation (75%) to DSC	2,628	-	2,628	%	-	-	-
Other Program Expense	65	20	45	223 %	100	56	458
Operations - Research Park	3,969	3,114	854	27 %	3,648	3,489	3,076
Operations - New Building Research Park	284	5	279	5,230 %	-	-	-
Other Operating Expenses	207	168	39	23 %	162	195	135
UBC Net Expense (University Business Center)	375	224	152	68 %	198	256	332
Interest Expense	971	614	357	58 %	609	526	622
Depreciation & Amortization	3,389	2,843	546	19 %	2,893	2,562	2,648
Total Expenses	15,953	10,033	\$5,920	59 %	\$10,827	\$10,207	\$11,136

NET OPERATING PROFIT (LOSS)

	\$(2,036)	\$2,220	\$(4,255)	(192)%	\$1,848	\$1,922	\$1,722
Investment Income	1,866	2,151	(284)	(13)%	1,935	1,917	2,212
Non-Operating Interest Expense	(420)	(927)	507	55 %	-	(401)	-
Total Non-Operating	\$1,446	\$1,224	\$223	18 %	\$1,935	\$1,516	\$2,212
NET INCOME (LOSS)	\$(589)	\$3,443	\$(4,033)	(117)%	\$3,782	\$3,438	\$3,934

Operating Profit Margin

	-14.6%	18.1%		(33)%	14.6%	15.8%	13.4%
--	---------------	--------------	--	--------------	--------------	--------------	--------------



USF Research Foundation, Inc.
FY 2022 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)

	FY 2022	FY 2021	Variance		FY 2021	FY 2020	FY 2019
	FINANCIAL	FORECAST	\$	%	FINANCIAL	ACTUAL	ACTUAL
	PLAN	(as of 3/31/21)			PLAN	RESULTS	RESULTS
<u>OPERATING ACTIVITIES</u>							
Net Income	\$(589)	\$3,443	\$(4,033)	(117)%	\$3,782	\$3,438	\$3,934
Adjustments for Non-Cash Activities:							
Less Non-Cash Investment Income	(1,566)	(1,845)	279	15 %	(1,935)	(1,550)	(2,212)
Add back Depreciation/Amortization Exp	3,389	2,843	546	19 %	2,893	2,562	2,648
Add back Other Non-Cash Expenses	65	65	-	0 %	10	333	464
Less Other Non-Cash Revenue	-	(8)	8	100 %	-	(18)	(26)
Changes in Operating Assets and Liabilities	(400)	(600)	200	33 %	(600)	(1,113)	1,877
Total Cash From Operating Activities	\$898	\$3,898	\$(3,000)	(77)%	\$4,151	\$3,653	\$6,685
<u>FINANCING ACTIVITIES</u>							
Principal Payments - Notes Payable	\$(805)	\$(775)	\$(30)	(4)%	\$(775)	\$(1,745)	\$(1,720)
Principal Payments Capital Lease - UDI Building	(252)	(241)	(11)	(4)%	(241)	(261)	-
Principal Payment - New Building	(936)	(900)	(37)	(4)%	(900)	-	-
New Bldg - Debt Sinking Fund, Debt Reserves & Costs	-	-	-	%	(854)	(2,566)	-
Redeem Investments - Fund New Bldg Cost & CAP-X	13,247	2,827	10,421	369 %	3,254	2,514	-
Total Cash From Financing Activities	\$11,254	\$911	\$10,343	1,136 %	\$484	\$(2,059)	\$(1,720)
<u>INVESTING ACTIVITIES</u>							
Capital Expenditures	\$(1,079)	\$(1,031)	\$(48)	(5)%	\$(1,483)	\$(1,242)	\$(640)
Capital Expenditures - New Bldg Tenant Improvements	(11,486)	(1,000)	(10,486)	(1,049)%	(1,500)	-	-
Purchase of Investments	-	-	-	%	-	(4,050)	(3,251)
Seed Capital Loan Repayments (Issuance)	20	35	(15)	(43)%	-	28	(25)
Total Cash From Investing Activities	\$(12,545)	\$(1,996)	\$(10,549)	(528)%	\$(2,983)	\$(5,264)	\$(3,916)
CHANGE IN CASH							
	(392)	2,813	(3,205)	(114)%	1,652	(3,670)	1,049
Cash, Beginning of Year	6,269	3,456	2,813	81 %	3,456	7,127	6,077
Cash, End of Year	\$5,877	\$6,269	\$(392)	(6)%	\$5,108	\$3,456	\$7,127
Total Cash & Investments	\$36,470	\$48,243	\$(11,773)	(24)%	\$42,642	\$46,106	\$46,807
Days Cash on Hand	328	528	(200)	(38)%	291	339	457



USF Research Foundation, Inc.

FY 2022 Annual Financial Plan

3-YEAR FORECAST

(In thousands)

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 FORECAST	FY 2022 PLAN	FY 2023 FORECAST	FY 2024 FORECAST
<u>ASSETS</u>						
Cash & Investments	\$46,807	\$46,106	\$48,243	\$36,470	\$36,952	\$38,600
Fixed Assets	33,510	34,512	33,728	69,712	66,615	63,735
Other Assets	18,039	19,247	19,131	19,015	18,900	18,784
Total Assets	\$98,355	\$99,864	\$101,102	\$125,198	\$122,467	\$121,119
<u>LIABILITIES</u>						
Payables	\$2,704	\$2,089	\$1,789	\$1,489	\$1,533	\$1,579
Long-Term Debt	20,610	18,654	17,618	42,625	40,553	38,394
Other Liabilities	8,553	9,196	9,471	9,756	10,048	10,350
Total Liabilities	\$31,868	\$29,938	\$28,878	\$53,869	\$52,134	\$50,323
NET ASSETS	\$66,488	\$69,926	\$72,224	\$71,328	\$70,332	\$70,797
Days Cash on Hand	457	339	528	328	294	269
<u>REVENUES</u>						
Rental Revenue	\$8,689	\$8,968	\$9,243	\$9,760	\$10,803	\$11,848
Intellectual Property Revenue	3,592	2,666	2,600	4,000	7,000	10,000
Other Revenues	576	495	410	157	165	173
Total Revenues	\$12,858	\$12,129	\$12,253	\$13,917	\$17,967	\$22,021
<u>EXPENSES</u>						
Salaries & Benefits	\$1,288	\$1,297	\$1,156	\$1,246	\$1,514	\$1,635
Operations - Research Park	3,076	3,489	3,120	4,253	4,416	4,908
Other Expenses	6,772	5,421	5,758	10,454	14,178	16,185
Total Expenses	\$11,136	\$10,207	\$10,033	\$15,953	\$20,109	\$22,728
Operating Profit Before Non-Cash Changes	\$1,722	\$1,922	\$2,220	\$(2,036)	\$(2,141)	\$(707)
Total Non-Operating, Net	\$2,212	\$1,516	\$1,224	\$1,446	\$1,518	\$1,554
NET OPERATING PROFIT	\$3,934	\$3,438	\$3,443	\$(589)	\$(623)	\$847
Operating Profit Margin	13%	16%	18%	-15%	-12%	-3%



Sun Dome, Inc.
FY 2022 Annual Financial Plan

FINANCIAL PLAN STATEMENT

State the DSO's Statutory Mission which Supports the Goals of the University

- Continue to enhance awareness and perception in the local market and nationally, promoting Yuengling Center as a premiere event and hospitality venue.

Describe Your 5 Key Initiatives That Will Accelerate Your Business Recovery in FY 2022 - Also, Describe Your Environmental Assumptions for the First Two Quarters and the Second Two Quarters of FY 2022

- During the first two quarters of fiscal 2022, the focus will be on recovery and restarting attended events. Certain events are currently scheduled that will achieve this leveraging TBEP's experience in opening the local NHL arena. As the second two quarters of fiscal 2022 evolve, it is expected that events will significantly accelerate - to include the booking and ticket sales of events beyond the end of the fiscal year, thus generating significant cash flow.
- Throughout the pandemic shutdown, TBEP has worked to reduce expenses where feasible and provide the core expenditures needed to ensure a world class facility ready to receive touring acts once business returns. As such, TBEP has stayed lean with reductions in expenses and headcount.
- Revenue visibility is key to the attainment of the attached plan and to that end, TBEP has 6 confirmed profitable events, with 9 date held events, and 6 placeholders for concerts and family events (all in the final two months of the fiscal year). This generates significant contract visibility.
- While the plan presented is a most likely case scenario, there are opportunities to increase the financial outcome. Acts are ready to tour at a rate unprecedented in recent memory. Pent up demand will ensure those touring acts will be financially successful for all involved.
- TBEP has ensured Yuengling Center is open for booking and in the minds of the tour structure decision makers. As additional acts realize touring is back (to include those who have not indicated they will tour in calendar 2022), Yuengling Center will be able to grab its share (or more) of those touring profits.

Highlight the Impact of Your Business Recovery - Increased Revenues, Cash Flow, Liquidity and Reserves

- As events return to the Yuengling Center, the number of events on sale will increase to beyond those that are accomplished in the fiscal year. Thus, excess cash flow will be generated by placing FY23 events on sale in FY22. This growth in event ticket sales is normal and expected and will precede the event recovery.
- Yuengling Center has benefited in FY2021 from the partnership of TBEP to ensure liquidity in the DSO. As the business recovers, the DSO will be obligated to work with TBEP to reduce the receivable generated during the pandemic.

Describe Material Capital Expenditures and/or Material Added Resources in the 2022 Financial Plan - Provide Details and ROI Expectations

- Currently, the facility is in commendable shape, ready to receive touring acts. So there is not a need to invest in the building at this time. Once revenues have returned, any deferred projects can be restarted using the excess cash generated by exceeding the business plan.



Sun Dome, Inc.
FY 2022 Annual Financial Plan

INCOME STATEMENT

(In thousands)

	FY 2022 FINANCIAL PLAN	FY 2021 FORECAST	Variance		FY 2021 FINANCIAL PLAN	FY 2020 ACTUAL RESULTS	FY 2019 ACTUAL RESULTS
			\$	%			
REVENUES							
Direct Event Income	\$491	\$311	\$180	58 %	\$321	\$155	\$398
Ancillary Revenue:							
Suites/ Loge	41	17	25	148 %	53	37	45
Concessions & Novelty	271	65	207	320 %	301	315	333
Parking	307	0	307	%	410	325	437
Service Charges	361	0	361	%	412	372	383
Ticketmaster Rebates	379	0	379	%	409	550	384
Total Ancillary Revenue	1,359	81	1,278	1,578 %	1,584	1,600	1,582
Miscellaneous	55	20	35	175 %	75	70	191
Total Revenues	\$1,905	\$412	\$1,493	362 %	\$1,980	\$1,825	\$2,171
EXPENSES							
Salary & Benefits	818	784	34	4 %	983	943	940
General & Administrative	463	263	200	76 %	449	461	456
Marketing & Sales	33	7	26	356 %	43	15	24
Equipment & Supplies	98	58	40	68 %	101	63	65
Utilities	35	12	23	194 %	41	29	38
Insurance	150	150	0	0 %	126	146	125
Incentive Fees/ Profit Share	0	0	0	%	50	25	150
Total Expenses	\$1,597	\$1,275	\$322	25 %	\$1,793	\$1,682	\$1,798
OPERATING PROFIT BEFORE NON-CASH CHANGES	\$308	\$(863)	\$1,171	136 %	\$187	\$143	\$373
Unrealized Investment Gains (Losses)	0	0	0	%	0	0	0
Total Non-Cash Changes	\$0	\$0	\$0	%	\$0	\$0	\$0
NET OPERATING PROFIT	\$308	\$(863)	\$1,171	136 %	\$187	\$143	\$373
Operating Profit Margin	16%	-209%		225 %	9%	8%	17%



Sun Dome, Inc.
FY 2022 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)

	FY 2022	FY 2021	Variance		FY 2021	FY 2020	FY 2019
	FINANCIAL	FORECAST	\$	%	FINANCIAL	ACTUAL	ACTUAL
	PLAN				PLAN	RESULTS	RESULTS
<u>OPERATING ACTIVITIES</u>							
Net Operating Profit	\$308	\$(863)	\$1,171	136 %	\$187	\$143	\$373
Adjustments for Non-Cash Activities:			0	%			
(Increase) Decrease in Accounts Receivable	0	233	(233)	(100)%	47	(49)	(63)
(Increase) Decrease in Prepays	0	24	(24)	(100)%	0	(25)	1
Increase (Decrease) in Accounts Payable	0	0	0	%	0	(331)	29
Increase (Decrease) in Accrued Liabilities	(400)	1,186	(1,586)	(134)%	8	62	171
Increase (Decrease) in Deferred Revenue	500	158	342	216 %	200	(975)	990
Total Cash From Operating Activities	\$408	\$738	\$(330)	(45)%	\$442	\$(1,176)	\$1,501
<u>FINANCING ACTIVITIES</u>							
Capital Expenditures ⁽¹⁾	\$0	\$0	\$0	%	\$0	\$0	\$0
Total Cash From Financing Activities	\$0	\$0	\$0	%	\$0	\$0	\$0
<u>INVESTING ACTIVITIES</u>							
Event Revenue Transfers to USF, net	\$(413)	\$(413)	\$0	0 %	\$(413)	\$(118)	\$(686)
Total Cash From Investing Activities	\$(413)	\$(413)	\$0	0 %	\$(413)	\$(118)	\$(686)
CHANGE IN CASH							
Cash, Beginning of Year	550	225	325	145 %	37	1,519	704
Cash, End of Year	\$545	\$550	\$(5)	(1)%	\$66	\$225	\$1,519
Total Cash & Investments	\$545	\$550	\$(5)	(1)%	\$66	\$225	\$1,519
Days Cash on Hand	125	158	(33)	(21)%	13	49	308



Sun Dome, Inc.
FY 2022 Annual Financial Plan

3-YEAR FORECAST

(In thousands)

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 FORECAST	FY 2022 PLAN	FY 2023 FORECAST	FY 2024 FORECAST
ASSETS						
Cash & Investments	\$1,519	\$225	\$550	\$545	\$550	\$550
Accounts Receivable	362	411	178	178	178	178
Other Assets	(1)	24	0	0	0	0
Total Assets	\$1,880	\$661	\$729	\$723	\$728	\$728
LIABILITIES						
Payables	\$400	\$68	\$68	\$68	\$68	\$68
Accrued Liabilities	818	880	2,065	1,665	1,250	900
Deferred Revenue	1,185	210	369	869	1,000	1,000
Total Liabilities	\$2,403	\$1,158	\$2,502	\$2,602	\$2,318	\$1,968
NET ASSETS	\$(523)	\$(498)	\$(1,773)	\$(1,879)	\$(1,590)	\$(1,240)
Days Cash on Hand	308	49	158	125	115	109
REVENUES						
Direct Event Income	\$398	\$155	\$311	\$491	\$540	\$594
Ancillary Revenue:						
Suites/ Loge	45	\$37	\$17	\$41	\$45	\$49
Concessions & Novelty	333	\$315	\$65	\$271	\$298	\$328
Parking	437	\$325	\$0	\$307	\$338	\$372
Service Charges	383	\$372	\$0	\$361	\$398	\$437
Ticketmaster Rebates	384	\$550	\$0	\$379	\$417	\$459
Total Ancillary Revenue	\$1,582	\$1,600	\$81	\$1,359	\$1,496	\$1,645
Miscellaneous	191	70	20	55	55	55
Total Revenues	\$2,171	\$1,825	\$412	\$1,905	\$2,091	\$2,294
EXPENSES						
Salary & Benefits	\$940	\$943	\$784	\$818	\$859	\$902
General & Administrative	\$456	\$461	\$263	\$463	\$486	\$510
Marketing & Sales	\$24	\$15	\$7	\$33	\$34	\$36
Equipment & Supplies	\$65	\$63	\$58	\$98	\$103	\$108
Utilities	\$38	\$29	\$12	\$35	\$36	\$38
Insurance	\$125	\$146	\$150	\$150	\$150	\$150
Incentive Fees/ Profit Share	150	25	0	0	75	100
Total Expenses	\$1,798	\$1,682	\$1,275	\$1,597	\$1,743	\$1,844
Operating Profit Before Non-Cash Changes	\$373	\$143	\$(863)	\$308	\$348	\$450
Total Non-Cash Changes	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING PROFIT	\$373	\$143	\$(863)	\$308	\$348	\$450
Operating Profit Margin	17%	8%	-209%	16%	17%	20%



USF Health Professions Conferencing Corporation

FY 2022 Annual Financial Plan

FINANCIAL PLAN STATEMENT

State the DSO's Statutory Mission which Supports the Goals of the University

- The mission of USF Health Professions Conferencing Corporation (HPCC), a direct support organization and Florida not-for-profit corporation, is to support the goals of the University of South Florida and its Board of Trustees, namely to help achieve academic excellence, enable pre-eminent research, and facilitate top quality healthcare services.

HPCC helps to achieve these goals through a range of activities and entities, including the Center for Advanced Medical Learning and Simulation (CAMLS) which has as its vision to improve healthcare through lifelong education and learning and whose mission is to create and provide experiential learning that improves clinical skills and patient care in our community and around the globe. HPCC also supports the efficient administration of the USF Health Office of Continuing Professional Development (CPD) as well as several USF Health international programs.

Describe Your 5 Key Initiatives That Will Accelerate Your Business Recovery in FY 2022 - Also, Describe Your Environmental Assumptions for the First Two Quarters and the Second Two Quarters of FY 2022

- In FY2022, HPCC will coordinate rescheduling FY2020 programs affected by COVID19 and valued at more than \$750K in revenue. CAMLS affirmative actions to proactively postpone many programs with long lead times, has strengthened relationships with external clients and as a result, is projected to grow revenue and increase operating earnings for FY2022 and 2023. New virtual reality and live streaming capabilities also helped CAMLS identify numerous new clients and offer new training options to established clients. The first two quarters anticipates external clients will return to CAMLS at 50% of pre-COVID volumes while the second two quarters will see a return to 100% pre-COVID volumes.
- CAMLS Assurance Campaign which addressed CAMLS' broad approach to site safety, facility cleanliness and sanitizing, and a range of access controls to prevent the spread of COVID-19 ensures HPCC and the CAMLS facility will continue to provide flexible space and access to simulation learning and healthcare education to USF students, including Morsani College of Medicine Undergraduate Medical Education (UME), MCOM Anatomy Laboratory, Graduate Medical Education (GME), and Physician's Assistant (PA) students, College of Nursing Certified Registered Nurse Anesthetist (CRNA) students, College of Pharmacy students, and Muma College of Business students. The first two quarters and second two quarters anticipate uninterrupted access and usage similar to FY2021 utilization and funding.
- CAMLS has successfully developed new relationships to deliver programming that occurs off-site ('CAMLS Without Walls') which exports CAMLS' talent, tools, and resources to support our community and other Florida hospitals and healthcare systems where face to face lifesaving training is needed but the ability for participants to travel was not possible. This is a small but growing aspect of training opportunities.
- CAMLS is expanding research focused on simulation-based training and virtual/augmented reality to utilize CAMLS's unique expertise, assets and USF Health faculty to obtain external grants in partnership with small businesses and USF Health affiliates.
- The Office of Continuing Professional Development (OCPD) has expanded its portfolio of online programming in partnership with medical education companies (MEC) and transitioned its business model to accreditation only services and away from management of live events. OCPD revenues and expected to remain steady year over year.

Highlight the Impact of Your Business Recovery - Increased Revenues, Cash Flow, Liquidity and Reserves

- To maintain cash reserves \$900K of support from UMSA Dean's Account will be required based on environmental assumptions.
- A return to full year pre-COVID volumes in FY2023 and FY2024 will reduce the need for support from UMSA.

Describe Material Capital Expenditures and/or Material Added Resources in the 2022 Financial Plan - Provide

- Due to limited cash reserves capital expenditures will be limited to maintaining existing operating capabilities.



USF Health Professions Conferencing Corporation
FY 2022 Annual Financial Plan

INCOME STATEMENT

(In thousands)

REVENUES

	FY 2022 FINANCIAL PLAN	FY 2021 FORECAST (as of 3/31/21)	Variance		FY 2021 FINANCIAL PLAN	FY 2020 ACTUAL RESULTS	FY 2019 ACTUAL RESULTS
			\$	%			
Continuing Professional Development	\$4,594	\$4,664	\$(70)	(2)%	\$5,070	\$7,162	\$6,901
CAMLS - USF Health Programming	2,061	2,061	0	0 %	1,675	2,313	2,872
CAMLS - Industry, Societies, Healthcare	3,125	1,341	1,784	133 %	3,141	2,661	4,540
Other HPCC Divisions	0	0	0	%	207	205	575
In Kind Donations	17	17	0	0 %	20	29	68
Rents, Parking, Rebates, Interest	113	108	6	5 %	279	484	732
Gain on Sale of Fixed Assets	0	7	(7)	(100)%	0	0	0
Transfer from USF-Plant Operations & Maint.	1,293	1,293	0	0 %	1,293	1,293	1,293
USF Carryforward funding - temp staffing - programs	0	60	(60)	(100)%	60	60	60
Transfer from UMSA Continuing Ed - Faculty, Students	900	270	630	233 %	500	250	1,000
Total Revenues	\$12,104	\$9,821	\$2,283	23 %	\$12,245	\$14,458	\$18,041

EXPENSES

Wages and Benefits	3,850	3,507	343	10 %	4,073	3,898	3,900
Wages - program driven temporary staffing	60	60	0	0 %	160	250	214
Utilities, Leases, Maint., Supplies, Marketing	1,765	1,624	141	9 %	1,944	1,891	2,262
Direct Program Expense	5,157	4,567	590	13 %	5,097	7,348	8,252
Interest	293	351	(58)	(17)%	487	527	570
In Kind Expense	17	17	0	0 %	20	29	68
Depreciation & Amortization	957	957	0	0 %	938	1,089	1,440
Total Expenses	\$12,098	\$11,083	\$1,016	9 %	\$12,720	\$15,033	\$16,706

**OPERATING PROFIT BEFORE
NON-CASH CHANGES**

	\$5	\$(1,261)	\$1,267	100 %	\$(475)	\$(576)	\$1,335
Unrealized Investment Gains (Losses)	0	0	0	%	0	0	0
Total Non-Cash Changes	\$0	\$0	\$0	%	\$0	\$0	\$0
NET OPERATING PROFIT	\$5	\$(1,261)	\$1,267	100 %	\$(475)	\$(576)	\$1,335

Operating Profit Margin

	0.05%	-13%	13 %	-4%	-4%	7%
--	--------------	-------------	-------------	------------	------------	-----------



USF Health Professions Conferencing Corporation
FY 2022 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)

	FY 2022 FINANCIAL PLAN	FY 2021 FORECAST (as of 3/31/21)	Variance		FY 2021 FINANCIAL PLAN	FY 2020 ACTUAL RESULTS	FY 2019 ACTUAL RESULTS
			\$	%			
<u>OPERATING ACTIVITIES</u>							
Net Operating Profit	\$5	\$(1,261)	\$1,266	100 %	\$(475)	\$(576)	\$1,335
Adjustments for Non-Cash Activities:							
Depreciation	957	957	0	0 %	938	1,089	1,440
(Gain)/Loss on sale of fixed assets	0	7	(7)	(100)%	0	0	0
Adjustments for Changes in Operating Assets and Liabilities	0	(1,500)	1,500	100 %	0	644	386
Total Cash From Operating Activities	\$963	\$(1,797)	\$2,759	154 %	\$463	\$1,157	\$3,161
<u>FINANCING ACTIVITIES</u>							
Proceeds of Long-Term Debt	\$0	\$0	\$0	%	\$0	\$0	\$0
Principal Payments	(1,229)	(1,160)	(69)	(6)%	(1,160)	(1,096)	(1,171)
Interest Payments	0	0	0	%	0	0	0
Total Cash From Financing Activities	\$(1,229)	\$(1,160)	\$(69)	(6)%	\$(1,160)	\$(1,096)	\$(1,171)
<u>INVESTING ACTIVITIES</u>							
Capital Expenditures	\$(20)	\$(20)	\$0	0 %	\$(200)	\$(134)	\$(154)
Net (Purchases) Sales of Investments	0	0	0	%	0	0	217
Total Cash From Investing Activities	\$(20)	\$(20)	\$0	0 %	\$(200)	\$(134)	\$63
CHANGE IN CASH							
Cash, Beginning of Year	1,311	4,288	(2,977)	(69)%	2,787	4,361	2,308
Cash, End of Year	\$1,025	\$1,311	\$(286)	(22)%	\$1,890	\$4,288	\$4,361
Total Cash & Investments	\$1,025	\$1,311	\$(286)	(22)%	\$1,890	\$4,288	\$4,361
Days Cash on Hand	34	47	(14)	(29)%	59	112	104



USF Health Professions Conferencing Corporation
FY 2022 Annual Financial Plan

3-YEAR FORECAST

(In thousands)

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 FORECAST	FY 2022 PLAN	FY 2023 FORECAST	FY 2024 FORECAST
ASSETS						
Cash & Investments	\$4,361	\$4,288	\$1,311	\$1,025	\$1,025	\$1,025
Fixed Assets	17,277	16,307	15,370	14,432	14,113	13,794
Other Assets	1,824	960	960	960	960	960
Total Assets	\$23,463	\$21,555	\$17,454	\$16,418	\$16,099	\$15,780
LIABILITIES						
Payables	\$1,606	\$1,760	\$1,760	\$1,760	\$1,760	\$1,760
Long-Term Debt	13,844	12,678	11,449	10,220	9,076	7,932
Other Liabilities and deferred inflows	3,874	3,554	2,054	2,054	2,054	2,054
Total Liabilities	\$19,324	\$17,992	\$15,263	\$14,034	\$12,890	\$11,746
NET ASSETS	\$4,139	\$3,563	\$2,191	\$2,384	\$3,209	\$4,034
Days Cash on Hand	104	112	47	34	34	33
REVENUES						
Program Revenues	17,309	13,973	9,713	11,991	\$12,491	\$12,991
Other Revenues	732	484	108	113	116	118
Total Revenues	\$18,041	\$14,458	\$9,821	\$12,104	\$12,606	\$13,108
EXPENSES						
Salaries & Benefits	\$4,114	\$4,148	\$3,567	\$3,910	\$3,988	\$4,068
Program services	12,022	10,357	7,165	7,896	8,196	8,496
Interest	570	527	351	293	287	281
Total Expenses	\$16,706	\$15,033	\$11,083	\$12,098	\$12,471	\$12,845
Operating Profit Before Non-Cash Changes	\$1,335	\$(576)	\$(1,261)	\$5	\$135	\$264
Total Non-Cash Changes	\$0	\$0	\$0	\$0	\$0	\$0
NET OPERATING PROFIT	\$1,335	\$(576)	\$(1,261)	\$5	\$135	\$264
Operating Profit Margin	7%	-4%	-13%	0%	1%	2%



USF Institute of Applied Engineering, Inc.

FY 2022 Annual Financial Plan

FINANCIAL PLAN STATEMENT

State the DSO's Statutory Mission which Supports the Goals of the University

- USF IAE provides best value engineering products and services to enhance the performance, effectiveness and safety of its Department of Defense and other national security customers. By focusing on applied research and advanced technology development, IAE expands USF's research portfolio while providing increased opportunities to USF faculty and students.

Describe Your 5 Key Initiatives That Will Accelerate Your Business Recovery in FY 2022 - Also, Describe Your Environmental Assumptions for the First Two Quarters and the Second Two Quarters of FY 2022

- In FY21, IAE is on track to award 14 contracts worth \$10.4M, with revenue collection stretching into FY22. IAE expects the pace of new contracts awarded to continue in FY22 with new sponsors captured through increased business development.
- IAE is in year two of its \$85M USSOCOM task order contract. While IAE has been awarded multiple TOs, it expects to increase awards across the USSOCOM enterprise with the pandemic ending. The IAE-USSOCOM Academic Consortium has signed 15 master agreements with Florida SUS and other institutions, w/ 15 more pending and 9 active research efforts.
- IAE has invested in business development, to include crafting a strategy to expand beyond the core USSOCOM sponsor. IAE is currently submitting five competitive proposals in FY21 for potential award in FY22, w/ more submissions to follow.
- With RD Management and Hillsborough County, IAE opened a 4K sq ft research facility at the University Mall and procured research equipment. IAE plans to enter into a new agreement with RD to provide additional space with continued growth.
- IAE will continue to hire additional research and support staff in FY22 to execute existing and new sponsored contracts.

Highlight the Impact of Your Business Recovery - Increased Revenues, Cash Flow, Liquidity and Reserves

- IAE expects to meet its sponsored contract revenue projection of \$4.8M in FY21, and projects to increase contract revenues in FY22 to \$8.6M.
- IAE closely manages its vendor payments to maintain targeted minimum liquidity. IAE pays vendors directly supporting contracts only after receiving payments from sponsors. For indirect expenses, IAE pays its vendors NET 45 days.

Describe Material Capital Expenditures and/or Material Added Resources in the 2022 Financial Plan - Provide Details and ROI Expectations

- IAE plans to invest \$2M in FY22 Hillsborough County grant funding to build out new facility space at the University Mall as well as procure high-end research equipment.



USF Institute of Applied Engineering, Inc.

FY 2022 Annual Financial Plan

INCOME STATEMENT

(In thousands)

	FY 2022	FY 2021	Variance		FY 2021	FY 2020	FY 2019
	FINANCIAL	FORECAST	\$	%	FINANCIAL	ACTUAL	ACTUAL
	PLAN	(as of 3/31/21)			PLAN	RESULTS	RESULTS
REVENUES							
Contracts Revenues	\$8,695	\$4,805	\$3,890	81 %	\$4,868	\$947	\$0
Hillsborough County Grant	3,811	1,322	2,489	188 %	2,478	151	0
University Support	603	714	(111)	(16)%	714	770	187
College of Engineering Support	25	23	2	7 %	23	23	385
Donation and Other Revenue	31	378	(347)	(92)%	74	6	1
Total Revenues	\$13,164	\$7,242	\$5,922	82 %	\$8,156	\$1,897	\$573
EXPENSES							
Salaries & Benefits	3,298	1,168	2,130	182 %	867	695	61
College of Engineering Salary Support	25	23	2	7 %	23	20	385
Gift In-Kind Expenses	31	43	(13)	(29)%	74	0	0
Materials, Supplies, Software & Equip., Travel	76	94	(18)	(19)%	87	16	26
Banking, Insurance, Audit, Tax Services	151	98	53	54 %	100	64	4
Facilities, Utilities, Telecomm., Security	137	0	137	%	63	107	0
Depreciation & Amortization	211	47	164	349 %	140	0	0
Hills. County Salaries & Benefits	1,156	582	574	99 %	984	87	0
Hills. County Materials & Equip.	141	155	(14)	(9)%	353	38	0
Hills. County Facilities, Telecomm., & Security	146	208	(62)	(30)%	641	18	0
Direct Program Costs	5,916	3,517	2,398	68 %	3,399	698	0
Indirect Return to University	556	257	300	117 %	380	15	0
Total Expenses	\$11,844	\$6,193	\$5,652	91 %	\$7,110	\$1,758	\$476
OPERATING PROFIT BEFORE							
NON-CASH CHANGES	\$1,320	\$1,049	\$271	26 %	\$1,046	\$139	\$97
Unrealized Investment Gains (Losses)	0	0	0	%	0	0	0
Equipment Donations to USF	0	0	0	%	0	(82)	0
Total Non-Cash Changes	\$0	\$0	\$0	%	\$0	\$(82)	\$0
NET OPERATING PROFIT	\$1,320	\$1,049	\$271	26 %	\$1,046	\$57	\$97
Operating Profit Margin	10%	14%	(4)%		13%	7%	17%



USF Institute of Applied Engineering, Inc.

FY 2022 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)

	FY 2022 FINANCIAL PLAN	FY 2021 FORECAST (as of 3/31/21)	Variance		FY 2021 FINANCIAL PLAN	FY 2020 ACTUAL RESULTS	FY 2019 ACTUAL RESULTS
			\$	%			
<u>OPERATING ACTIVITIES</u>							
Cash Receipt from Customers	\$8,371	\$4,572	\$3,799	83 %	\$4,868	\$931	0
Cash Receipt from Hillsborough County	4,141	992	3,150	318 %	2,478	0	0
Salaries & Benefits	(4,004)	(1,479)	(2,525)	(171)%	(1,851)	(624)	0
Payment for Direct Program Costs	(5,516)	(2,931)	(2,585)	(88)%	(3,399)	(205)	0
Payment to Suppliers	(639)	(772)	133	17 %	(1,270)	(548)	(8)
Total Cash From Operating Activities	\$2,353	\$382	\$1,972	517 %	\$826	\$(447)	\$(8)
<u>FINANCING ACTIVITIES</u>							
Transfer from USF Support	\$603	\$714	\$(111)	(16)%	\$714	\$702	\$100
Transfer to USF-IDR	(506)	(214)	(292)	(137)%	(380)	0	0
Gift In-Kind Contributions	0	0	(0)	(100)%	0	6	1
Total Cash From Financing Activities	\$96	\$500	\$(403)	(81)%	\$334	\$708	\$101
<u>INVESTING ACTIVITIES</u>							
Hills. County Capital Expenditures	\$(1,245)	\$(377)	\$(868)	(230)%	\$(500)	\$(8)	\$(81)
Hills. County Lease Improvements	(1,123)	0	(1,123)	%	0	0	0
Proceeds of Long-Term Debt	0	0	0	%	0	0	0
Principal Payments	0	0	0	%	0	0	0
Interest Payments	0	0	0	%	0	0	0
Total Cash From Investing Activities	\$(2,368)	\$(377)	\$(1,991)	(528)%	\$(500)	\$(8)	\$(81)
CHANGE IN CASH	82	504	(422)	(84)%	660	253	11
Cash, Beginning of Year	769	265	504	191 %	58	11	0
Cash, End of Year	\$851	\$769	\$82	11 %	\$718	\$265	\$11
Total Cash & Investments	\$851	\$769	\$82	11 %	\$718	\$265	\$11
Days Cash on Hand	26	45	(19)	(42)%	37	55	9



USF Institute of Applied Engineering, Inc.

FY 2022 Annual Financial Plan

3-YEAR FORECAST

(In thousands)

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 FORECAST	FY 2022 PLAN	FY 2023 FORECAST	FY 2024 FORECAST
ASSETS						
Cash & Investments	\$11	\$265	\$769	\$851	\$651	\$2,103
Account Receivables	0	168	731	725	1,087	1,630
Fixed Assets	81	8	672	1,705	1,417	1,119
Other Assets	4	21	21	1,144	950	751
Total Assets	\$97	\$461	\$2,193	\$4,425	\$4,105	\$5,603
LIABILITIES						
Accounts Payable	\$0	\$286	\$698	\$1,160	\$734	\$1,135
Accrued Salaries	0	21	292	742	319	367
Long-Term Debt	0	0	0	0	0	0
Other Liabilities	0	0	0	0	0	0
Total Liabilities	\$0	\$307	\$990	\$1,902	\$1,053	\$1,502
NET ASSETS	\$97	\$154	\$1,203	\$2,522	\$3,052	\$4,101
Days Cash on Hand	9	55	45	26	18	41
REVENUES						
Contracts Revenues	\$0	\$947	\$4,805	\$8,695	\$13,043	\$19,564
Hillsborough County Grant	0	151	1,322	3,811	0	0
University Support	187	770	714	603	603	0
College of Engineering Support	385	23	23	25	25	26
Donation and Other Revenue	1	6	378	31	0	0
Total Revenues	\$573	\$1,897	\$7,242	\$13,164	\$13,671	\$19,590
EXPENSES						
Salaries & Benefits	\$61	\$695	\$1,168	\$3,298	\$3,827	\$4,401
College of Engineering Salary Support	385	20	23	25	25	26
Gift In-Kind Expenses	0	0	43	31	0	0
Materials, Supplies, Software & Equip., Travel	26	16	94	76	224	257
Banking, Insurance, Audit, Tax Services	4	64	98	151	163	187
Facilities, Utilities, Telecomm., Security	0	107	0	137	396	456
Depreciation & Amortization	0	0	47	211	483	497
Hills. County Salaries & Benefits	0	87	582	1,156	0	0
Hills. County Materials & Equip.	0	38	155	141	0	0
Hills. County Facilities, Telecomm., & Security	0	18	208	146	0	0
Direct Program Costs	0	698	3,517	5,916	7,371	11,739
Indirect Return to University	0	15	257	556	652	978
Total Expenses	\$476	\$1,758	\$6,193	\$11,844	\$13,141	\$18,541
Operating Profit Before Non-Cash Changes	\$97	\$139	\$1,049	\$1,320	\$530	\$1,049
Total Non-Cash Changes	\$0	\$(82)	\$0	\$0	\$0	\$0
NET OPERATING PROFIT	\$97	\$57	\$1,049	\$1,320	\$530	\$1,049
Operating Profit Margin	17%	7%	14%	10%	4%	5%



University of South Florida Alumni Association, Inc.

FY 2022 Annual Financial Plan

FINANCIAL PLAN STATEMENT

State the DSO's Statutory Mission which Supports the Goals of the University

- The USF Alumni Association exists to assist in the success of the University of South Florida. The Alumni Association is in the alumni engagement and cultivation business. The focus of the Association is to strengthen relationships with Alumni through myriad activities, thus leading to their long-term involvement with the University of South Florida. Activities include alumni opportunities for volunteering, event participation, student mentoring, recognition programs, and financial support. All of this engagement activity by Alumni and friends supports the University as a whole. While the long term revenue associated with the Association's support is not directly reflected in the Association's financial statements, alumni engagement combined with development activity helps to facilitate fundraising success.

Describe Your 5 Key Initiatives That Will Accelerate Your Business Recovery in FY 2022 - Also, Describe Your Environmental Assumptions for the First Two Quarters and the Second Two Quarters of FY 2022

- Key assumptions by management in preparing the 2022 budget regarding COVID-19 and its impact on our events are as follows. With students returning to campus in the fall, we assume events will commence in September with approximately 50% attendance. Attendance will increase throughout the 1st and 2nd quarters, with events returning to pre-COVID attendance during the 3rd and 4th quarter. The Association will continue to augment our in-person activities with virtual programming as reaching alumni from all areas has been a positive outcome during this COVID period. This return to in person events contribute to the increase in event revenue, sponsorships and expenses.
- The Alumni Association is transitioning to a general membership program, thus eliminating the annual membership program. All graduates of the University will now be considered members of the Alumni Association. However, we will increase our focus on both soliciting life memberships and giving by those members within the Circle of Excellence Program. In addition, these life membership payments will now fund 50% of operations, with the remainder going to the endowment. Overall membership revenue is reduced, but offset by a decrease in membership expenses.
- Changes within Advancement as a whole will reduce payroll for the Association. Changes include communication employees centralized into a new department within the Foundation, and the development employee focused on regional alumni engagement activity.
- A higher priority will be given to student engagement including the implementation of a robust student philanthropy initiative as well as the introduction of a student/alumni mentoring program which is anticipated to positively impact 3,000-5,000 alumni and students over the next three years.

Highlight the Impact of Your Business Recovery - Increased Revenues, Cash Flow, Liquidity and Reserves

- The Association's budget presents a \$136k, or 37% increase in budget support received in the current year. Also, payroll has been reduced by \$181k, or 10%, as employees are moved onto the Foundation's budget. Other changes described consist of decreases in membership expenses and revenue and increases in event and sponsorship revenue and expenses.
- With the initiatives described above we anticipate FY'22's draw on reserves to be \$198k, down from \$500k in the original FY'21 budget.

Describe Material Capital Expenditures and/or Material Added Resources in the 2022 Financial Plan - Provide Details and ROI Expectations

- No capital expenditures planed in the 2021 fiscal plan.



University of South Florida Alumni Association, Inc.
FY 2022 Annual Financial Plan

INCOME STATEMENT

(In thousands)

	FY 2022 FINANCIAL PLAN	FY 2021 FORECAST (as of 3/31/21)	Variance		FY 2021 FINANCIAL PLAN	FY 2020 ACTUAL RESULTS	FY 2019 ACTUAL RESULTS
			\$	%			
<u>REVENUES</u>							
Membership	\$456	\$549	\$(93)	(17)%	\$489	\$550	\$536
License Plates	409	394	15	4 %	391	381	390
Budget support	500	364	136	37 %	364	804	718
Affinity Royalty	347	309	38	12 %	449	399	484
Investment Income	318	289	29	10 %	281	272	260
Sponsorships	231	162	69	43 %	320	141	229
Gifts and Donations	130	160	(30)	(19)%	186	225	197
Event and other revenue	199	39	160	410 %	238	207	214
Total Revenues	\$2,590	\$2,266	\$324	14 %	\$2,718	\$2,979	\$3,028
<u>EXPENSES</u>							
Salaries	1,623	1,804	(181)	(10)%	1,892	1,840	1,766
Membership and membership services	82	159	(77)	(48)%	193	112	214
Printing & Postage	72	57	15	26 %	71	80	79
Event Services	315	58	257	443 %	405	242	269
Professional Services	88	80	8	10 %	95	103	99
Travel	74	6	68	1,133 %	62	42	61
Advertising & Marketing	12	14	(2)	(14)%	22	18	31
Insurance	48	46	2	4 %	56	49	54
Community Relations	23	9	14	156 %	30	33	33
Credit Card fees and other services	21	25	(4)	(16)%	30	26	30
Scholarships	79	75	4	5 %	75	85	95
Other expenses	15	23	(8)	(35)%	18	29	36
Total Expenses	\$2,452	\$2,356	\$96	4 %	\$2,949	\$2,659	\$2,767
OPERATING PROFIT BEFORE NON-CASH CHANGES	\$138	\$(90)	\$228	253 %	\$(231)	\$320	\$261
Unrealized Investment Gains (Losses)	176	502	(326)	(65)%	196	(32)	15
Total Non-Cash Changes	\$176	\$502	\$(326)	(65)%	\$196	\$(32)	\$15
NET OPERATING PROFIT	\$314	\$412	\$(98)	(24)%	\$(35)	\$288	\$276
Operating Profit Margin	5%	-4%		9 %	-8%	11%	9%



University of South Florida Alumni Association, Inc.

FY 2022 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)

	FY 2022 FINANCIAL PLAN	FY 2021 FORECAST (as of 3/31/21)	Variance		FY 2021 FINANCIAL PLAN	FY 2020 ACTUAL RESULTS	FY 2019 ACTUAL RESULTS
			\$	%			
<u>OPERATING ACTIVITIES</u>							
Net Operating Profit	\$314	\$412	\$(98)	(24)%	\$(35)	\$288	\$276
Adjustments for Non-Cash Activities:				%			
Unrealized gain on investments	(176)	(502)	326	65 %	(196)	32	(15)
Adjustments for Changes in Operating Assets and Liabilities	77	80	(3)	(4)%	100	(76)	(108)
Total Cash From Operating Activities	\$215	\$(10)	\$225	2,250 %	\$(131)	\$244	\$153
<u>FINANCING ACTIVITIES</u>							
Capital Expenditures	\$0	\$0	\$0	%	\$0	\$0	\$0
Total Cash From Financing Activities	\$0	\$0	\$0	%	\$0	\$0	\$0
<u>INVESTING ACTIVITIES</u>							
Net (Purchases) Sales of Investments	\$(207)	\$15	\$(222)	(1,530)%	\$134	\$(224)	\$(152)
Total Cash From Investing Activities	\$(207)	\$15	\$(222)	(1,530)%	\$134	\$(224)	\$(152)
CHANGE IN CASH							
Cash, Beginning of Year	0	5	(5)	(100)%	5	7	6
Cash, End of Year	\$8	\$10	\$(2)	(20)%	\$8	\$27	\$7
 Total Cash & Investments	 \$922	 \$1,052	 \$(130)	 (12)%	 \$932	 \$1,408	 \$1,390
 Days Cash on Hand	 137	 163	 (26)	 (16)%	 115	 193	 183



University of South Florida Alumni Association, Inc.
FY 2022 Annual Financial Plan

3-YEAR FORECAST

(In thousands)

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 FORECAST	FY 2022 PLAN	FY 2023 FORECAST	FY 2024 FORECAST
<u>ASSETS</u>						
Cash & Investments	\$1,390	\$1,408	\$1,052	\$922	\$996	\$1,076
Restricted Cash & Investments	6,388	6,783	6,969	7,145	7,335	7,540
Other Assets	293	243	360	300	300	300
Total Assets	\$8,071	\$8,434	\$8,381	\$8,367	\$8,631	\$8,916
<u>LIABILITIES</u>						
Payables	\$177	\$432	\$150	\$150	\$150	\$150
Long-Term Debt	0	0	0	0	0	0
Other Liabilities and deferred inflows	2,183	2,002	2,281	2,100	2,100	2,100
Total Liabilities	\$2,360	\$2,434	\$2,431	\$2,250	\$2,250	\$2,250
NET ASSETS	\$5,711	\$6,000	\$5,950	\$6,117	\$6,381	\$6,666
Days Cash on Hand	183	193	163	137	142	148
<u>REVENUES</u>						
Membership	\$536	\$550	\$549	\$456	\$502	\$552
Support	718	804	364	500	700	700
Other Revenues	1,774	1,625	1,353	1,634	1,716	1,801
Total Revenues	\$3,028	\$2,979	\$2,266	\$2,590	\$2,917	\$3,053
<u>EXPENSES</u>						
Salaries & Benefits	\$1,766	\$1,840	\$1,804	\$1,623	\$1,704	\$1,789
Event Expenses	269	242	58	315	324	334
Other Expenses	732	577	494	514	524	535
Total Expenses	\$2,767	\$2,659	\$2,356	\$2,452	\$2,553	\$2,658
Operating Profit Before Non-Cash Changes	\$261	\$320	\$(90)	\$138	\$364	\$395
Total Non-Cash Changes	\$15	\$(32)	\$196	\$176	\$190	\$205
NET OPERATING PROFIT	\$276	\$288	\$106	\$314	\$555	\$600
Operating Profit Margin	9%	11%	-4%	5%	12%	13%



USF Financing Corporation & USF Property Corporation

FY 2022 Annual Financial Plan

FINANCIAL PLAN STATEMENT

State the DSO's Statutory Mission which Supports the Goals of the University

- The Financing Corporation is the University's financing arm and is expected to provide low cost, low risk, long-term financing for the University's major capital projects.

Describe Your 5 Key Initiatives That Will Accelerate Your Business Recovery in FY 2022 - Also, Describe Your Environmental Assumptions for the First Two Quarters and the Second Two Quarters of FY 2022

- Protect USF's "AA" credit ratings. Formal presentations were made to Moody's, Standard & Poor's and Fitch in March. Presentations emphasized USF's strengths in management and governance, market position and enrollment demand, operating performance, wealth and liquidity, and leverage.
 - S&P reported in April that all USF credit ratings were Affirmed with Stable Outlooks. Moody's and Fitch will report in May.
- Direct oversight of DSOs and Auxiliaries with debt to ensure maintenance of pledged revenues, debt service coverage ratios and reserves.
 - Management is working closely with DSOs and Auxiliaries to ensure they have implemented cost-cutting measures necessary to preserve essential liquidity and maintain required debt service payments.
- Ongoing compliance with debt covenants including IRS rules on tax exempt bonds and required reporting on EMMA.
 - Management is currently working closely with USF Health and UMSA to ensure that the proposed TGH lease of the ambulatory surgery center and imaging areas of the Morsani Center and the South Tampa Clinic is in compliance with private use guidelines.
- Management has completed negotiations for contracts with 3 of the University's strategic partners, two of which are Fortune 500 companies. FY 2021 and FY 2022 payments will be guaranteed at minimum amounts despite reductions in revenues impacted by the pandemic. These contract revenues are pledged to debt service payments.
- Monitoring 50% investment in INTO USF. Operating losses for INTO USF over the past two years total \$2.7 million, erasing shareholder's equity and adversely affecting liquidity. INTO USF may call on the \$2.25 million Note from the Corporation.
- Management is working closely with the USF Research Foundation and the general contractor to ensure that the \$42 million USF Research Park Project is delivered on time and on budget.
- Beginning FY 2022, the Financing Corporation will reinstate its requirement for USF DSOs and Auxiliaries to pay all supplemental lease payments totaling \$1.8 million (management fees and renewal & replacement fees were waived in FY 2021).

Highlight the Impact of Your Business Recovery - Increased Revenues, Cash Flow, Liquidity and Reserves

- Operating Profit before Contributions and Non-Cash Changes is expected to increase by \$622,000 (29%) in FY 2022 compared to FY 2021.
- Excluding Capital Expenditures, which are made from existing project accounts that were previously funded with bond issuances, cash will increase in FY 2022 by approximately \$2.3 million.
- Liquidity and reserves will remain strong in FY 2022 as operating revenues are expected to exceed expenses.

Describe Material Capital Expenditures and/or Material Added Resources in the 2022 Financial Plan - Provide Details and ROI Expectations

- Capital Expenditures in FY 2022 are limited to the final costs related to the USF Research Park Project. The Corporation does not anticipate any other material capital expenditures or added resources other than those described above.



USF Financing Corporation & USF Property Corporation
FY 2022 Annual Financial Plan

INCOME STATEMENT

(In thousands)

	FY 2022 FINANCIAL PLAN	FY 2021 FORECAST (as of 3/31/21)	Variance		FY 2021 FINANCIAL PLAN	FY 2020 ACTUAL RESULTS	FY 2019 ACTUAL RESULTS
			\$	%			
<u>REVENUES</u>							
Housing lease revenue	\$10,037	\$8,640	\$1,397	16 %	\$10,321	\$10,334	\$10,504
Marshall Center lease revenue	1,311	1,270	41	3 %	1,367	1,419	1,459
Athletics lease revenue	437	635	(198)	(31)%	693	764	841
Arena lease revenue	695	740	(45)	(6)%	740	778	824
DSO (UMSA) lease revenue	1,665	1,516	149	10 %	1,735	1,766	1,858
DSO (HPCC) lease revenue	379	505	(126)	(25)%	563	588	614
DSO (Research) lease revenue	988	998	(10)	(1)%	174	641	63
Total Revenues	\$15,511	\$14,304	\$1,207	8 %	\$15,593	\$16,290	\$16,163
<u>OPERATING EXPENSES</u>							
Management fee	803	0	803	%	795	719	706
General and administrative expenses	679	632	47	7 %	580	604	529
Total Operating Expenses	\$1,482	\$632	\$850	134 %	\$1,375	\$1,323	\$1,235
<u>OTHER REVENUES (EXPENSES)</u>							
Interest expense on debt	(11,299)	(11,582)	283	2 %	(11,878)	(10,822)	(11,647)
Interest income	11	30	(19)	(63)%	400	444	708
Total Other Revenues (Expenses)	\$(11,288)	\$(11,552)	\$264	2 %	\$(11,478)	\$(10,378)	\$(10,939)
OPERATING PROFIT BEFORE CONTRIBUTIONS AND NON-CASH CHANGES	\$2,742	\$2,120	\$622	29 %	\$2,740	\$4,589	\$3,989
Equity contribution from USF for USFSP Project	0	861	(861)	(100)%	0	1,166	800
Equity contribution from USF Research for reserves	0	0	0	%	0	2,514	0
Equity contribution from USF Research for Project	1,276	0	1,276	%	0	0	0
Reimbursement to USF for furniture or equipment	0	(626)	626	100 %	0	(271)	0
Distribution of INTO CD Proceeds to USF Foundation	0	0	0	%	0	(2,200)	0
Change in INTO USF equity investment	(1,395)	(1,351)	(44)	(3)%	0	(103)	450
Total Contributions and Non-Cash Changes	\$(119)	\$(1,116)	\$997	89 %	\$0	\$1,106	\$1,250
NET OPERATING PROFIT (LOSS)	\$2,623	\$1,005	\$1,619	161 %	\$2,740	\$5,695	\$5,239
Operating Profit Margin	17.7%	14.8%		3 %	17.6%	28.2%	24.7%



USF Financing Corporation & USF Property Corporation
FY 2022 Annual Financial Plan

STATEMENT OF CASH FLOWS

(In thousands)

	FY 2022	FY 2021	Variance		FY 2021	FY 2020	FY 2019
	FINANCIAL PLAN	FORECAST (as of 3/31/21)	\$	%	FINANCIAL PLAN	ACTUAL RESULTS	ACTUAL RESULTS
OPERATING ACTIVITIES							
Lease payments received from USF	\$23,978	\$22,337	\$1,641	7 %	\$23,990	\$21,940	\$22,280
Lease payments received from UMSA	4,139	3,887	252	6 %	4,072	4,106	4,138
Lease payments received from HPCC	1,383	1,451	(68)	(5)%	1,508	1,479	1,453
Lease payments received from Research Foundation	2,186	2,150	36	2 %	2,193	860	0
Payment to USF for management services	(803)	0	(803)	%	(795)	(719)	(706)
General and administrative disbursements	(679)	(620)	(59)	(9)%	(580)	(601)	(529)
Total Cash From Operating Activities	\$30,204	\$29,205	\$999	3 %	\$30,388	\$27,065	\$26,636
FINANCING ACTIVITIES							
Capital expenditures	\$(14,331)	\$(19,250)	\$4,919	26 %	\$(23,353)	\$(23,852)	\$(6,926)
Debt issuance costs	0	(30)	30	100 %	0	(95)	(516)
Proceeds of long-term debt	0	0	0	%	0	27,000	33,740
Proceeds of long-term debt - Refunding	0	30,056	(30,056)	(100)%	0	0	36,540
Principal payments - Refunding	0	(30,056)	30,056	100 %	0	0	(34,354)
Principal payments	(15,725)	(14,110)	(1,615)	(11)%	(14,520)	(13,059)	(12,198)
Interest payments	(13,437)	(14,544)	1,107	8 %	(14,400)	(14,347)	(13,360)
Equity contribution from USF for USFSP Project	0	861	(861)	(100)%	0	1,967	0
Equity contribution from USF Research for reserves	0	0	0	%	0	2,514	0
Equity contribution from USF Research for Project	1,276	0	1,276	%	0	0	0
Reimbursement to USF for furniture or equipment	0	(626)	626	100 %	0	(271)	0
Security received from (returned to) lessee for swap collateral	0	(4,000)	4,000	100 %	0	5,210	3,750
Security (pledged to) returned from counterparty	0	4,000	(4,000)	(100)%	0	(5,130)	(3,757)
Total Cash From Financing Activities	\$(42,217)	\$(47,699)	\$5,482	11 %	\$(52,273)	\$(20,063)	\$2,919
INVESTING ACTIVITIES							
Proceeds from maturity/redemption of INTO CD	\$3,785	\$3,774	\$11	0 %	\$4,050	\$7,596	\$6,024
Purchase of INTO CD	(3,785)	(3,774)	(11)	(0)%	(4,050)	(5,707)	(5,596)
Distribution to USF of INTO CD Proceeds	0	0	0	%	0	(2,200)	0
Interest income	11	65	(54)	(83)%	500	974	924
Total Cash From Investing Activities	\$11	\$65	\$(54)	(83)%	\$500	\$663	\$1,352
CHANGE IN CASH	(12,002)	(18,429)	6,427	35 %	(21,385)	7,665	30,907
Cash, Beginning of Year	54,186	72,615	(18,429)	(25)%	72,615	64,950	34,043
Cash, End of Year	\$42,184	\$54,186	\$(12,002)	(22)%	\$51,230	\$72,615	\$64,950
Total Cash & Investments	\$45,969	\$57,960	\$(11,991)	(21)%	\$55,280	\$76,323	\$70,547
Days Cash on Hand	411	401	10	3 %	317	403	353



USF Financing Corporation & USF Property Corporation
FY 2022 Annual Financial Plan

3-YEAR FORECAST

(In thousands)

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 FORECAST	FY 2022 PLAN	FY 2023 FORECAST	FY 2024 FORECAST
ASSETS						
Cash & Investments	\$70,547	\$76,323	\$57,960	\$45,969	\$47,124	\$48,379
Capital Lease Receivable	292,423	278,917	294,556	305,832	289,492	273,470
Construction in Progress	5,671	32,728	13,983	0	0	0
Other Assets	18,234	28,271	21,179	19,243	19,643	19,938
Total Assets	\$386,875	\$416,239	\$387,678	\$371,044	\$356,259	\$341,787
LIABILITIES						
Payables - Interest and Construction	\$7,880	\$9,584	\$9,000	\$6,528	\$6,092	\$5,700
Long-Term Debt	346,018	358,162	338,970	322,197	304,962	288,161
Interest Rate Swap & Other Payables	15,948	25,769	15,979	15,967	15,955	15,943
Total Liabilities	\$369,846	\$393,515	\$363,949	\$344,692	\$327,009	\$309,804
NET ASSETS	\$17,029	\$22,724	\$23,729	\$26,352	\$29,250	\$31,982
Days Cash on Hand	353	403	401	411	409	390
REVENUES						
USF Debt Payments	\$13,628	\$13,295	\$11,285	\$12,480	\$12,460	\$11,993
UMSA Debt Payments	1,858	1,766	1,516	1,665	1,656	1,597
HPCC Debt Payments	614	588	505	379	371	352
Research Debt Payments	63	641	998	988	1,004	964
Total Revenues	\$16,163	\$16,290	\$14,304	\$15,511	\$15,491	\$14,906
EXPENSES						
Operating Expenses	1,235	1,323	632	1,482	1,526	1,600
Total Expenses	\$1,235	\$1,323	\$632	\$1,482	\$1,526	\$1,600
OTHER REVENUES (EXPENSES)						
Interest Expense on Debt	\$(11,647)	\$(10,822)	\$(11,582)	\$(11,299)	\$(11,079)	\$(10,589)
Other Revenues/Expenses	708	444	30	11	12	15
Total Other Revenues (Expenses)	\$(10,939)	\$(10,378)	\$(11,552)	\$(11,288)	\$(11,067)	\$(10,574)
Operating Profit Before Non-Cash Changes	\$3,989	\$4,589	\$2,120	\$2,742	\$2,898	\$2,732
University/DSO support - Project related	800	3,409	235	1,276	0	0
Distribution of INTO CD Proceeds to Foundation	0	(2,200)	0	0	0	0
Total Non-Cash Changes	450	(103)	(1,351)	(1,395)	0	0
NET OPERATING PROFIT (LOSS)	\$5,239	\$5,695	\$1,005	\$2,623	\$2,898	\$2,732
Operating Profit Margin	24.7%	28.2%	14.8%	17.7%	18.7%	18.3%

Muma College of Business

June 8, 2021

Moez Limayem | Lynn Pippenger Dean



USF's Core Commitments, as shared from with the most recent Strategic Initiatives Committee last month.

Institutional Core Commitments

The following institutional commitments are foundational to driving signature initiatives as well as achieving our institutional goals. While they are themselves sources of sustainable differentiation, they are also essential and powerful enablers of any activity the university elects to pursue.

- | | |
|---|---|
|  Faculty Excellence |  Athletics |
|  Student Experience |  Research Infrastructure |
|  Staff Distinction |  Institutional Infrastructures:
Libraries and Information
Technologies |
|  Diversity, Equity,
and Inclusion |  The Value of the Arts |
|  Global Engagement |  Sustainability |
|  Operational Excellence |  Community Engagement |



Strategic Initiatives Committee Workshop - USF Strategic Plan Discussion

It is no coincidence that Tampa Bay's growth has happened only Research 1 public research university, the University of South Florida.

From its inception, USF was conceived as a progressive university, integrally connected to the development of the community. The first student early on with the first enrolled student being a woman and after that. Its degree offerings were designed to both meet the needs of the community and enable practical innovation for economic progress.



1920s photo of the original Florida Governor, Jim D. White, and his wife, Mrs. White, in the Florida State Capitol. The young woman of color who is first seated is seated on the right. The young woman of color who is standing is standing on the left. The young woman of color who is standing is standing on the left. The young woman of color who is standing is standing on the left.

USF continues to demonstrate upward economic mobility. It provides their families to attend college. The achievement gap for USF students. Economic status is a defining factor, but more importantly, gives students an advantage as the United States' minority demographic.

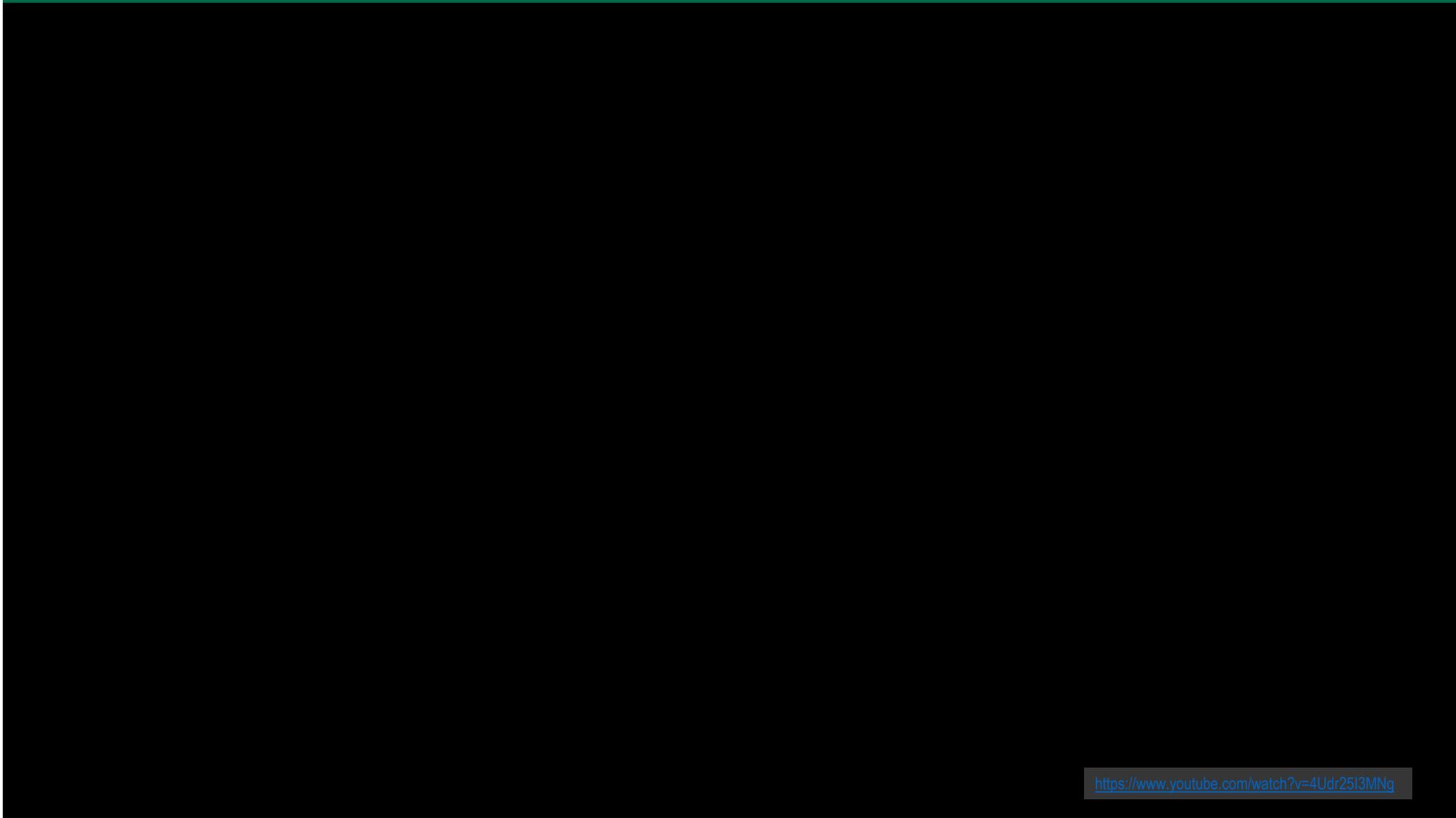
The university's health focus is a regional. It was a push by Tampa Bay

civic leaders, local and state elected officials, and physicians. The medical and nursing schools. Justification clearly stood. A thriving young city and proximity to a burgeoning population in need of the quality health care offered only at an academic medical center.

Clearly, USF's urban location — represented by three campuses in growing and densifying urban population settings— provides a natural laboratory to address grand challenges in collaboration with external partners and in ways that will provide new theoretical understandings relevant for researchers and practitioners across the nation. The future of our nation will be determined by the strength and health of our urban centers. And the strength of our urban centers will be enabled by interconnectedness with strong urban research universities. (page 20)

Clearly, USF's urban location—represented by three campuses in growing and densifying urban population settings—provides a natural laboratory to address grand challenges in collaboration with external partners and in ways that will provide new theoretical understandings relevant for researchers and practitioners across the nation.

U.S. markets
(US = 9.15%)



<https://www.youtube.com/watch?v=4Udr25l3MNg>

Examples of ways we brought the business community to the college and the college to the business community.



Muma College of Business Community Engagement



RELIAQUEST





Brent Hovan, DevOps
Engineer in Cloud Security

- **Then:** Transfer student
- **Then:** ReliaQuest Labs
- **Later:** ReliaQuest Employee
- **Now:** Seneca Solutions contributor on SOCOM J6 DevSecOps project



Muma College of Business Community Engagement



According to the U.S. Bureau of Labor Statistics, the need for financial planners is projected to grow by 30 percent over the next several years. Additionally, more than 50 percent of financial advisors in the country are over 50 years old, while only four percent are under 30 years old.

RAYMOND JAMES[®]



ESSEL FOUNDATION INC
Stephen & Samuel Lieber



Muma College of Business Community Engagement



Muma College of Business Community Engagement



KnowBe4
Human error. Conquered.

Muma College of Business Community Engagement



tampa**BAY**
partnership



Muma College of Business Community Engagement



JABIL



Consolidation = Increased Bandwidth



An Example of a Benefit of Consolidation



 **Tech Data**[®]

2020 **EX Labs**

It is the generative mission of a research university, coupled with the mission of knowledge transmission, that separates USF from most other institutions of higher education. And it is **its urban setting and commitment to community engagement that differentiates USF from most other research universities and provides the greatest opportunity for contribution to a bold future.**

(page 21, Strategic Renewal Draft)

2021 Legislative Session Overview



Some of the Legislation Passed that affects State Universities

- COVID-19 liability protections for schools
- Intellectual freedom & viewpoint diversity
- Video/audio recording of lectures
- Student conduct sanctions process
- Foreign influence in SUS research
- Foreign gifts & contracts to/with the SUS
- Foreign travel by SUS personnel
- SUS-sponsored K-12 charter schools
- SUS employee bonuses
- Athletes' name, image & likeness (NIL)
- "Fairness in Women's Sports Act"
- USFSP Citizen Scholar Program
- FL Flood Hub for Applied Research and Innovation at USF-CMS
- **New mandatory tuition & fee waivers**
 - **BOGO STEM degree programs**
 - **Grandparents**
 - **Free Seat**
 - **DCF/foster kids**
- **FRS contribution rates**
- **Faculty salary caps from state funds**
- **Postsecondary Academic Library Network**
- Career readiness for SUS students
- Ending out-of-state Benacquisto Scholars
- Cybersecurity
- Research involving DNA
- Dual enrollment

New Construction Funding Appropriated by the Legislature & Approved by Gov. DeSantis

- **\$8.1 million in PECO funds for the new USF Judy Genshaft Honors College facility**
 - *The Legislature and Gov. DeSantis fully funded the USF Board of Trustees' #1 ranked PECO request.*
 - This \$8.1 million completes the construction costs for this new facility.
- **\$6.5 million in CITF funds approved expenditure authority for USF**
 - USF Tampa campus Student Wellness Center facility
 - USF Health Student Resource Center, Phase I
 - USF St. Petersburg campus Coquina Hall Student Space Modification Phase II
 - USF St. Petersburg campus University Student Center Remodel
 - USF Sarasota-Manatee campus Co-curricular and Wellness Support Facilities Phase VIII
- **\$350 million from FL's federal COVID relief funding for deferred maintenance at state agency & public higher education facilities**

Base Operational Funding Cuts and Restorations

- **Return of the 6% GR & Lottery funds holdback from FY 2020-21**
 - Expected value to USF is \$24.8 million nonrecurring
- **Most of the contemplated recurring cuts to the SUS's base budget for FY 2021-22 were ultimately restored.**
 - **Examples of contemplated SUS recurring cuts that were not taken:**

<i>DL Fee Revenues Offset</i>	<i>(\$70 million) SUS</i>	<i>(\$11.2 million) USF</i>
<i>Courses Not in PSEs</i>	<i>(\$84 million) SUS</i>	<i>(\$9.3 million) USF</i>
<i>Federal COVID Funds Offset</i>	<i>(\$51 million) SUS</i>	<i>(\$6.8 million) USF</i>
Totals	(\$204.4 million) SUS	(\$27.4 million) USF
- **The Legislature did enact an (\$18.5 million) recurring cut to the SUS for FY 2021-22 based on faculty salaries over \$200,000 paid by state funds.**
 - **(\$2.45 million) recurring** is USF's share of this SUS-wide reduction.

Operational Funding, cont. (other issues)

- **Preeminence and PBF were level-funded for FY 2021-22.**
 - ***No new/increased funding was added*** to those programs for next fiscal year.
 - Level-funding PBF means that the annual PBF “state investment” disbursement to USF **is likely to decrease from this fiscal year to next year (amount TBD).**
 - Florida Poly joining PBF + changes in SUS proportional share
- **Increased Florida Retirement System (FRS) employer-paid rates**
 - Estimated impact to USF is a requirement to spend ~***\$7 million recurring more*** per year that will be paid into the FRS.
- **Impact of new tuition & fee waivers on USF’s collections (amount TBD)**
 - BOGO waiver \$25 million incentive fund
- **SUS Integrated Library System & Distance Learning Student Services**
 - \$11.8 million recurring for the SUS (new for FY 2021-22)
- **USF St. Petersburg campus Citizen Scholar Program - \$306,176** (nonrecurring)

Looking ahead...

Headwinds

- As-yet-unknown state fiscal impacts (PBF, FRS, tuition & fee waivers)?
- As-yet-unknown / continuing COVID fiscal impacts?
- PBF State Investment (\$265 million) converted to nonrecurring for FY 2021-22

Tailwinds

- Pandemic subsiding -> continuously improving state revenue collections
- USF granted full use of our direct COVID relief / HEERF funds (not swept)
- Approx. \$4.75 billion in state's federal COVID relief funds not yet budgeted
- Ten SUS PECO projects were fully funded by the Legislature and approved by Gov. DeSantis in FY 2021-22, which will now come off the BOG priority list

Questions?



Agenda Item: FL 111

USF Board of Trustees
June 8, 2021

Issue: USF Strategic Renewal Plan

Proposed action: Approval of [USF Strategic Renewal Plan](#)

Executive Summary:

During 2020, USF leadership commenced a process of strategic renewal—distinct from more common strategic planning initiatives—with an already strong shared sense of institutional identity, mission and values. This new strategic plan presents a blueprint for pursuing the university’s goals and aspirations by capitalizing on our urban setting and unique academic assets.

The plan articulates seven strategic initiatives and identifies eleven core institutional commitments that collectively present a pathway to achieving USF’s aspirations during the coming decade. The strategic initiatives leverage USF’s current academic disciplinary excellence by delineating research and instructional programs that are sources of sustainable competitive advantage in the fast-paced and fluid landscape of higher education. The institutional commitments may themselves also be sources of differentiation, but crucially are compulsory enablers of activities the university is pursuing.

Taken together, this blueprint is intended to provide a vision for the university’s trajectory that will inform deliberations by deans and academic and administrative unit leaders as they establish and implement unit-based strategic priorities and implementation plans. Moreover, this strategic plan is designed to be inclusive of all faculty, students and staff, based on their own research, academic and professional interests. Perhaps most importantly, in addition to proposing what USF aims to accomplish in the future, this plan includes a call to action based on a reciprocal “USF Compact” between the university and the communities it serves: For USF to fulfill its service mission, it must be fueled by even more vigorous support from alumni, business and community partners, philanthropists and government leaders.

This strategic plan is submitted to the Board of Trustees for consideration, and subsequently to the Board of Governors for final approval.

Financial Impact: To be determined

BOT Committee Review Date: SIC 5/26/21

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

Prepared by: Paige Geers

A BLUEPRINT FOR A BOLD FUTURE

WHERE ACADEMIC EXCELLENCE AND OPPORTUNITY CONVERGE

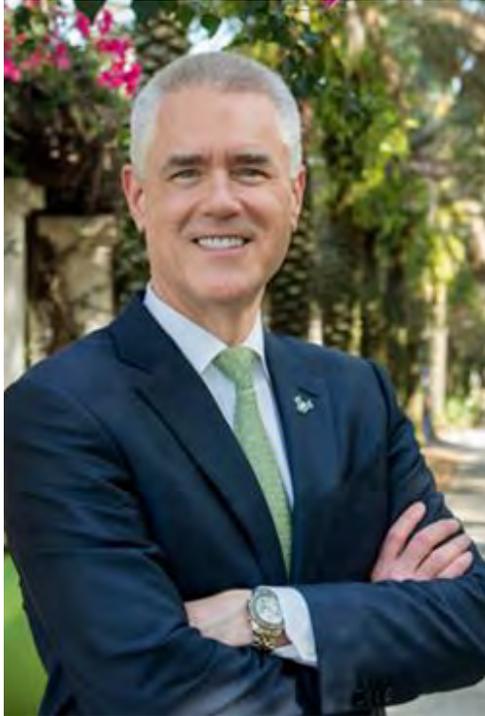


UNIVERSITY OF SOUTH FLORIDA
STRATEGIC PLAN 2021-2031



TABLE OF CONTENTS

3	Letter from President Currall	19	Mission, Vision, Aspirations, and Goals
5	Executive Summary	21	Strategic Initiatives
6	USF's Trajectory: A Historical Perspective	31	Enabling Excellence: Institutional Core Commitments
11	A Blueprint for a Bold Future	47	Key Performance Indicators and Accountability
12	The Strategic Renewal Process	48	A Call to Action: The USF Compact
16	The Reciprocity Between Great Cities and Great Universities		



A LETTER FROM PRESIDENT CURRAL

Dear Members of the USF Community,

Upon my arrival at the University of South Florida, my leadership team and I began contemplating how we might renew USF's strategic vision to steer the university toward its greatest era yet.

Since that time, through countless listening

sessions, collaborative projects and conversations both informal and intentionally structured, we have advanced a process to refresh our mission, vision, goals, core commitments and sources of differentiation.

Our work began with and has been continuously guided by our Principles of Community—grounded in a commitment to inclusion, civility, freedom of expression, evidence-based deliberations, and vigorous debate.

The result is a strategic plan that supports USF's bold aspirations and aligns with the priorities of the state's Board of Governors. Our aspirations include becoming eligible for membership in the Association of American Universities (AAU) and becoming a Top-25 public university—while maintaining an enduring commitment to faculty excellence, student success, and world-class research. The plan sets a focused direction for us as an institution, reinforcing our commitment to

communities that we serve and articulating a differentiated route that leverages our strengths through strategic initiatives.

Importantly, our plan positions USF—Florida's top urban research university with campuses across our metropolitan region—as a powerful engine of prosperity for the new increasingly urbanized American experience.

Consider that the number of people living in urban settings around the world has grown by over 300% just in the past 60 years. In 30 years, two out of three people will live in cities.

Also, consider the contemporary higher education landscape in the United States. Of the roughly 4,300 institutions of higher learning in 2019, only 160 of them expended \$100 million or more on research, which in aggregate, according to the National Science Foundation, constituted 91% of all academic research performed in the U.S. that year. Of those 160, 114 (71%) are public universities, and of those publics, only 42 are located in an urban setting. That is, only 1% of America's institutions of higher education are public research universities that have a main campus set in a city whose metropolitan area has population of one million people or more. USF is in that 1% of institutions in the United States.

The future success and prosperity of our nation will be determined by the ability of metropolitan hubs, including our vibrant Tampa Bay region, to address the global challenges and leverage the opportunities of the urban frontier. Urban research universities, such as USF, are indispensable intellectual engines for addressing the challenges of the future.

Therefore, USF's purpose has never been clearer. It was that clarity of purpose that drove our planning process.

In December 2020, I appointed the USF Strategic Planning Advisory Task Force, largely comprising USF faculty, to help craft a strategic plan. Per my charge letter, the Task Force was responsible for:

1. Soliciting feedback from faculty, staff, and students regarding the content of the new strategic plan for the university. Mandatory consultations included, for example, engaging with deans, regional chancellors and vice presidents, shared governance organizations (e.g., Faculty Senate, Staff Senate, Administrative Advisory Council, Student Government), Presidential Advisory Councils, all three campuses (including, for example, campus faculty councils and campus advisory boards for St. Petersburg and Sarasota-Manatee), Tampa Bay regional stakeholders (e.g., corporations, governmental officials, K-12 administrators, economic development organizations), alumni and donors, and USF-affiliated unions.
2. Developing formal vision and strategy statements, while also ensuring that the university maintains a flexible and agile posture.
3. Articulating a list of the university's core commitments and/or values.
4. Assessing USF's existing strengths and current gaps relative to our aspirations.

5. Describing the university's opportunities, sources of differentiation and sustainable advantage, and contemporary societal dynamics that might shape USF's success in the context of the competitive landscape of higher education.
6. Articulating an aspirational strategy for the entire institution, not for individual colleges, units, or campuses.

As we emerge from the complexities resulting from the concomitant conditions of the COVID-19 global public health crisis and deep social unrest, we recognize and emphasize the ongoing tension between pursuing our aspirational goals and the resources available to achieve them. This strategic plan, nevertheless, presents a roadmap for realizing the aspirational goals set forth by university leadership, USF's Accountability Plan, and our Board of Trustees.

I am grateful to the State University System of Florida's leadership, the USF Board of Trustees, university administration and our colleagues and stakeholders across our region and campuses for your support and contributions to this plan. I look forward to our work together to shape USF's bold and exciting future.



Steven C. Currall
USF President and Professor

EXECUTIVE SUMMARY

The University of South Florida (USF) has emerged as one of the nation’s fastest-rising universities with respect to research productivity, student success and positive impact on the communities it serves. This document provides a blueprint for continuing USF’s ascent in global and national visibility during the next ten years.

Based on USF’s current upward trajectory and consolidation of our three campuses in Tampa, St. Petersburg, and Sarasota-Manatee during 2020, we commenced a process of strategic renewal—distinct from more common strategic planning exercises—with an already strong shared sense of institutional identity, mission and values. USF’s current trajectory has been presaged in strategic plans since the 1980s, which inform our modern aspirations that are also well-defined, such as our aim to be on a trajectory toward eligibility for membership in the Association of American Universities (AAU) and become a Top-25 public research university. This new strategic plan presents a blueprint for pursuing the university’s goals and aspirations by capitalizing on our urban setting and unique academic assets.

Today’s phenomenon of global urbanization, unprecedented in human history, presents a durable strategic framework for USF’s maturing role as an urban research university. The plan articulates seven strategic

initiatives and identifies eleven core institutional commitments that collectively present a pathway to achieving our aspirations during the coming decade. The strategic initiatives leverage USF’s current academic disciplinary excellence by delineating research and instructional programs that are sources of sustainable competitive advantage in the fast-paced and fluid landscape of higher education. The institutional commitments may themselves also be sources of differentiation, but are compulsory enablers of activities the university is pursuing.

Taken together, this blueprint is intended to provide a vision for the university’s trajectory that will inform deliberations by deans and academic and administrative unit leaders as they establish and implement unit-based strategic priorities and implementation plans. Moreover, this strategic plan is designed to be inclusive of all faculty, students, and staff, based on their own research, academic, and professional interests. Perhaps most importantly, in addition to proposing what USF aims to accomplish in the future, this plan includes a call to action based on a reciprocal “USF Compact” between the university and the communities it serves: For USF to fulfill its service mission, it must be fueled by even more vigorous support from alumni, business and community partners, philanthropists and government leaders.

USF'S TRAJECTORY: A HISTORICAL PERSPECTIVE

As we look forward to a strategic renewal for the university, we reflect on our achievements and path thus far. The roadmap the university has followed since its inception has led to those achievements, which reflect strategic planning that has intentionally been a part of the fabric of USF.

Aspirations of national prominence began to formally emerge during the planning of the university in the 1985-1990 Strategic Plan. This was the beginning of a theme that became foundational to the trajectory of the university.

During the early 2000s, national prominence continued in the forefront of strategic planning with an emphasis on the research portfolio of the university. Towards the latter part of the 2002-2007 Strategic Plan, and into the next five-year strategic plan (2007-2012), USF's research strength gained momentum and was formally acknowledged by the National Science Foundation.



Strategic Plan 1985-1990

"The Strategic Directions and the Cornerstones, with their accompanying goals and objectives, represent an ambitious and comprehensive set of plans designed to move USF toward its aspirations of becoming a university of national prominence...."



Strategic Plan 2000

*"The first is the goal of becoming a **Research I University** nationally as well as within the state of Florida."*



Strategic Plan 2002-2007

*"Establish the University of South Florida as a **national model** for a university fully engaged with its local, national and global communities ..."*



Strategic Plan 2007-2012

*"The University of South Florida envisions itself as a premier research university with **state, national, and global impact**, and positioned for membership in the Association of American Universities (AAU)."*

1956

At inception, USF became "Florida's first major state university planned, built and opened in the 20th century, as well as Florida's first university located in a major metropolitan area."



1950s Tampa Campus Main Entrance

1969

USF expands its regional reach through the designation of USF St. Petersburg as a branch campus by the Florida Legislature.



1960s St. Petersburg Campus

1971

USF College of Medicine enrolls its charter class

1975

USF expands to the Sarasota-Manatee area with the establishment of USF Sarasota on the shared campus of the previously private New College.



1970 Tampa Campus Aerial

1998

USF is named by the Florida Board of Regents as a "Research I" university.

2006

The National Science Foundation announces that USF ranks 63rd among the nation's top research universities.



2006 Sarasota-Manatee Campus holds its first day of classes at its new location

As the university entered another five-year strategic plan in 2013, its aspirations grew beyond state and national prominence with a focus on global impact and becoming eligible for membership in the AAU. During this time, in late 2009, USF launched the Student Success Task Force, which developed a 10-year plan to radically transform student success.

During this timeframe, the strategic planning of the branch campuses was instrumental to the overall university's trajectory, evident by the foresight of expanding regional and national prominence with global impacts found in the USF St. Petersburg 2014-2020 Strategic Plan and in the USF Sarasota-Manatee 2015-2020 Strategic Plan.



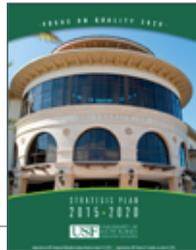
Tampa campus Strategic Plan 2013-2018

*"The University of South Florida is a **global research university** dedicated to student success and positioned for membership in the Association of American Universities (AAU)."*



St. Petersburg campus Strategic Plan 2014-2019

*"...the **University of South Florida St. Petersburg** will work shoulder-to-shoulder with students and community partners to build a better world."*



Sarasota-Manatee campus Strategic Plan 2015-2020

*"...the **University of South Florida Sarasota-Manatee** will be nationally recognized as a student-centered, research-focused, community-engaged university with significant economic and cultural impact to the region."*

2009

The Chronicle of Higher Education names USF the nation's fastest growing university for federal research funds.



2014

USF is ranked 14th as an 'up and coming' university among the country's national universities by U.S. News and World Report.



2017

The Chronicle of Higher Education recognizes USF Tampa as the nation's leader among public universities in showing the greatest improvements in six-year graduation rates, from 2011 to 2015.



2018

The university achieves Preeminent State Research University status, as designated by the Florida Board of Governors.



2019

USF breaks the top 50 on U.S. News and World Report's list of best public universities in America, climbing 14 spots from last year to reach No. 44. Since 2015, USF has climbed 44 spots from No. 88 to No. 44, an unparalleled trajectory among public or private universities in the United States.



In 2018, the Florida Excellence in Higher Education Act led to USF's consolidation into a single university with a fully accredited, aligned and integrated curriculum that is governed by a coherent set of organizational structures, academic policies and procedures. With campuses in Tampa, St. Petersburg and Sarasota-Manatee, as well as instructional, clinical, and biomedical research facilities in downtown Tampa, this consolidated structure now comprises One USF.

The consolidated USF offers opportunities to leverage the unique identity of each campus while continuing to provide a world-class education as one geographically distributed university. The consolidation process invigorated the institution's commitment to greater student success, improved institutional performance outcomes, more empowered faculty, strengthened research capacity and deeper community partnerships to better serve the Tampa Bay region and the state of Florida.

USF TODAY

Today, the university serves nearly 51,000 students pursuing undergraduate, graduate, specialist and professional degrees across 13 colleges. Undergraduates choose from more than 200 majors, minors and concentrations, from business and engineering to journalism and the arts to aging studies and health sciences.

As the fastest-rising university in America according to U.S. News & World Report's (U.S. News) 2021 Best Colleges rankings, USF has risen 78 spots among all universities and 54 spots among public universities, more than any other university in the country. This is the second consecutive year USF is among the top 50 public universities in the nation, according to U.S. News.

As one of only three Preeminent Research Universities, as designated by the Florida Board of Governors, the Preeminence program rewards high-achieving universities based on 12 metrics, including graduation rates, student retention rates, research expenditures and the number of patents awarded.

USF adds to the vibrancy and strength of the regional economy by serving as a research and innovation powerhouse with hundreds of millions of dollars in annual research expenditures. As an urban research university with a strong culture of applied research and innovation, USF has become a vital catalyst for the social and economic ecosystem—engendering extraordinary opportunity for the Tampa Bay region and the state of Florida. USF’s research, clinical, commercialization, and workforce development activities drive employment in high-wage occupations across the region and state. This in turn creates an environment that attracts new companies and a growing pool of highly skilled professionals to sustain our diversifying economy.

The university’s contribution to the public good can be measured, with tangible positive results. USF generates direct economic impact through its spending on wages and purchases from Florida-based vendors, with an aggressive program to promote diversity of suppliers, as well as indirect and induced impacts when local suppliers hire employees and make purchases from other local vendors, while USF students, employees, and suppliers themselves spend money on goods and services, and generate tax revenue.

In the 2019-20 fiscal year, USF had an annual budget of \$2.15 billion and an annual economic impact of \$6.02 billion in the state of Florida, directly producing 68,704 jobs and \$3.82 billion in GDP. The university also converts the state’s public appropriations into amplified returns. For every dollar Florida invests in USF, the university returns \$5.99 in labor income, \$1.41 in state tax revenue and \$14.07 in total economic output. In addition, as an academic medical center, USF Health conducts more than one million patient visits annually.

USF is focused on the confluence of excellence in faculty research and student success. With engagement in the region, the state, the nation and across the globe, USF is making an impact.

USF had an
annual budget of

**\$2.15
BILLION**

and an
annual economic
impact of

**\$6.02
BILLION**

in the state
of Florida

(2019-20 fiscal year)

Fastest-Rising University in the Nation

As we chart our path forward, USF must build upon its culture of courage and innovation. With our remarkable trajectory, USF is well-positioned to reach the levels of performance at or above those of its aspirational peers.

The USF journey continues!



3rd / 30th

In the U.S. / In the world

Times Higher Education Impact Rankings based on United Nations Sustainable Development Goals

4th worldwide

among organizations with the most Fellows of the American Association for the Advancement of Science (AAAS) elected in 2019 World Report Rankings of National Public Universities

1312

Average SAT score (87th percentile)

4.18

high school GPA

USF's fall 2020 freshman academic profile exceeds Preeminence benchmarks

Visit usf.edu/about-usf/points-of-pride.aspx for more USF Points of Pride

A BLUEPRINT FOR A BOLD FUTURE

Founded in 1956, USF was conceived as a progressive, modern university that would be forever tied to the development of the community around it.

Situated in the heart of a growing metropolis, USF is an urban research university bringing perspective in times of conflict and hope in the face of uncertainties, creating new knowledge, addressing grand challenges, advancing our way of life, and striving to create a culture that is not only innovative and creative, but compassionate and resilient.

By harnessing the power of knowledge and talent as we listen closely to our community needs, we design tools to optimize human performance and improve the way we live, work, travel, think, and play.

USF is also an engine of social and economic prosperity. It is a place where academic excellence and opportunity converge; where knowledge-dissemination and knowledge-creation bring about positive change for the future.



STRATEGIC RENEWAL PROCESS

Our process for strategic renewal, as distinct from a completely “start-from-scratch” strategic planning initiative, was built on a sound body of work that has helped to define USF’s identity, direction and values. Working from this existing foundation promoted efficiency as numerous substantial inclusive initiatives had already been completed across our campuses during the past few years. As outlined in the December 2020 charge letter to the Task Force, these initiatives include:

1. The 2025 State University System Strategic Plan, as approved by the Board of Governors in October 2019, which focuses on three points of emphasis for the State University System 2025 Goals—Excellence, Productivity, and Strategic Priorities for a Knowledge Economy—and recognizes the universities’ teaching, research and public service priorities.
2. 2017-18 USF strategic plan process set us on the path of examining our sources of sustainable competitive differentiation, our opportunities and our strategic priorities.
3. USF’s current mission statement and goals, each of which involved many hours of engagement and consensus-building across our campuses, and represent the core of the strategic plan.
4. Consolidation of our campuses, another inclusive process that resulted in the USF community collectively defining what it means to be One USF.
5. SACSCOC Accreditation Requirements in support of our consolidated university, which gave clear direction for USF to operate.
6. President Currall’s listening tours during 2019 and 2020. These involved visits to many academic and administrative units before COVID-19 precautions temporarily paused those efforts. In addition, the President’s 2020-21 Annual Goals, approved by the Board of Trustees, articulate targets and metrics aligned with university goals and targets.
7. USF’s Accountability Plans, which are approved by the Board of Trustees in April and the Board of Governors in June and set clear operational targets and goals.

USF'S PRINCIPLES OF COMMUNITY

During 2019 and 2020, the university community coalesced around a set of Principles of Community that reinforce inclusion, civility, freedom of expression, evidence-based deliberations and vigorous debate. These dynamics are crucial to our success in building a healthy culture and climate for USF. The Principles also served as the bedrock of our deliberative process regarding strategic renewal.

EXCELLENCE WITH EQUITY

We affirm the value of excellence. Our essential pursuit of truth and wisdom depends upon fairness and equity. We recognize that individual and collective excellence entails a responsibility to ensure that every member of our community has the opportunity to succeed.

DIVERSITY WITH INCLUSION

We affirm the value of diversity, individual dignity, equity, and our common humanity. Diversity of lived experiences, thought, and values enriches our lives and our whole university community. We seek the intentional inclusion of the broadest possible range of these perspectives essential to a university with local, state, national, and global impact.

FREEDOM WITH RESPONSIBILITY

We affirm the value of academic freedom and the inherent value of people's right to express themselves respectfully, freely, safely, and with civility. We reject the demeaning acts of bullying, violence, prejudice, and discrimination as they undermine the community we aspire to be.

DIALOGUE WITH RESPECT

We affirm the value of evidence and seek perspectives to foster productive communication, dialogue, and constructive disagreement. We listen respectfully and reject language that demeans any member of the community. We embrace differences by learning through open debate in a spirit of curiosity.

TRANSPARENCY WITH ACCOUNTABILITY

We affirm the value of a clear and transparent working and learning environment that promotes honesty, fairness, and trust. We commit our time, talents, and resources to building a culture of caring that promotes the integrity of our relationships and the sustainable well-being of the entire community. We are personally responsible, across every level, for treating each other with respect, candor, and accountability.

The Strategic Planning Advisory Task Force spent time gathering and collecting feedback and ideas from various stakeholders via a variety of channels, including:



Five virtual town hall listening forums



Interviews, meetings and listening tours with a wide array of internal and external stakeholder groups



A strategic renewal website



Several stakeholder-specific surveys for faculty, staff and students; department chairs, deans and directors; and external community stakeholders



An anonymous comment submission form located on the strategic renewal website

Internal Stakeholders Consulted:

Academic Department Chairs
 Athletics
 Deans
 Faculty Senate
 Human Resources
 Information Technology
 Libraries
 Office of Corporate Partnerships
 Office of Decision Support
 Office of Research and Innovation
 Office of Student Success
 Office of the Provost and Executive Vice President
 Sarasota-Manatee campus Regional Chancellor
 Sarasota-Manatee campus Faculty Council
 St. Petersburg campus Regional Chancellor
 St. Petersburg campus Faculty Council
 Student Leaders
 University Communications and Marketing
 USF Foundation Office
 USF World
 Veterans Affairs

External Stakeholders Consulted:

Alumni and Key Donors
 Elected Officials including the Florida Legislature, Mayors, and City Councils
 Florida State College Presidents
 Hillsborough County Department of Health
 James Haley VA
 Joint Special Operations University
 K-12 Administrators
 Moffitt Cancer Center
 Pinellas County Department of Health
 St. Petersburg Downtown Partnership
 St. Petersburg Innovation District
 Tampa Bay Partnership
 Tampa Bay Times
 Tampa General Hospital
 Tampa Innovation Partnership (Tampa !P)
 University Area Community Development Corp.
 U.S. Central Command
 U.S. Special Operations Command
 Various Tampa Bay corporate leaders

Our strategic renewal process relied on input and data from all members of the university community, including students, faculty, staff, donors, alumni, business and community leaders, and a representative group of elected officials. The Task Force and university leadership team engaged in nearly 200 hours of meetings, interviews, listening sessions and many more hours in research conversations in smaller informal groups to discuss and refine the recommendations.

Approximately 190+* hours of meetings, collecting and synthesizing ideas, and receiving feedback

**Does not include the conversations and meetings in an informal manner to discuss and refine the recommendations*



THE RECIPROCITY BETWEEN GREAT CITIES AND GREAT UNIVERSITIES

Megacities—defined as places with more than 10 million inhabitants—are increasing in number around the world. There were just two in 1970 (Tokyo and New York) and today there are 23 across the globe: 13 in Asia, four in Latin America, and two each in Africa, Europe and North America.

Drawn by greater access to opportunity, amenities and services, more people are seeking the offerings and connectedness of the urban environment than ever before. In the United States, this has attracted more than 80% of Americans to major metropolitan areas, where more than two-thirds of jobs are based and more than 75% of the nation’s economic output is generated.

This epochal shift, a relatively new phenomenon in human history, is changing the way we live, work, play, eat, travel, and promote health. Our dense lifestyle is creating increasingly complex challenges related to poverty and public health, food and water security, racial and economic equality, and environmental and infrastructure stress.

Increased urbanization also presents urgent and exciting opportunities for innovation, creativity, economic opportunity, advanced health services, transportation and education. With thoughtfulness and intention, we can create more inclusive and equitable cities capable of ensuring health and prosperity for all.

Urbanization has clearly impacted the Tampa Bay region. Over the past decade, our diverse community has emerged as one of the top 10 fastest-growing metropolitan areas in the country—attracting Fortune 500 companies, major athletic and cultural institutions and top talent from around the world.

Tampa Bay is now one of the **top 20 largest metropolitan areas**

in the U.S., within the nation’s third most populous state

Tampa Bay sustains the **largest and most diversified port** in Florida (by size and tonnage)

It is no coincidence that Tampa Bay’s growth has happened in parallel with the emergence of the region’s only Research 1 public research university, the University of South Florida.

From its inception, USF was conceived as a progressive, modern university that would be integrally connected to the development of the community around it. It embraced diversity early on with the first enrolled student being a woman, followed by numerous Latino students from Ybor City and West Tampa among 1960 enrollees, and the first Black student in 1961. Its degree offerings were designed to meet both professional workforce needs and enable practical innovation for economic progress.



USF continues to demonstrate a commitment to support upward economic and social mobility. One in four USF students is the first in their families to attend college. And the fact that there is presently no achievement gap for USF students based on race (e.g., Black and Hispanic students graduate at slightly higher rates than whites) or socio-economic status is a defining accomplishment for the university, even as we acknowledge that keeping this gap closed requires continuous effort. Delivering on these important

commitments gives Tampa Bay a competitive advantage as the United States moves toward a majority-minority demographic.

The university’s health focus is also deeply tied to the urban region. It was a push by Tampa-area chambers of commerce, civic leaders, local and state elected officials and physicians that helped establish USF’s medical and nursing schools. Justification clearly stood on USF’s location—within a thriving young city with proximity to a burgeoning population in need of the world-class health care offered only at an academic medical center.

Population Annual Growth Rate

through 2025
projected at

1.39%

vs. 1.33% (FL)
and 0.72% (US)

Business Establishment Start Rate

(number of new business as a share
of existing businesses prior year)

**11.18% exceeded top
U.S. markets**

(US = 9.15%)

More recently, the College of Education has begun working in closer partnership and for mutual benefit with PreK-12 school districts and other postsecondary institutions across the region to strengthen the pipeline of talented graduates and to collaboratively seek innovative solutions to pervasive problems facing urban schools and communities.

USF's metropolitan location—represented by three campuses in growing and densifying urban population settings—provides an ideal setting in which to address myriad urbanization challenges such as transportation, housing, poverty, and health care. Moreover, the rarity of a top-ranked public research university embedded in a major metropolitan area is a clear differentiator and, more importantly, a strategic advantage for USF.

A survey of the country's top metropolitan statistical areas reveals only a handful that are home to a public research institution that is regularly ranked in both the Top 50 academically and the Top 50 in annual research and development output. In Florida, there is one: USF.

The future of our nation will be determined by the strength and health of our urban centers. And the strength of our urban centers will be enabled by interconnectedness with strong urban research universities.

The infrastructure of these new urban centers will involve creativity, innovation, bold optimism and boundless curiosity—an intellectual engine to generate higher levels of progress and prosperity than we have ever known.

As a research university, it is our mission of knowledge generation in combination with our mission of knowledge dissemination that separates USF from most other institutions of higher education. And it is its urban setting and reciprocal commitment to community engagement that differentiates USF from most other research universities and provides the greatest opportunity for contribution to a bold future.

Net Migration Rate

from 2018-2019

1.72%

**exceeded top
U.S. markets**

(US = 0.18%)

Top 10 market
for millennial in-migration

MISSION, VISION, ASPIRATIONS, AND GOALS

USF is dedicated to meeting the needs of our diverse student population through a high-quality and highly relevant curriculum and a steadfast spirit of service to local and global communities through the development of strategic partnerships and highly relevant basic and applied research. Our mission, vision, aspirations and goals inform all aspects of the strategic planning process and its implementation—reaffirming our commitment to excellence in teaching and learning, research and scholarly activity, community engagement, and equity in diversity and inclusion.

MISSION

Led by outstanding faculty and professional staff, the University of South Florida conducts innovative scholarship, creative activity, and basic and translational research, and delivers a world-class educational experience promoting the success of our talented and diverse undergraduate, graduate, and professional students. As a public metropolitan research university, USF, in partnership with our communities, serves the people of Florida, the nation, and the world by fostering intellectual inquiry and outcomes that positively shape the future—regionally, nationally, and globally.

VISION

The University of South Florida is driven by a commitment to excellence in teaching and learning, research and scholarship, and creative works and innovation. Changing the world through educating leaders in a diverse, inclusive environment and developing knowledge and practice to address critical challenges, USF will be recognized within the ranks of the nation's top public research universities.



ASPIRATIONS

USF has long been committed to reaching ever higher levels of excellence, in service of its surrounding communities and to attract top students, faculty and staff. This, in turn, leads to increased academic and research productivity, which fuels greater economic impact and societal contributions, further strengthening USF’s reputation and value as a community asset.

USF’s quantifiable measures of success include rankings and recognition among the world’s top universities. Our aspirations for the future are not the goals in and of themselves. They provide focus and targets to mark our achievements.

The pursuit of the following goals will result in achieving our bold aspirations.

Advance USF towards AAU eligibility.

Propel USF on a trajectory toward a U.S. NEWS Top 25 public ranking.

GOALS

To promote the lifelong success of well-educated, highly skilled, and adaptable alumnae / alumni who are life-long learners, lead enriched lives, contribute to the democratic process, are engaged community citizens, and thrive in a dynamic global market.

To conduct high-impact research and innovation to advance frontiers of knowledge, solve global problems, and improve lives.

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.

To provide a safe, inclusive, and vibrant community for learning, discovery, creative activities, and transformative experiences enabled through adaptive design of physical, social, and digital environments.

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.

Strategic Initiatives



[CLICK TEXT ABOVE TO LINK DIRECTLY TO PAGE](#)

Based on the leadership of the Strategic Planning Advisory Task Force (84% of whom are faculty), and representing converging themes applicable across teaching, research and innovation across all three campuses, the strategic initiatives are intended to complement, not replace, academic disciplinary excellence at college, department and faculty levels.

Each initiative is designed to amplify USF's current disciplinary excellence. The initiatives capitalize on existing strengths and provide opportunity to advance our standing in research and national reputation—whether directly through investing in a particular area or indirectly by catalyzing existing efforts throughout the university. These initiatives enable USF to further innovate its curriculum and offerings and better leverage its nationally recognized student success efforts in preparing graduates for high-demand and high-paying jobs while also engaging local communities in lifelong learning.

Each of the strategic initiatives is broad enough to invite participation across all three campuses, multiple colleges and units and virtually any faculty, staff or student. The initiatives will add strategic coherence to USF's

resource investments, but will not deplete resources from academic (e.g. colleges) or administrative units. Successful implementation will require designation of responsibility and accountability for the coordinated effort through respective networks of deans, vice presidents, department chairs, and center directors cutting across existing organizational structures. In addition, there is significant overlap between these initiatives. For example, supporting marine domain awareness will rely on capabilities in both Global and National Security and the Sustainability, Environmental and Oceanographic Sciences initiatives, while work on cognitive aging studies requires expertise from Design, Arts, and Performance as well as Health, Society and Biomedical Science.

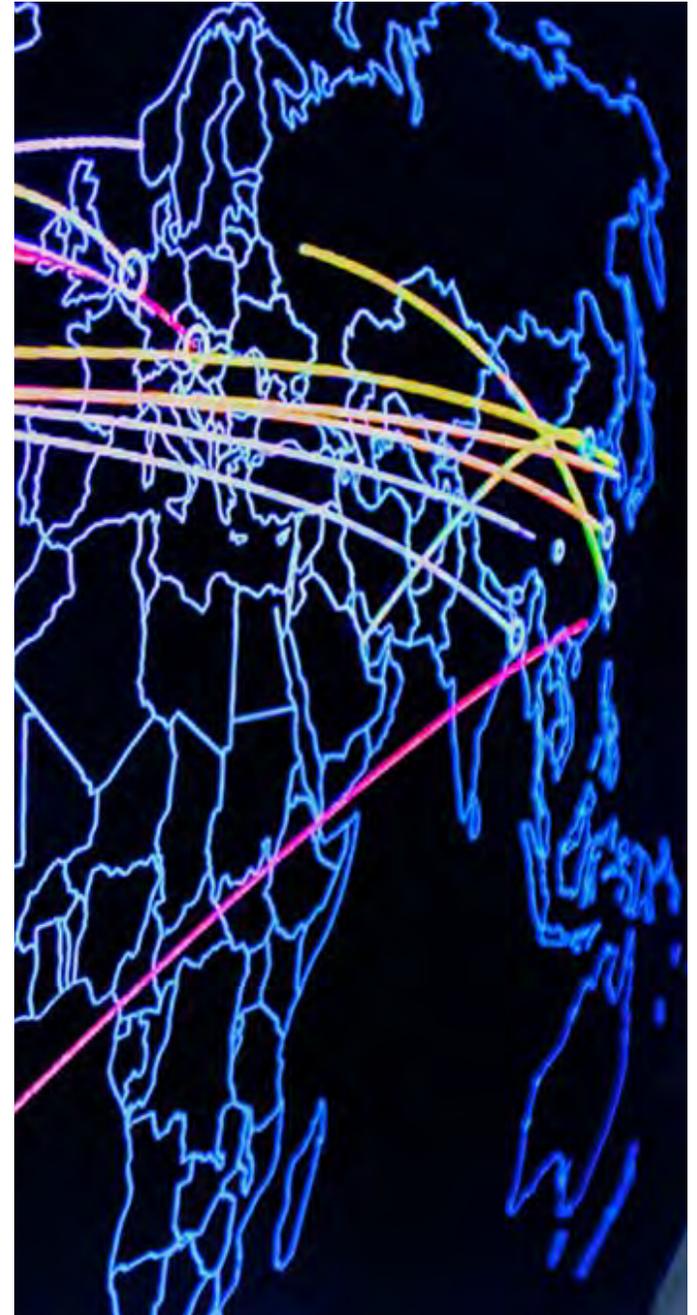
In developing and vetting each initiative, considerations included enrollment and workforce trends, the competitive landscape and unique sources of competitive advantage, durable sources of funding, influential external dynamics and strategic fit—while aligning to our mission, vision and aspirations. Additionally, these initiatives also encompass the various cluster strategies in development at the branch campuses.

ANALYTICS AND DATA SCIENCE: INTEGRATING USF DIGITALLY

Information technology is one of the most transformative forces in our society today. Globally, governments and organizations spend close to \$4 trillion on information technology. Technological advances such as artificial intelligence and machine learning are transforming a swath of industries, raising new questions for how we learn, teach, work, research, fight wars and epidemics and engage with each other. Further, the state of Florida is third in the nation for cybersecurity innovation and tech businesses. The current information revolution will challenge our students to acquire new skills, such as digital intelligence, which is the ability to make sense of new and emerging technologies and tremendous amounts of data that are collected by millions of sensors in our environment.

The Analytics and Data Science initiative will produce graduates and researchers who are dexterous with data and different kinds of analytics to reimagine the future of their organizations, industries or disciplines. Analytics and data science are central to many departments, degree programs and interdisciplinary fields that rely on both traditional and emerging technology domains such as big data, artificial intelligence, environmental science, cybersecurity, and health informatics. This initiative seeks to attract and retain top talent to advance research in analytics and data science while training a new generation.

By leveraging research, coupled with degree programs or alternative credentials that employers demand, USF has unique assets in the areas of integrated and transformative analytics and data science. For example, the Health Informatics Institute leverages biomedical science, statistics, clinical trial and study design and coordination, software and data engineering, big data and high-performance computing, and integrative bioinformatics. In addition, the Institute for Data Analytics and Visualization provides consulting services in data analytics and data visualization, and the Center for Analytics and Creativity facilitates the discovery and dissemination of insights through analytical and creative thinking, fostering a climate of innovation and analytics throughout degree programs and research.

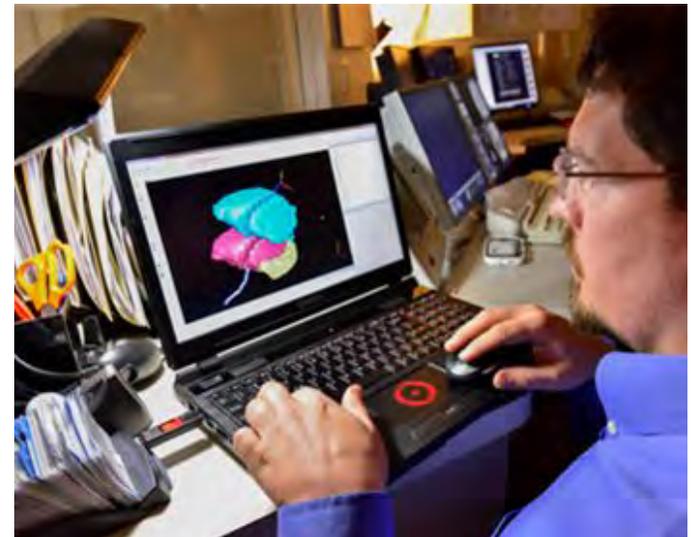
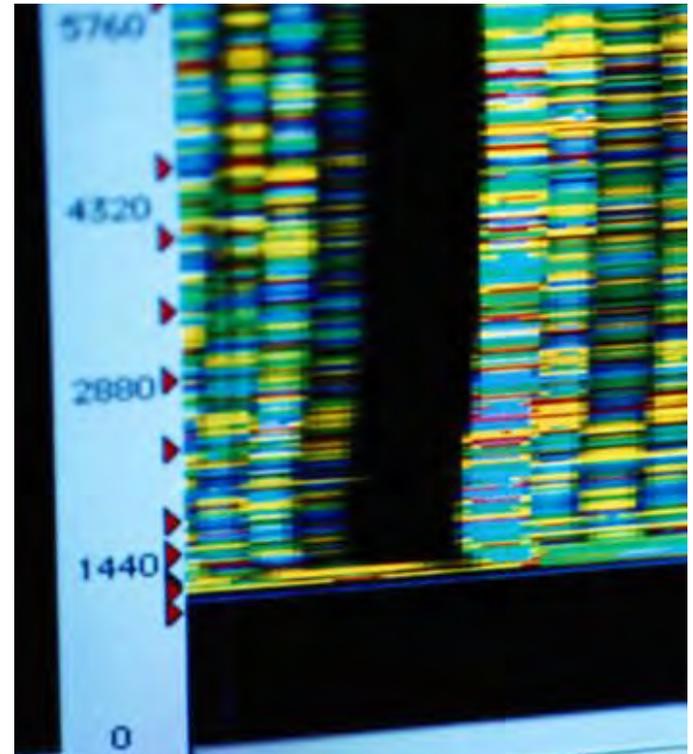


BIOLOGY BY DESIGN

Recent advances in biological sciences and engineering have transformed biology from a discipline that relied on observation and experimentation to one in which knowledge creation and engineering are based on “reading” DNA, RNA, proteins (systems biology) and “editing and writing” genes and genomes (synthetic biology). The integration of these advances with developments in computing, automation, and artificial intelligence will significantly impact all aspects of our lives by enabling a “bio-economy” (estimated at \$4T/year) with an unprecedented ability to respond to global challenges from climate change to pandemics.

Given biology’s central role in the human condition and its underpinning of not only health and biomedical research but many other disciplines, the Biology by Design strategic initiative provides a tremendous opportunity to better understand the processes that sustain life and enable biological innovation with broader impacts including environmental preservation, energy and materials, food supply, agriculture, health, data storage and computing, ethics, and policy. This unprecedented breadth would serve to promote campus-wide collaboration and strengthening cross-disciplinary programs allowing for improved national standing and opportunities for areas traditionally outside biology to widen research applications.

Leveraging current strengths and infrastructure, USF is well-positioned to play a leading role and capture the benefits of the biological revolution while simultaneously contributing to the advancement of biological sciences, dissemination of fundamental knowledge, increasing collaboration and diversity and training the next generation of leaders in this field. The Biology by Design strategic initiative will create a network of networks by leveraging existing pockets of excellence in centers and institutes such as Institute for Artificial Intelligence + X, Institute of Applied Engineering, Center for Entrepreneurship, Center for Molecular Diversity in Drug Design, Discovery and Development, Nanotechnology Research and Education Center. This will strengthen USF and Florida’s role in the national and global bio-economy. Our strategic location and partnerships with organizations such as the Tampa IP, the Florida High Tech Corridor Council, St. Pete Innovation District and BioFlorida allow for advanced research and innovation at the confluence of biological and information systems.

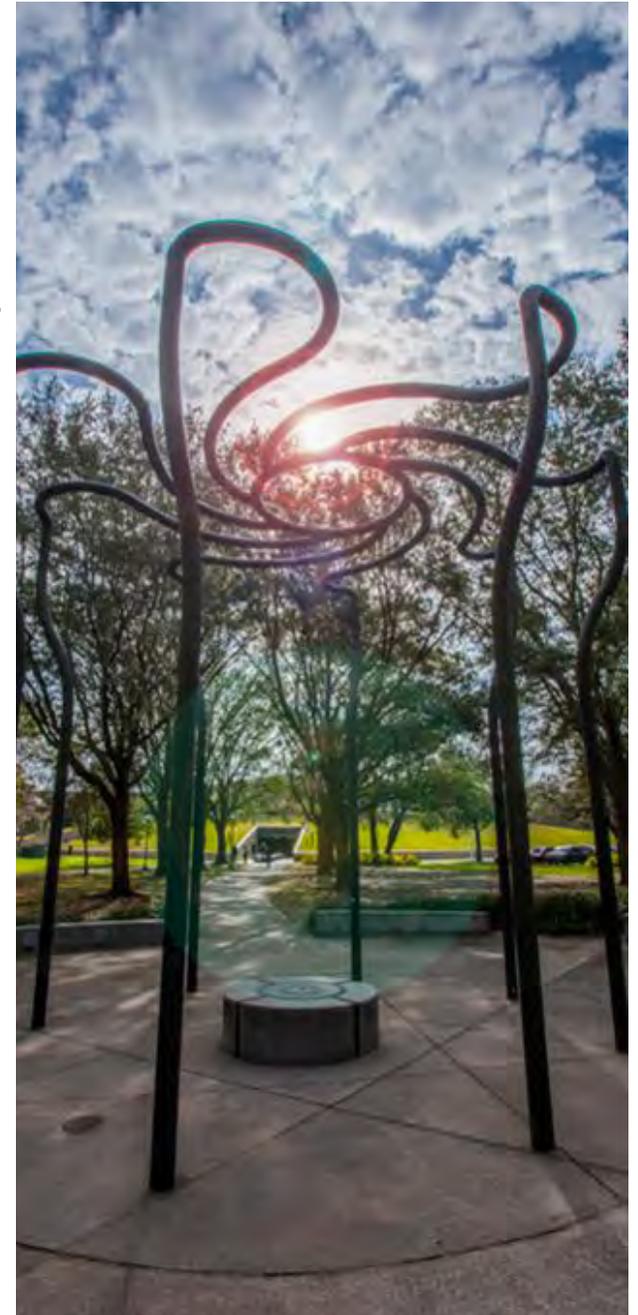


DESIGN, ARTS, AND PERFORMANCE

Creativity and ingenuity are at the very heart of advancing communication, industries, environments, performance and systems designs, and are critical for all aspects of industry and community. Encompassing crosscutting research with the arts, humanities and social sciences, the Design, Arts, and Performance initiative is intended to be integrative: Where overlap exists, this initiative is complementary, catalyzing, or both.

In addition to the Bio by Design initiative, the Design, Arts and Performance initiative encompasses concepts such as universal design involving that of buildings, products or environments to make them accessible to all or others, such as design for manufacturing, which is a general engineering practice to develop products so that that they are more efficiently and easily manufacturable. Arts and performance cover the visual arts, music, dance and theatre, mass communication involving new media or social media, and sports performance and management. Each of these design areas is separable, but they are collectively supported by an education steeped in creative exploration and experimentation. The interdisciplinary nature of art and design addresses issues of equity and representation through evolving fields of user experience, information technology, multimedia exploration and the interactive experience, which help to convey a broad range of stories. This particular initiative makes clear the vital role of the arts supporting several of the other initiatives including, but not limited to, social justice, environment and the creation of livable/sustainable communities.

Given the prominence of the Tampa Bay region's economic activity, affinity for sports, destination for entertainment, its numerous museums, and other cultural institutions infused with arts and innovation, this initiative draws upon existing strengths that are unique to USF's communities in Tampa, St. Petersburg, and Sarasota-Manatee. Through contributions to the revitalized arts and culture scene throughout the Tampa Bay area, specifically through Graphicstudio/Institute for Research in Art and the School of Music's multiple ensembles as well as other programs in the College of The Arts, USF can build upon many assets. The Florida Center for Community Design and Research—an integral part of USF's School of Architecture and Community Design—is a statewide research center working with over 100 communities in Florida. Further, the Center for Analytics and Creativity, the Institute for Artificial Intelligence + X, and the Center for Urban Transportation Research demonstrate how design, art and performance channel curiosity and enable boundary-breaking collaborations. Moreover, USF's campuses in St. Petersburg and Sarasota-Manatee have centered their thriving and expanding arts communities as anchors in engagement and enhancement initiatives as ways of embedding USF into their respective design districts.



GLOBAL AND NATIONAL SECURITY

Today's global and national security concerns include whole-of-society problems such as extremism, biothreats, climate change, disinformation and cybercrime. National leaders have underscored the complex nature of contemporary security problems, both foreign and domestic. Our increasingly complex, globalized and digitized/networked world demands robust and interdisciplinary analyses of large-scale global and national security problems. The Global and National Security initiative combines research, community partnerships, academic programs and federal funding opportunities to advance USF's ranking and national visibility. Given Tampa Bay is home to many prominent cultural institutions, a thriving port and hub for global trade, a vast tourism industry, unique security operations at MacDill Air Force Base, and cutting-edge scientific and medical centers, USF is uniquely positioned to be a global leader in areas of global and national security.

Security challenges of the 21st century will require and involve diverse expertise from the humanities and social sciences to STEM. By fostering relationships with military and government agencies, USF can establish itself as a leader and in disciplines that support the Department of Defense's National Defense Strategy. Furthermore, leveraging USF's proximity to MacDill and other regional and statewide assets, such as Cyber Florida, will aid in building nationally ranked academic programs and centers of unique competitive advantage to address some of the world's most pressing issues.

Additional examples of current differentiation include the Institute of Applied Engineering's contract with the U.S. Special Operations Command at MacDill Air Force Base to provide new discoveries in areas including autonomous systems, transportation, and infrastructure. Further, the School of Information delivers the Strategic and Cyber Intelligence Program, a federally designated Intelligence Community Center for Academic Excellence which is administered by the Office of the Director of National Intelligence. In addition to Cyber Florida, various other relevant USF centers and institutes such as the Center for Analytics and Creativity, the Institute on Russia, the Center for Entrepreneurship and Counter Extremism, the Institute for the Study of Latin America and the Caribbean, and the Center for Strategic and Diplomatic Studies provide means to respond to global and national security challenges.

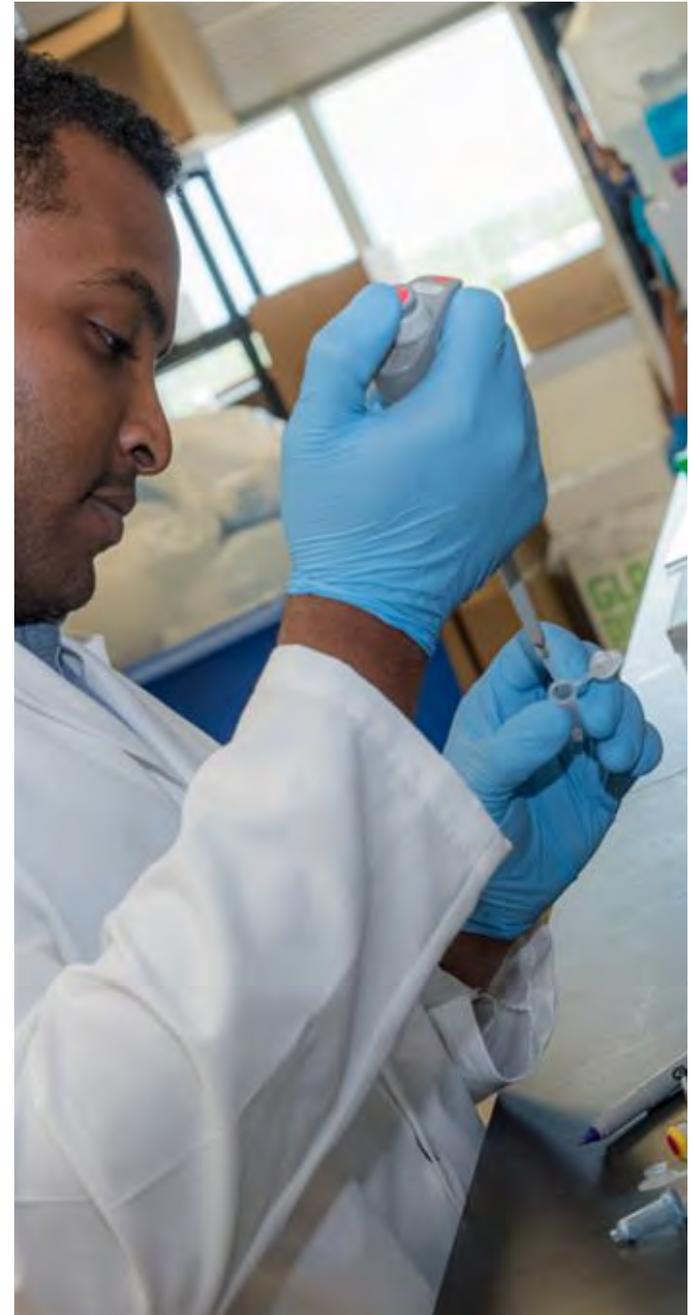


HEALTH, SOCIETY, AND BIOMEDICAL SCIENCE

USF seeks to maintain and improve health and well-being for all individuals while promoting equity of access to quality affordable care, emerging treatments, innovation and better quality of life, particularly among diverse communities in the Tampa Bay region, the state of Florida and beyond. The Health, Society, and Biomedical Science initiative builds on existing strengths in our understanding of the basic mechanisms of disease and links this work to translational and clinical researchers who devise rational diagnostics, treatments, and cures. USF's current strengths in health sciences span the biomedical sphere, including discoveries in Type I diabetes and autoimmune diseases, cardiovascular disease treatment, neurology centers of excellence, biomedical engineering, drug delivery and discovery and infectious and vector-borne disease discovery and prevention.

The health research and education portfolio at USF is represented across colleges, community partners, multiple programs, centers and institutes. Health construed more broadly engages a wide range of colleges and programs including the Morsani College of Medicine, the Taneja College of Pharmacy, and the colleges of Arts and Sciences, Behavioral and Community Sciences, Engineering, Nursing, and Public Health. Related work in these colleges comprise behavioral health; social work and aging; health economics, informatics, and communication; migration, food security and water quality; and health humanities, which collectively enable health science interdigitation throughout the university.

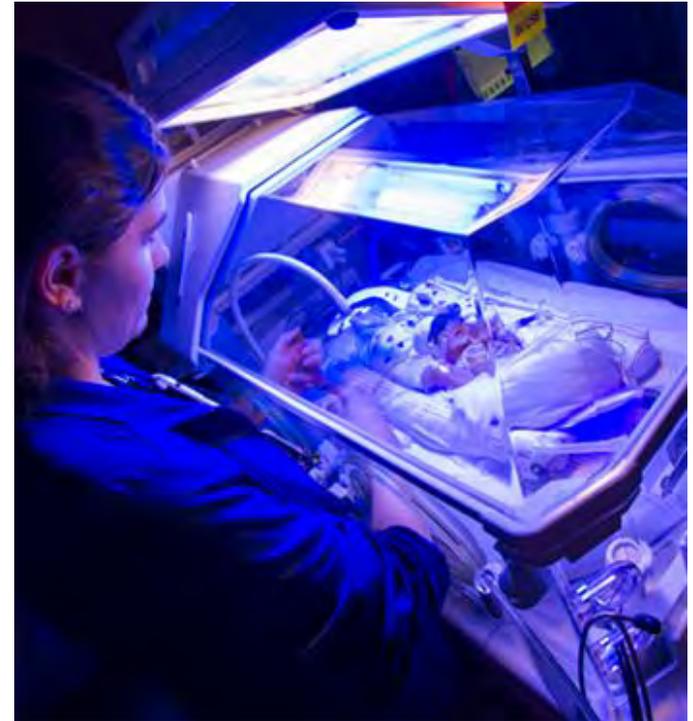
The economic potential and demographic profile of the Tampa Bay metro area, the state of Florida, and USF's institutional and community partnerships are also key to USF's leadership in health. USF's downtown Morsani College of Medicine and Center for Advanced Medical Learning and Simulation brings students and faculty closer to the college's primary teaching hospital, Tampa General Hospital (TGH). Central to this is the university's enhanced affiliation agreement with TGH, which is establishing the first clinically integrated academic medical center on the west



coast of Florida. This center is strengthened by an integrated office of clinical research to enhance collaborations and efficiency and will bring the benefits of academic medicine to patients and support world-class health care research and education. The James Haley V.A. Hospital is another core teaching affiliate for USF, providing an important site for both inpatient and outpatient education of our medical and allied health students and residents.

Analysis of the health enterprise at USF, located near world-class hospitals and health facilities, reveals a tremendous number of opportunities to connect existing strengths with areas of unique competitive advantage through research, education, and patient care. Another key enabler is the university's longstanding relationship with the H. Lee Moffitt Cancer Center & Research Institute (MCC), a National Cancer Institute-designated cancer center located on the USF Tampa campus. This relationship includes graduate programs in cancer epidemiology and immunology and joint faculty appointments to enhance opportunities for collaboration, as well as shared research infrastructure to create efficiencies. This relationship features graduate programs in cancer epidemiology and immunology—including USF's highly regarded PhD program in cancer biology that places doctoral students into research positions at MCC—along with joint faculty appointments to enhance opportunities for collaboration and shared research infrastructure to create efficiencies.

Leveraging these partnerships with a broad, diverse array of providers, researchers, educators, and partners specific to the Tampa Bay region who embrace the vision of an integrative health community to promote social sustainability, USF produces world-class research and educates a resilient, culturally conscious workforce.

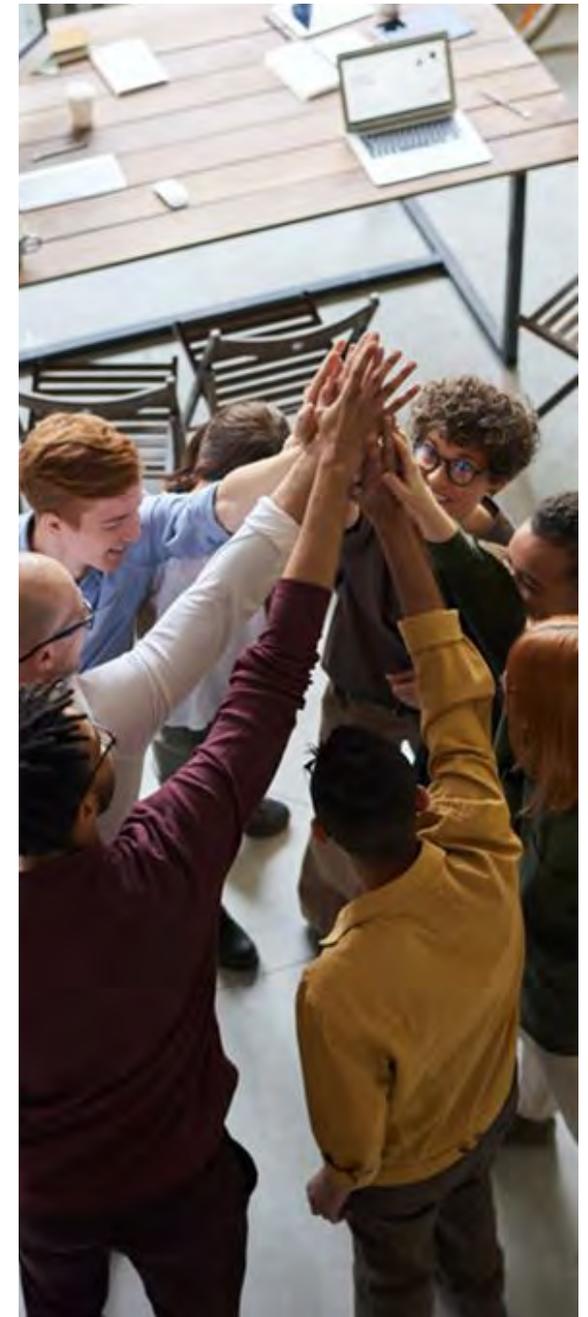


SOCIAL JUSTICE AND HUMAN RIGHTS

Growing attention to social justice and human rights reflects escalating concerns related to racism, discrimination, immigration, criminal justice and structural inequities. USF's competitive advantage in these domains rests in the confluence of several unique considerations. Those include existing and community-engaged centers and institutes already providing support for social sustainability and human rights across USF's colleges; our urban location, which provides an intimate and immediate setting for researching social problems; our Carnegie Community Engagement Classification, which is evidence of our robust community engagement; our public K-12 school district size and diversity, which is among the largest and most racially and ethnically diverse in the country; and our geographic and demographic considerations, in particular, access to Latin America and the Caribbean. As demographic shifts in the U.S. predict that the country is becoming both more urbanized and more minority-majority, USF faculty research and engagement within the already urbanized and diverse Tampa Bay region enables USF to provide thought leadership and solution-oriented research that can guide researchers and practitioners across the nation.

The Social Justice and Human Rights initiative builds on national imperatives and couples our ability to cultivate business partnerships and research engagement to advance urban development. USF has been a key partner in the emergence of a burgeoning community innovation ecosystem that is rooted in a concern for social sustainability and human rights—providing an opportunity to collaborate with faculty to ensure that the revitalization of urban communities of color is equitable. Further support for an infrastructure to promote faculty and student research that is solution-focused and will increase workforce readiness, will contribute to our institutional and regional competitiveness.

Overall, our strategic geographic location and competitive advantages in the area of social justice and human rights leverage existing academic programs that address questions of identity, culture and our past. This initiative will also broaden the contours of how we conceptualize social sustainability to include chronic challenges such as poverty, housing, transportation, education, food and water security and community design. Furthermore, the Institute on Black Life, the Institute for the Study of Latin America and the Caribbean, the USF Humanities Institute, and the USF Libraries offer substantial learning and research enhancements. The Libraries' wealth, especially, includes the African-American History Collections, the LGBTQ+ Collections, the Latin American, Caribbean and Spanish Language Collection, the Cuban Wars of Liberation-Spanish-American War Collection, the Cigar Industry and Arts Collection, the Ybor City and West Tampa Collection, and the Holocaust and Genocide Studies Collections—all of which illustrate how to further support interdisciplinary global and social justice education.

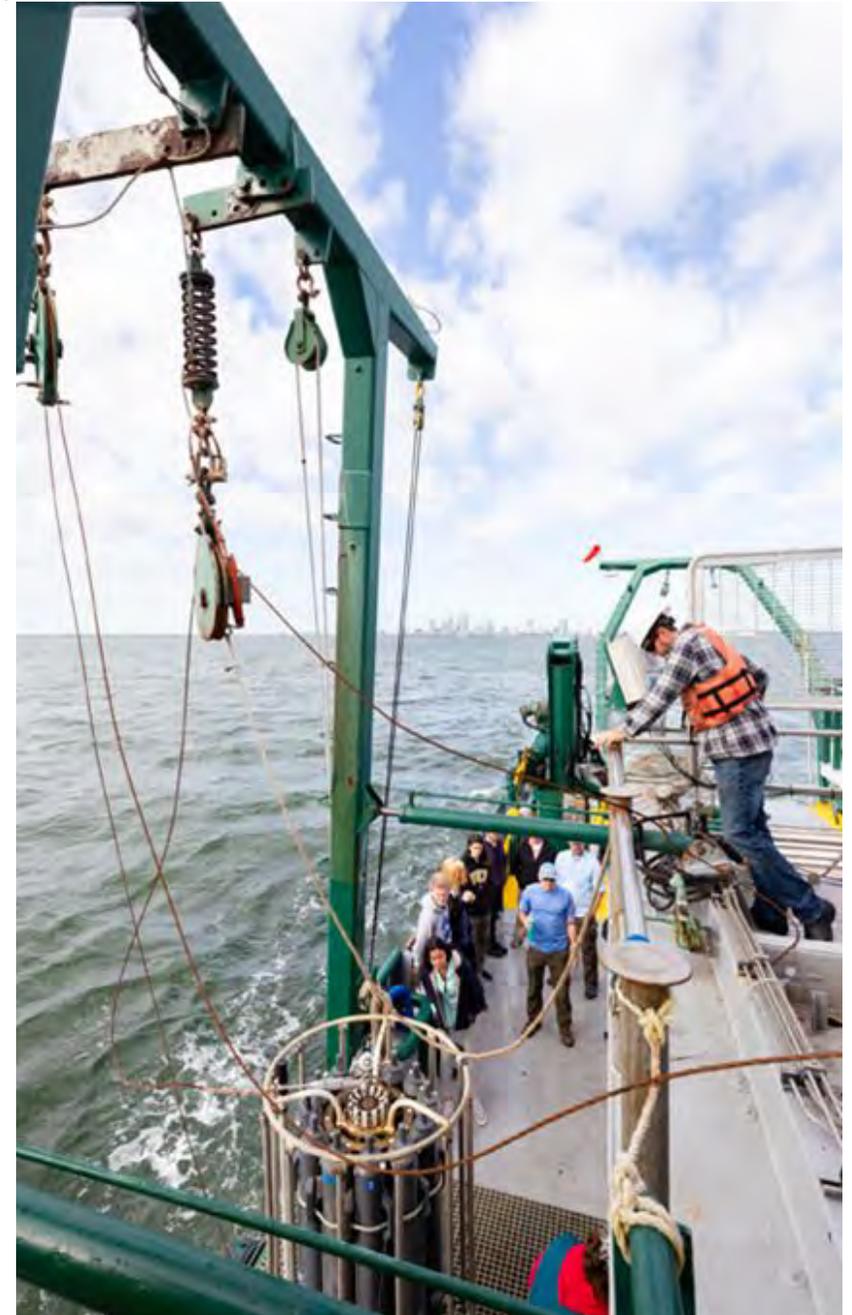


SUSTAINABILITY, ENVIRONMENTAL, AND OCEANOGRAPHIC SCIENCES

The issues of sustainable development, particularly in the context of climate change, arguably represent the greatest societal challenges of our time. As the global population grows, so does pressure on our environment and the goods and services it provides. Threats to the built environment are pervasive—everything from critical infrastructures to food and water security to air quality to transportation and mobility. The need to understand and mitigate the potentially catastrophic economic losses from projected sea level rise and the effects on the estuarine, coastal and marine ecosystems that constitute a cornerstone of Florida’s economy has never been greater.

To ensure protection of our environment and conservation of our natural resources that, in turn, fuel a vibrant state and global economy, the Sustainability, Environmental, and Oceanographic Sciences initiative focuses research excellence in these domains on addressing critical state issues and challenges deriving from urbanization. USF’s location in the major metropolitan area of Tampa Bay along the Gulf Coast of Florida positions us to deliver cutting-edge, evidence-based solutions to address the increasing number of social, environmental and public policy challenges facing contemporary society, including mitigation and adaptation to climate change.

Many new state and federal coastal construction projects require designs for coastal areas to be resilient to these threats over their typical life expectancy. By actively engaging with nearby consortia such as the St. Petersburg Ocean Team and the Florida Institute of Oceanography, as well as proximate state and federal



agencies (e.g., Florida Fish and Wildlife Conservation Commission, National Oceanic and Atmospheric Administration, United States Geological Survey), the university's scientists and engineers will establish and maintain leadership in discovery, technological innovation and science application in support of global sustainability.

Coupling existing campus resources such as the Patel College of Global Sustainability, College of Marine Science, the School of Geosciences, Center for Integrated Modeling and Analysis of Gulf Ecosystems, which continues to deliver unprecedented insights into the impacts of the Deepwater Horizon Oil Spill, with new initiatives such as the Florida Flood Hub for Applied Research and Innovation, provides the university with a unique opportunity to exercise its competitive advantage for research and education in an applied setting. Moreover, partnerships with interdisciplinary research centers such as the Center for Ocean Technology, Clean Energy Research Center, Center for Urban Transportation Research, Center for Ocean Mapping and Innovation, and Sustainability Innovation Center provide for further opportunities for achieving national prominence.



ENABLING EXCELLENCE: INSTITUTIONAL CORE COMMITMENTS

The following institutional commitments are foundational to driving strategic initiatives as well as achieving our broader institutional goals. Although they may be themselves sources of sustainable differentiation, the core commitments are also essential and powerful enablers of any activity the university elects to pursue.



Faculty Excellence



Research Support



Student Success



Institutional Infrastructure



Staff Distinction



The Value of the Arts



Diversity, Equity,
and Inclusion



Institutional Sustainability



Operational Excellence

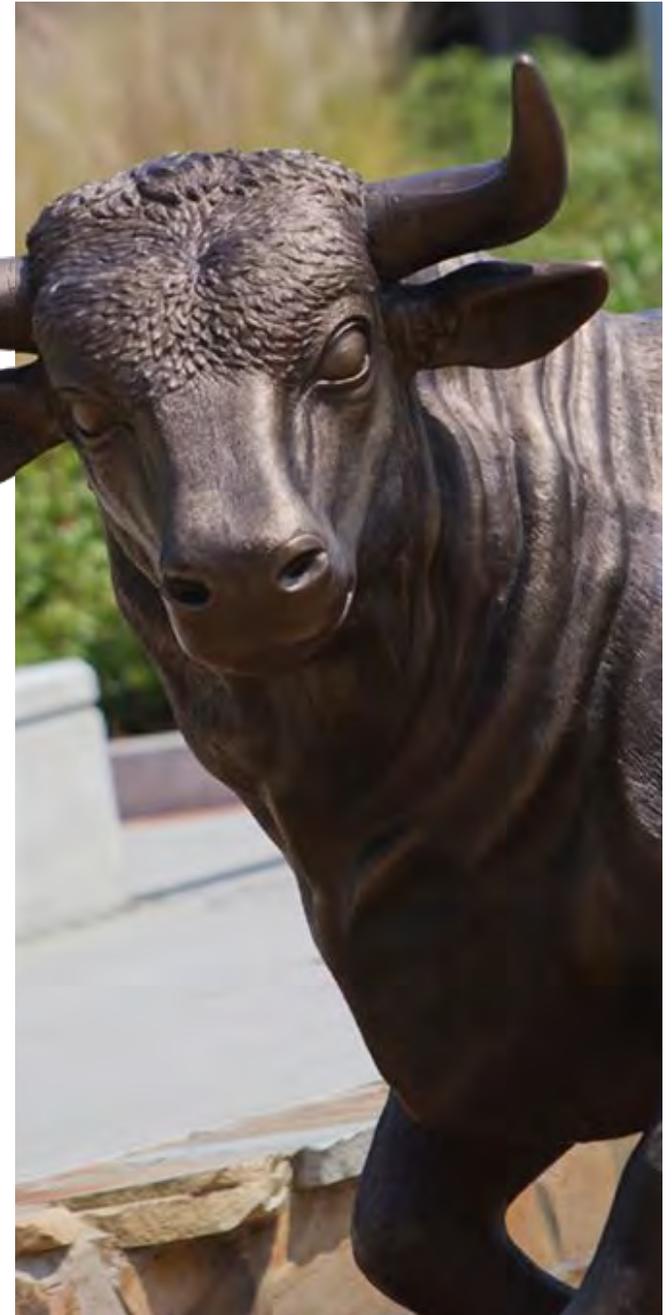


Engagement and Outreach



Athletics

[CLICK TEXT ABOVE TO LINK DIRECTLY TO PAGE](#)



FACULTY EXCELLENCE

The single most important determinant of a university's success is faculty excellence. The rationale and institutional relevance of pursuing faculty excellence originates in the basic truth that everything we value as a university is impacted by our faculty. This includes teaching and learning to inspire our students and ensure their retention, graduation and career progression, as well as research, innovation, and creative activities leading to the generation of new knowledge and economic impact for the region and beyond.

Faculty members play a critical role as colleagues in university administration and in shared decision making. They engage our community partners and build national and global partnerships. Ultimately, faculty members are the foundation for ensuring our institutional reputation. In each of these aspects of multi-faceted faculty excellence there is an intimate link to institution-wide key performance indicators that drive USF's success.

USF is redoubling its efforts to succeed at faculty recruitment, development, rewards, and retention. Working in concert, those efforts will propel our faculty members' visibility and positive impact on their fields and on society. Those efforts will also fuel our aims to foster greater numbers of faculty who win recognition and leadership roles in their fields (e.g., members of the National Academies and other awards and fellowships in academic, professional, and industry organizations).

Faculty excellence is key to our institutional aspirations for eligibility for membership in AAU and Top-25 ranking among public universities.





STUDENT SUCCESS

Having gained national recognition for its use of predictive analytics and the development of a holistic care management system, USF will continue to advance a student success movement built on the principle that every student admitted to USF will succeed. By creating an institutional culture of care, USF has achieved extraordinary gains in graduation rates while reducing and, in many cases, eliminating achievement gaps by race, ethnicity and income. USF will maintain its position as an innovator in strategies and practices designed to improve student learning outcomes, accelerate completion rates, minimize debt and prepare students for lifelong success in their chosen careers and as citizens. Moreover, continually enhancing and refining an array of support services—from academic advising to mental and public health to cultural and recreation centers—will provide our students with the tools needed to actualize personal and academic success.

As USF continues its upward trajectory, students will benefit from USF being a comprehensive multi-campus research university dedicated to the success of its diverse student body. Although the curriculum remains the province of the faculty, our Principles of Community enjoin us to provide an environment contributing to student learning and development within and beyond the classroom. This will include an emphasis on critical thinking, freedom of expression, communication skills, ethical standards and their application, community engagement and participation in democracy.

USF ensures that students have opportunities to engage in internships, scientific field and laboratory work, research experiences, service learning, education abroad and other experiential learning opportunities. These broad experiences to are especially amplified for students who participate in the Genshaft Honors College, which provides unique educational experiences to 2,330 students who entered USF with an average SAT score of 1418 (95th percentile) and an average high school GPA of 4.3.



The USF student experience includes curricular, co-curricular, and extra-curricular elements. Regardless of which campus they attend, students have the opportunity to engage in a vigorous campus life through participation in student government, intramural clubs, organizations, living learning communities, art exhibitions, musical performances, multicultural events, homecoming, intercollegiate athletic events, recreational activities and others. Through rigorous and relevant activities, USF students graduate with the skills, experiences and resilience required to succeed in an increasingly competitive and diverse global market.

Each of USF's campuses in Tampa, St. Petersburg, and Sarasota-Manatee has unique academic and cultural strengths, and students are able to select their own learning, research and campus life experiences regardless of which one they attend. Moreover, students have access to a broader array of degree programs by discipline, level, and mode of delivery.





STAFF DISTINCTION

USF's staff members are at the heart of the university. The university is committed to excellence for our students, faculty and staff, reinforced by an inclusive environment where innovation and freedom of intellectual curiosity can flourish. USF drives sustainable results through a high-performing, inclusively diverse and engaged workforce while integrating an organizational culture USF can leverage as a competitive advantage. USF's commitment to its staff creates a value proposition where USF is an employer of choice for top talent.

USF will continue to differentiate itself by attracting, retaining, engaging and developing the best talent for the institution. To sustain this momentum, we must:

- Close gaps to professional growth for current and future talent to achieve a multiplier effect across all our teams and meet the future needs of USF.
- Build internal leader effectiveness and bench strength by understanding trends such as talent availability and changing demographics in USF's internal and external communities.
- Build a culture that accelerates and rewards appropriate risk-taking and a growth mindset.
- Embrace innovative workplace practices applicable for the nature of work, including technology-enabled flexibility.
- Become known as a great place to work among current and prospective employees, supporting retention and talent acquisition to feed a virtuous cycle of success.

DIVERSITY, EQUITY, AND INCLUSION

USF values diversity with inclusion and excellence with equity as elements of our Principles of Community. These values are embedded in each of the strategic initiatives in recognition that the success of each requires meaningful engagement with diversity, equity, and inclusion (DEI). Beyond its presence in our academic endeavors, these values must also be embedded in our organizational infrastructure and should further drive not just who we attract and who we hire and retain, but also how we develop relationships and in which ways we invest in the success and advancement of diverse populations in our broader communities.

At USF, diversity exists along numerous axes, including gender identity, race and ethnicity, country of origin, socioeconomic status, age, religion, politics, sexual identity, veteran status and disability, among many other considerations. With our core values in mind, racism, sexual violence, discrimination, and other acts of intolerance are rejected and treated with accountability to create a safe and welcoming environment where students, faculty, and staff can flourish professionally and academically. Our success to date indicates that we have a strong foundation upon which to build a model that is based on equity rather than diversity alone.

We endeavor to develop sustainable initiatives, policies, and programs to engage and amplify the voices of diverse students, faculty and staff to ensure that all members feel a sense of belonging, connectedness, are represented in leadership, and have an opportunity to succeed. Closer attention to the recruitment, retention and advancement of diverse students, faculty, and staff, as well as increased utilization of diverse suppliers, are key aspects of the intentional efforts necessary to sustain these values. Our vision moving forward is to proactively pursue inclusive excellence in order to enrich our campus communities and as a key aspect of our engagement with the broader region.





OPERATIONAL EXCELLENCE

Our continued trajectory in pursuit of excellence requires courageous aspirations as well as a clear-eyed understanding of our operational reality. To achieve our goals, USF’s historical boldness must also involve looking inward with careful reflection on resources, internal processes, and our institutional risk management posture.

This begins with efforts to advance our university business systems and infrastructure, revisit and revise our policies and procedures to improve operational efficiencies and become more planful rather than reactive. In addition, we will prioritize transparent financial stewardship and a refreshed budget planning process that supports strategic investments and reinforces a focus on strengthening USF’s commitment to academic excellence. Operational excellence will also be reflected in ongoing efforts to accelerate our commitment to supplier diversity through our Office of Supplier Diversity.

Accelerating our rate of progress will inevitably necessitate taking additional risk. Analyzing risk proactively from an enterprise perspective enables not only responsible risk management but allows us to embrace risk as opportunity. Enterprise risk management is increasingly understood (and utilized) as both a necessary and a strategic tool for identifying, assessing and managing risks in higher education.

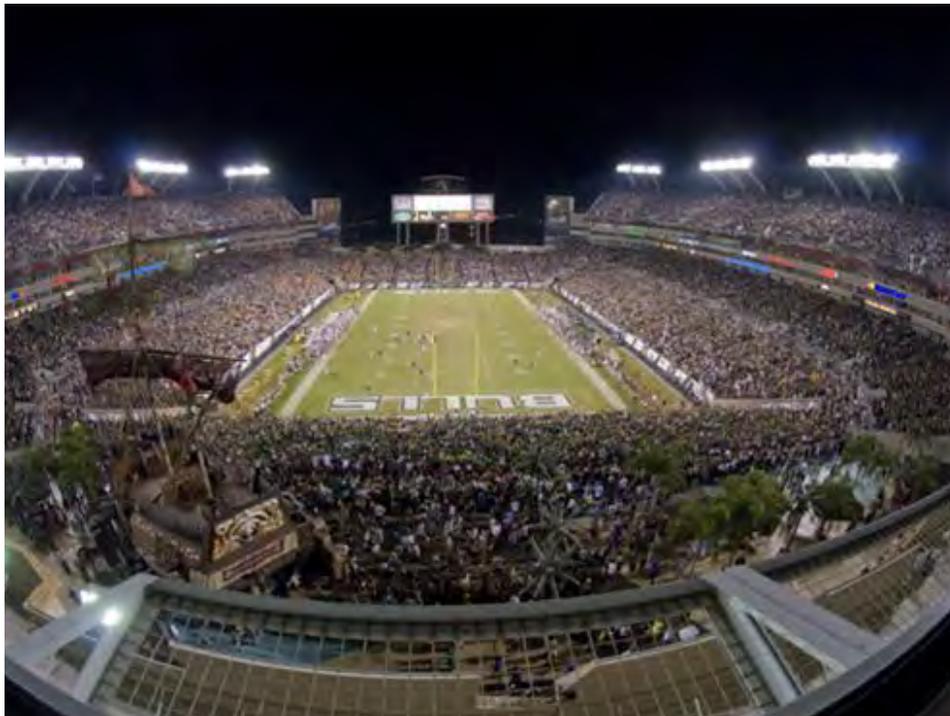
USF already enjoys a low barrier to internal collaboration—among faculty and our academic leaders, and across organizations and disciplines. Refining how we work in supporting our core mission should also result in a virtuous cycle where innovation enables operational efficiencies and engenders a healthy work culture.



ATHLETICS

Athletics is tied to the creation of a sense of community and shared experience among students, staff, alumni, supporters and faculty. Both spectator and participatory sports should continue to be integrated into campus life as an important area of enrichment. A proper balance of study and healthy social activities must be promoted by USF. Athletics is an important partner in the university's community-building process.

USF Athletics serves as a powerful marketing arm by generating widespread national, regional and local exposure to the university. A strengthened brand and increased recognition of USF Athletics will benefit student enrollment, alumni relations, campus-wide fundraising efforts, school spirit for students, faculty and staff, and help build a connection with the local and regional communities.



In addition to developing champions of sport, USF Athletics is committed to developing champions in the classroom, in the community, and in life. As an example, USF Athletics' "Enhancing U" program aims to prepare student-athletes for life by providing compassionate support and direction as they develop their purpose, ambitions and goals through special programming such as our Selmon Mentoring Institute, our Bulls Care program and our Student-Athlete Leadership Academy.





RESEARCH SUPPORT

Research support infrastructure can be broadly defined as resources required by the research community to conduct high-impact, top-level research and scholarship and includes administrative support (e.g., regulatory compliance, contract and award management, data management); major scientific equipment; knowledge-based resources (collections, archives, or information structures); high-performance computing and information technology; and advanced research buildings and laboratories.

Research support is a critical factor in enabling transformative research and innovation, catalyzing impact on academic fields, local and regional economic development, and in providing state-of-the-art learning opportunities for current and future generations of students and researchers alike. As a Carnegie R1 university, USF has developed a robust research infrastructure that supports high-impact transdisciplinary research and scholarship across the institution, as well as provides resources for external research partners.

As USF continues on a trajectory of research portfolio growth, as well as innovation and entrepreneurship, continuous resource investment in institutional research facilities and administration is vital.



INSTITUTIONAL INFRASTRUCTURE

During the past 20 years, USF has been very successful in improving its academic and research portfolio, vaulting it to the fastest-rising university in the country. While the university has been successful in growing its research programs over the past two decades, reaching the level of the AAU will require USF to support the architecture of academic excellence by improving its underlying academic infrastructure.

The USF Libraries and USF Information Technology (IT) focus on providing the support infrastructure for these expanding research initiatives and their constituent faculties. Both the Libraries and IT must be increasingly incorporated into the pursuit of the university's aspirations—indeed, they are together an existential necessity for a contemporary, competitive research university. Operationally, this requires modernizing our Libraries' infrastructure, as well as human resources, finance, and student information systems.

Moreover, myriad operational efficiencies may be found across the university by further examining where we can leverage technology to automate processes, and utilize the Libraries for centralized data management, curation, and dissemination.

USF Libraries and IT should be seen as both essential operational support units and, increasingly, institutional assets that provide sources of sustainable differentiation. Leveraging the Libraries' enhanced service models and data management capabilities can lay the foundation for Association of Research Libraries membership. The integration of strategic IT analytics into USF's operational culture will deliver not only organizational efficiency and effectiveness, but a persistent and indispensable resource for academic excellence.

INSTITUTIONAL INFRASTRUCTURE

Libraries

To deepen the support for USF's mission, the Libraries layer service innovation on top of traditional excellence in knowledge curation. This service-oriented culture helps solidify the infrastructure for research and learning by moving beyond the traditional role of knowledge service provider and engaging in the full lifecycle and activity range of knowledge creation.

The Libraries undergird all aspects of the university and provide crucial support to both individual and institutional projects, aspirations, and goals. Whether it is through physical collections, electronic collections, data management and metadata support, support for textbook affordability, data literacy, research support, data visualizations, or statistical analyses, the Libraries are foundational to USF's strategic initiatives.

By utilizing the USF Libraries' enhanced service model employing crosscutting Research Innovation Teams, faculty and students will be provided with expertise in library and information science and deep subject-area proficiency. Those teams partner with faculty on digital scholarship initiatives, collection creation, bibliometrics, and altmetrics to assist faculty members' impact management and support their tenure and promotion, intellectual property and copyright expertise. Research Innovation Teams also connect faculty and students with professionals possessing functional expertise in areas such as data management, GIS services, statistical analysis, writing and publication support, and possess the academic preparation and subject-matter expertise needed to teach credit-bearing courses, supervise interns and engage actively in departmental research in order to obtain external funding.





INSTITUTIONAL INFRASTRUCTURE

Information Technology

While IT already provides operational support to our employees and technology support for delivering the university's educational mission, this central unit possesses both infrastructure and subject matter expertise that is increasingly utilized to support research and scholarship. There are three key ways to realize this:

- Provide IT with resources to directly support faculty and other researchers with training and help in taking advantage of artificial intelligence and machine learning, analytical tools, high-performance computing infrastructure, and other data science resources, rather than leaving faculty to learn about and utilize these resources on their own.
- Work with faculty to incorporate IT resources and personnel into research proposals and projects. These direct costs would help offset IT expenses and provide additional resources to invest in USF's computing, data visualization and related "big data" capabilities.
- Recognizing that companies increasingly prefer to license data instead of patents or other forms of intellectual property, IT can become an internal partner to help build and maintain clean, accurate, and unique datasets that would confer competitive advantage in proposals while helping to attract new faculty and graduate students.

Beyond these pragmatic shifts, USF has an opportunity to take more strategic advantage of its own business intelligence and analytics by enhancing the partnerships between IT and USF's core analytic units, including the Office of Decision Support, the Office of Resource Management and Analysis and Innovative Education. A more intentional internal collaboration and comprehensive application of analytics would advance the university's ability to address regular data requests and reporting requirements as well as projects requiring deeper analysis. Moreover, by combining our own institutional research with external information—namely, competitive intelligence and market analyses—USF can establish a more proactive posture relative to strategic decision-making.



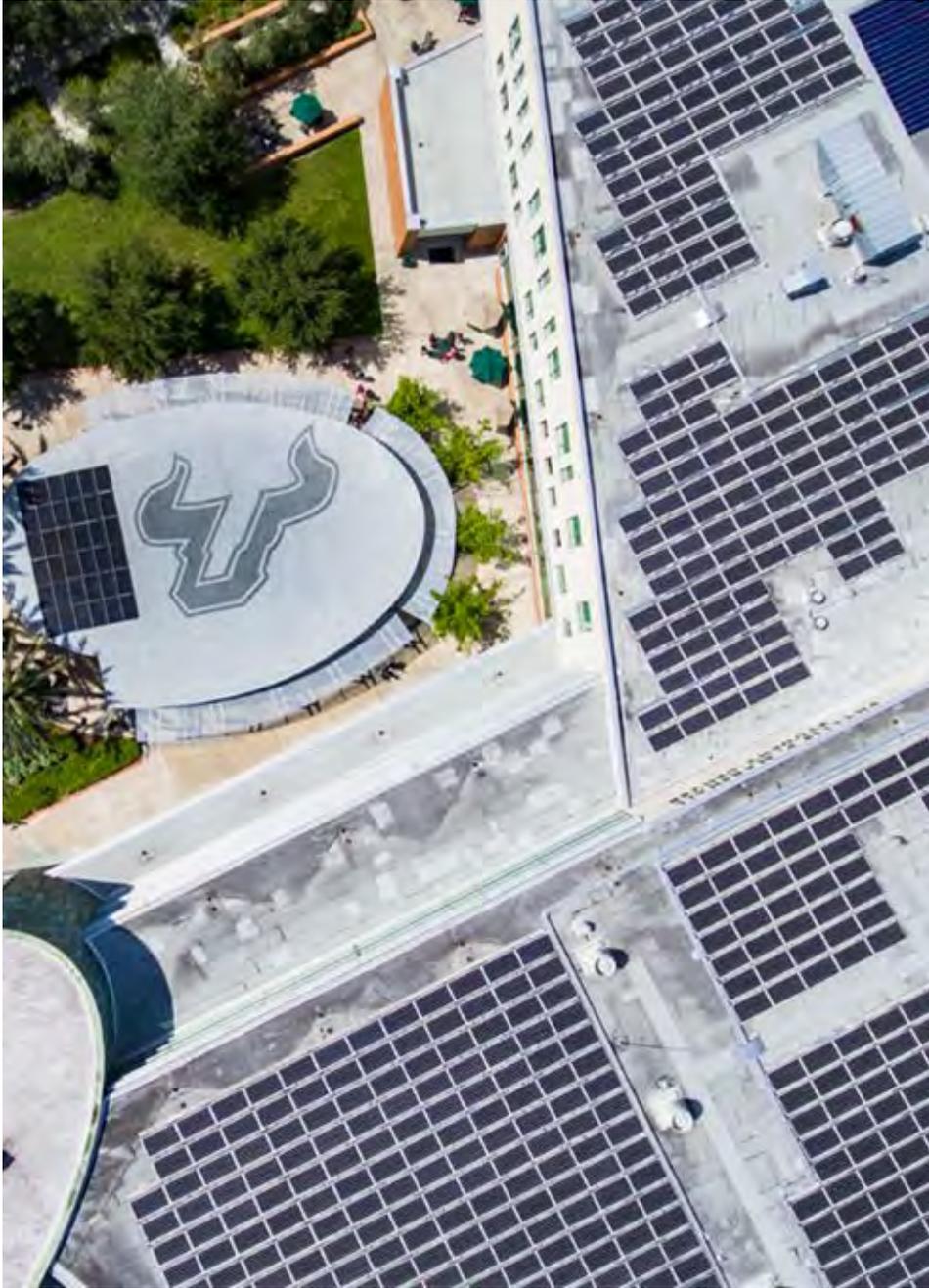
THE VALUE OF THE ARTS

USF recognizes and celebrates how creativity and exposure to the richness of the arts are essential elements to the liberal arts experience, which cultivate the whole person. The arts are a fundamental component to human existence and our capacity to cultivate a benevolent society. The study and appreciation of the arts through performance, practice, and research, are essential toward cross-cultural understanding, enrichment, and awareness at the local and international level.

The diversity of our own culture is articulated through the arts, which allows us to appreciate many perspectives and voices at the same time. It is essential for students, faculty, and staff to find ways to express experiences at USF and beyond. By its very nature, the arts exist to help the individual articulate a vision or point of view that can be felt and received. The arts create space for our society to be more deeply engaged in civic life within our surrounding communities. For instance, the city of St. Petersburg identified Art, Design as Architecture as the #4 driver of economic development in Pinellas County and the city of Sarasota has a long tradition of urban residential architecture in the country and is a major destination for the arts (Van Wezel, Perlman Music Program/Suncoast, Westcoast Black Theatre Troupe). Further, the USF College of the Arts contributes to the revitalized arts and culture scene throughout the Tampa Bay area, specifically through Graphicstudio and the School of Music's multiple ensembles.

Moreover, arts education fosters creative thinking and creative problem-solving skills at the essential level, which leads to innovation and production at the global one. The areas of science and business are dependent on skills honed through the collaborative and creative experience provided by the arts. The arts nurture the imagination and encourage people to identify connections and overlapping themes. This kind of aesthetic cultivation is critical in the development of new products and systems which are driving the new economy.

Through partnerships with arts organizations, the Florida Center for Partnerships for Arts Integrated Teaching (PAInT) responds to the need for state-wide support for arts-integrated instruction in Florida's schools, while implementing robust teaching and learning opportunities to reach vulnerable populations in PreK–12 classrooms and advance the Principles of Communities agenda.



INSTITUTIONAL SUSTAINABILITY

USF is dedicated to sustainability both on campus and around the world. USF recognizes the importance of meeting the needs of our metropolitan location while minimizing our environmental impact. USF educates students, staff and the community in environmental stewardship and sustainability. This stewardship includes building green facilities, improving our energy efficiency, water conservation, using green cleaning, planting native species, recycling and funding renewable energy projects.

At USF, we make it a responsibility to become a greener university every day by generating knowledge, developing values, changing behaviors and initiating practices that contribute to a sustainable environment. Through initiatives such as the Student Green Energy Fund, the Clean Energy Research Center, zero-emission electric busses, and LEED certified buildings, USF continually works to reduce greenhouse gas emissions and improve energy efficiency.

ENGAGEMENT AND OUTREACH

Global Engagement

Globalization is essential to world-class research and educational delivery in our globally connected world. Set in both an urban and global context, USF's mission as a public research university includes a deep commitment to addressing challenges facing communities locally, nationally, and across the world that prioritizes intercultural awareness and global literacy.

Our programs emphasize pervasive and sustainable globalization programs that prioritize globally informed knowledge generation, innovation through research and scholarship, mutually beneficial international partnerships, inbound and outbound student and faculty global mobility, and events and programs that bridge geographical, cultural, and political boundaries. To promote an international culture at USF, globalize student success, enhance international initiatives within the university realm, and deepen global engagement with the Tampa Bay community, we must remain committed to:

- Facilitating and fostering responsible international research collaboration that contributes to the betterment of society.
- Intentional integration of global content into academic learning and enhanced access to global experiences, on campus and abroad, by all students.
- Institutional partnerships that provide avenues for student and faculty collaboration in support of high-impact research and learning outcomes.
- Supporting and recognition for faculty, student and staff international activities that enhance USF's identity and reputation.
- Building and strengthening global operations systems that support the university international activities.



According to the Carnegie Foundation:



Community engagement describes the collaboration between institutions of higher education and their larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity. The purpose of community engagement is to bring together university knowledge and resources with those of the public and private sectors to enrich scholarship, research, and creative activity; enhance curriculum, teaching and learning; prepare educated, engaged citizens; strengthen democratic values and civic responsibility; address critical societal issues; and contribute to the public good.”

ENGAGEMENT AND OUTREACH

Community Engagement

USF’s community engagement is a purposeful means to advance learning and knowledge for social change and is a fundamental component of an urban research university. Intentional engagement with the public and private sectors enhances the quality of research, teaching, and service; delivers meaningful experience and skills to students; and prepares them to enter the job market or pursue graduate level studies. It also fosters collaborations among units across USF and strengthens the relationships that the university has with its external stakeholders by providing a platform that enables faculty and students to work together with community partners in efforts to find solutions to pressing problems.

A recent example of where USF combined its research and academic delivery to benefit the larger community was a free, online, seven-week certificate program entitled “Diversity, Equity and Inclusion in the Workplace”, produced by the Muma College of Business. The program, with over 130,000 enrollees, focused on ways organizations can create a more diverse workplace as well as address equity issues and foster inclusivity. Similarly, as we emerge from the pandemic, the Muma College of Business also produced a certificate in “Post-Crisis Leadership”. In this way, USF has responded to pressing contemporary issues by providing the community with tools to cope—a purposeful means to advance learning and knowledge for social change.



ENGAGEMENT AND OUTREACH

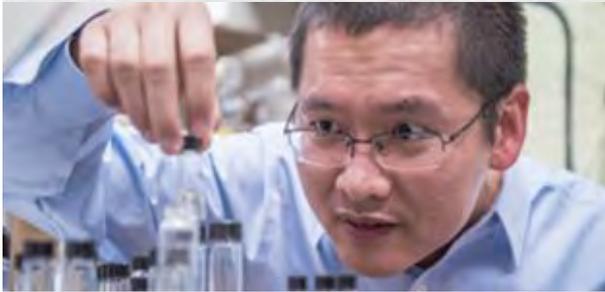
Branding, Marketing, and Communications

USF has a compelling brand narrative that is uncommon across the higher education landscape. Our identity as an urban research university, embedded in a dynamic region in a fast-growing state, offers USF the opportunity to differentiate itself with confidence and clarity.

This brand positioning will be incorporated into a marketing and communications campaign that is comprehensive and fully integrated across all our channels and networks, including national and international media, executive thought leadership, social media engagement, digital outreach and public relations. These activities will be highly targeted toward enhancing USF's reputation as reflected in peer assessments in order to help USF reach its aspirations of earning eligibility for membership in the AAU and becoming a Top-25 public university. These targeted campaigns enable USF's reputation to grow, in turn attracting the best and brightest students, faculty, and staff—igniting the virtuous cycle that will bring higher levels of visibility and investment.

Meanwhile, internal communications efforts that reflect our new clarity of purpose will help build trust and create brand champions among our most proximate stakeholders: Faculty, staff, students, alumni, fans and community partners. Indeed, our brand is more than our logo or even our story: It represents everything we say and do and how we say and do it.





KEY PERFORMANCE INDICATORS AND ACCOUNTABILITY

Strategic plans are instruments that inform leadership decisions about prioritizing and deploying resources to achieve institutional aspirations. This plan is intended to serve as USF's institution-wide vision by capturing our mission, 10-year aspirations, sources of sustainable competitive advantage, and core commitments. Presented here as a blueprint, this document is not intended to serve as a tactical investment or implementation plan for colleges or administrative units. By establishing institutional directions and expectations, however, each college and administrative unit is positioned to create its own unique strategy to pursue excellence and contribute to the university's overall vision.

We recognize that what gets measured is what gets managed, improved, and ultimately accomplished. Therefore, we will reinforce the transparent system of shared responsibility and accountability across all levels of the university leadership, faculty, and staff. We will also track progress toward

our goals and regularly refine, modify, and adapt our implementation of this strategic plan as the higher education landscape continues to evolve.

USF's remarkable rise in recognition and standing is reflected in state, national and international rankings. This trajectory has been set through deliberate actions stemming from the development of multi-year university work plans, various annual reports, and focused performance monitoring. These measures, as captured in our annual Accountability Plan including performance-based funding and Preeminence metrics, key AAU indicators, U.S. News rankings, and the President's annual goals help inform strategic planning, budgeting, and other policy decisions.

USF's Libraries has established an archive that will maintain historical and up-to-date reports on these performance metrics, which can be accessed with this permanent link: https://scholarcommons.usf.edu/usf_archives/

A CALL TO ACTION: THE USF COMPACT

The premise of the modern American research university is codified in the notion that research discoveries and access to higher education can positively change the citizenry of the United States. Particularly since WWII, the United States has flourished in a remarkably productive and enduring partnership between the federal government and the country's research universities.

For public research universities and their communities, there exists a reciprocal compact that promises that universities utilize federal, state, and philanthropic resources to provide upward social and economic mobility and quality of life for individuals while propelling the economies of their region or state.

Great cities require great universities and vice versa; that is also true of the Tampa Bay region and USF. Tampa Bay is a growing metropolis and cosmopolitan region. Its demographics and geographic location provide an opportunity to cultivate a prosperous and equity-minded ecosystem that leverages USF as an anchor institution in its urban setting and growing region. Indeed, USF's core mission is in direct attendance to and service of its communities, as well as our regional and national challenges. Therefore, the USF Compact drives us to pursue equitable academic excellence and economic development and positions us to achieve a significant impact in the community with more sustained and intentional investments and interactions.

At its core, this strategic blueprint is as much an intensification of USF's commitments as it is a plan. The plan is intended to guide USF's delivery

of its side of the mutual compact and find ways to continuously become a better version of itself so that we may in turn continuously contribute to society at large.

On the USF side, we will now turn our attention to implementation of this plan and investment of financial, physical, and human resources in pursuit of our dreams. An example will be formation of a new President's Strategic Investment Endowment that will be used in pursuit of our goals for academic excellence.

This plan is also a call for engagement and action. The plan emphasizes the reciprocal nature of the relationship between the university and the communities we serve. More than ever, USF's future depends on the commitment of its community stakeholders. Indeed, just as the rise of the University of California, San Diego was fueled by the San Diego region, the University of Chicago's strength was advanced by the Chicago region, and Stanford's prominence reflected the resources of the San Francisco Bay Area, USF's future depends on the Tampa Bay region. For USF and the Tampa Bay region to reach their joint potential, USF will need reinvigorated support from the university's nearly 400,000 alumni, as well as business and community partners, philanthropists, and state and national leaders.

We ask you to join us in this mutually beneficial and shared journey into the future of both an ascendant USF and an increasingly prosperous Tampa Bay region, state of Florida, and nation.



UNIVERSITY OF SOUTH FLORIDA

STRATEGIC PLAN 2021-2031

Office of the President
4202 E. Fowler Avenue // Tampa, FL 33620 // usf.edu

Plan for USF's Strategic Renewal



Strategic Renewal Process

Approximately 190+ hours of meetings, collecting and synthesizing ideas and receiving feedback



- **80 Hours**

President Currall
Listening Tours

- **30+ Hours**

Task Force
Subcommittee meetings

- **12 Hours**

Task Force
Town Halls

- **10+ Hours**

Task Force External
Stakeholder
Interviews/Survey Review

- **2 Hours**

Task Force Consultations
with Department Chairs

- **12 Hours**

President Currall meetings
with Philanthropic Partners

- **36 Hours**

Task Force Standing
Meetings - includes
consultations with various
internal stakeholders

- **4 Hours**

Task Force Consultations
with Deans

- **2 Hours**

Task Force Consultations
with Sarasota-Manatee
Faculty Council

- **2 Hours**

Task Force Consultations
with St. Petersburg
Faculty Council

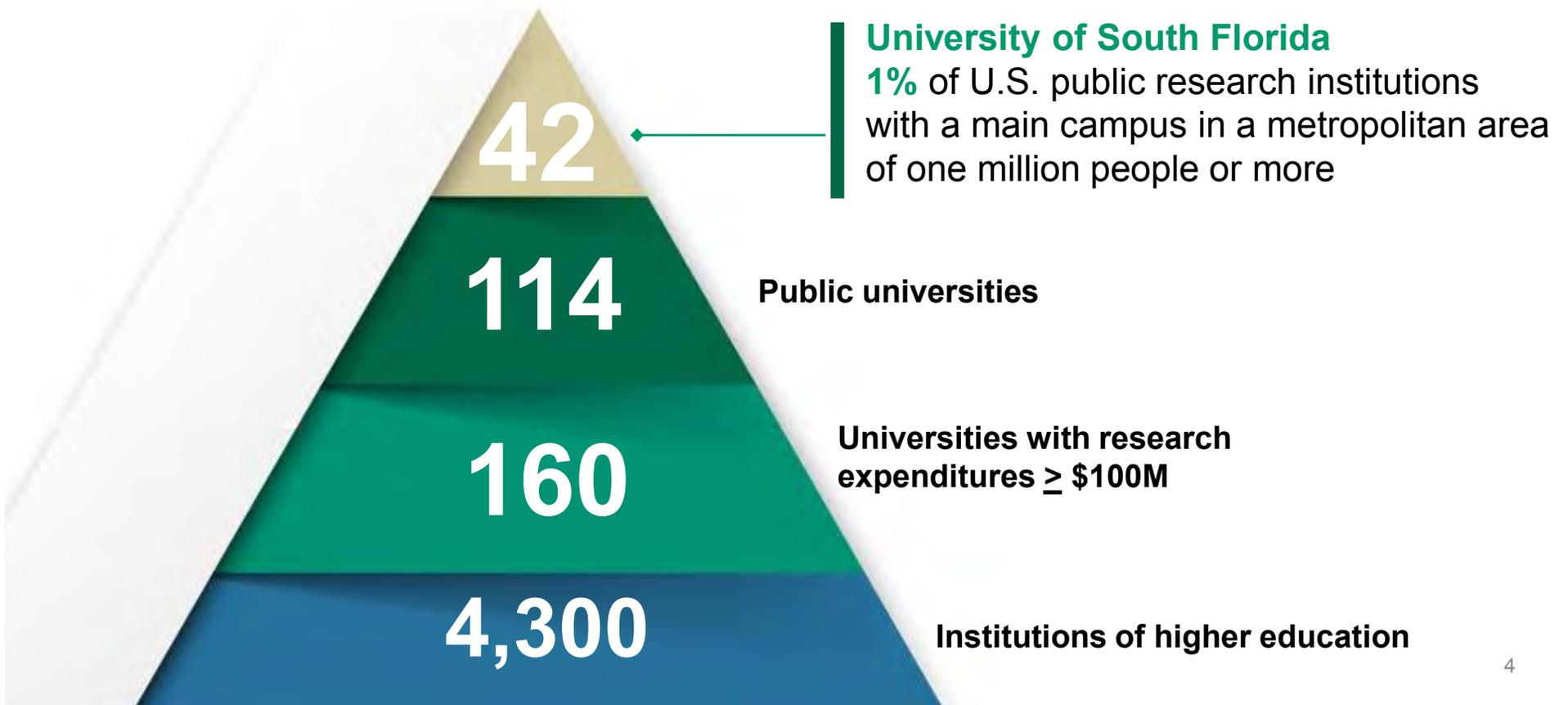
- **2 Hours**

Task Force Consultations
with Faculty Senate

Great Cities and Great Universities

- It is no coincidence that Tampa Bay's growth has happened in parallel with the emergence of the region's only Research 1 public research university, the University of South Florida.
- The future of our nation will be determined by the strength and health of our urban centers. And the strength of those centers will be fueled by interconnectedness with strong urban research universities.

A Public Urban Research University



Strategic Initiatives



Analytics
and Data
Science:
Integrating
USF
Digitally



Biology
by Design



Design,
Arts, and
Performance



Global and
National
Security



Health,
Society
and
Biomedical
Science



Social
Justice and
Human
Rights



Sustainability,
Environmental,
and
Oceanographic
Sciences

Institutional Core Commitments



Faculty Excellence



Diversity, Equity, and Inclusion



Research Support



Sustainability



Student Success



Operational Excellence



Institutional Infrastructure



Engagement and Outreach



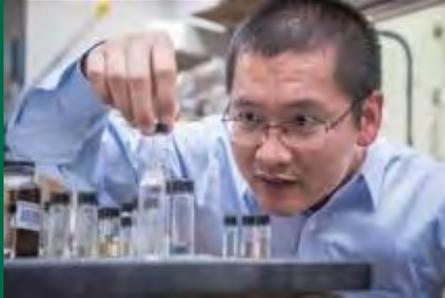
Staff Distinction



Athletics



The Value of the Arts



Key Performance Indicators and Accountability

- Each college and unit is positioned to create its own unique strategy to pursue excellence and contribute to the university's overall mission.
- Metrics are captured in our annual Accountability Plan, including performance-based funding and Preeminence metrics, key AAU indicators, U.S. News rankings, president's annual goals.
- We will reinforce the transparent system of shared responsibility and accountability across USF. We will also track progress toward our goals and regularly refine, modify, and adapt our implementation of this strategic plan as the higher education landscape continues to evolve.

A Call to Action: The USF Compact



We ask you to join us in this mutually beneficial and shared journey into the future of both an ascendant USF and an increasingly prosperous Tampa Bay region, state of Florida, and nation.

Agenda Item: FL 112

**USF Board of Trustees
June 8, 2021**

Issue: Board Officers

Proposed Actions: Election of Officer(s) for July 1, 2021 – June 30, 2023 Term

Background information: The Board of Trustees is granted the legal authority to elect its officers. Board of Trustees Operating Procedures, Article I, Section C.

The officers of the Board of Trustees are the Chair, Vice-Chair and the Corporate Secretary. The Chair and Vice-Chair shall each serve two-year terms to begin on July 1 following the election and concluding two years later on June 30 ("Term"). The Chair and Vice-Chair shall be elected by majority vote by the Board of Trustees within 30 (thirty) days of the expiration of the Term. Elected officers may serve for one additional consecutive 2-year term or until a successor is elected by majority vote, and for each additional consecutive term beyond two terms officers may be reelected by a two-thirds vote.

In the event of a vacancy in the Chair and/or Vice Chair positions, an election will be held as soon as practical after the vacancy occurs to select a member of the Board, by a majority vote, to the applicable vacant position (s). A vacancy occurs upon the death, incapacity, resignation or removal of an Officer. The newly selected officer (s) will serve the remainder(s) of the Term of the vacating officer(s). The completion of a vacating officer's Term shall not limit a Trustee's eligibility to serve two consecutive 2-year terms by majority vote, and to serve each additional consecutive term beyond two terms by a two-thirds vote.

The elected officers have the following responsibilities:

Chair

- a.** The Chair of the Board may serve as Chair of the Finance Committee, serves as an ex officio voting member of all Committees of University Strategic Priorities and all Standing Committees of the Board, and appoints members thereof.
- b.** The Chair of the Board presides at all meetings of the Board of Trustees, calls special meetings of the Board when necessary, serves as spokesperson for the Board, attest to actions of the Board and notify the Governor or Board of Governors in writing whenever a Board member fails to attend three consecutive regular meetings in any fiscal year, which may be grounds for removal.
- c.** The Chair of the Board shall appoint at least one representative to the board of directors and the executive committee of any direct-support organization certified by the Board.

2. Vice-Chair

The Vice-Chair acts as Chair during the absence or disability of the Chair of the Board and during any temporary period of vacancy before election of a new Chair of the Board pursuant to Section C, 1 above and, in that event, shall perform those duties of the Chair described in these Operating Procedures.

Supporting Documentation: None

Prepared by: Dr. Cindy Visot