



**USF Board of Trustees
Governance Committee**

Tuesday, August 25, 2020
Microsoft Teams Meeting

Trustees: Stephanie Goforth, Chair; Sandra Callahan, Les Muma, John Ramil,
Nancy Watkins, Jordan Zimmerman

A G E N D A

- I. Call to Order and Comments Chair Stephanie Goforth

- II. New Business – Action Items
 - a. FL 101 – Approval of [May 14, 2020 Minutes](#) Chair Goforth
 - b. FL 102 – Approval of [President’s 2020-2021 Goals](#) President Currall
 - c. FL 103 – Approval of [USF Institute of Applied Engineering \(IAE\) Board of Director](#) Bob Bishop
 - d. FL 104 – Approval of [Foundation Board of Directors](#) Jay Stroman
 - e. FL 105 – Approval of [Research Foundation Board of Directors](#) Paul Sanberg
 - f. FL 106 – Approval of [Sarasota-Manatee Campus Board Members](#) President Currall

- III. New Business – Information Items
 - a. [Board Self-Assessment Review](#) Chair Goforth

- V. Adjournment Chair Goforth

USF Board of Trustees Governance Committee

Thursday, May 14, 2020
Microsoft Teams Meeting

Call to Order and Comments

Chair Les Muma called the meeting to order at 9:00 am. He then asked Dr. Cindy Visot to call roll with the following members present: Les Muma, Sandra Callahan, Stephanie Goforth, John Ramil, Nancy Watkins, Jordan Zimmerman.

Chair Muma stated that there were no requests for public comments.

New Business – Action Items

- a. FL 101 – Approval of March 3, 2020 Minutes

Chair Muma asked if there were any changes to the minutes, there were none. Trustee Ramil moved for approval with a second from Trustee Callahan. With no further discussion, the motion passed unanimously.

- b. FL 102 – Approve USF Institute of Applied Engineering (IAE) Bylaws Revisions

Chair Muma then called on Executive Director Eric Forsyth to present the item. Mr. Forsyth presented the two changes to the IAE Bylaws. Firstly, the number of board members. He stated that they recommend establishing a cap of 13 members, which was the number of directors dictated by the need at the time. The second change was requesting to strike earlier language that all employees are not necessarily USF employees. All employees are by default USF employees.

Trustee Callahan moved to approve the changes, seconded by Trustee Ramil. With no further discussion, the motion passed unanimously.

- c. FL 103 – Approval of USF Health (HSSO) Bylaws Revisions &
Approval of Board of Directors

Chair Muma called on Rich Sobrieray to present the item.

Mr. Sobrieray stated that the article files were outdated and needed to be updated to the current laws. The Board of Directors must include members that are approved by the USF Board of Trustees. He also stated that Hillary Black of USF's General Counsel had approved all changes.

Trustee Watkins moved to approve the changes, seconded by Trustee Ramil. With no further discussion, the motion passed unanimously.

- d. FL 104 - Approval of Alumni Association Board of Directors

Chair Muma called on Bill McCausland to present the item to the Board.

Mr. McCausland stated that there would be new board members starting on July 1st, 2020. He stated that they would have a 26-member Board of Directors with 7 new directors proposed, 2 reappointed directors, and 2 reappointed officers.

Trustee Ramil moved to approve the changes, seconded by Trustee Watkins. With no further discussion, the motion passed unanimously.

e. FL 105 – Approval of Reappointments of Current Campus Board Members

Chair Muma called on General Counsel Gerard Solis to present the item.

Counsel Solis stated that the Campus Boards are established by 2 different statutes and both set to expire July 31 this year. He stated that legislature provides reestablishment with consolidation. He stated that this item was requesting boards reappointing all members on July 2nd so that there will be no disruption in operations, as they do not want gaps between statutes.

Trustee Watkins moved to approve the item. With no further discussion, the motion passed unanimously.

f. FL 106 – Approval of Florida Center for Students with Unique Abilities
Grant Application located on the St. Petersburg Campus

Trustee Muma called on Dr. Lyman Dukes to present the item to the committee.

Dr. Dukes introduced himself and Dr. Dani Roberts-Dong, co-director. He shared a presentation that detailed the program hosted at the St. Petersburg campus for students with intellectual disabilities. He stated that the program was created for an inclusive college experience for students with disabilities and that over 270 colleges all over the country have these programs. He also gave information regarding funding sources and sustainability. He stated that their ask from the Trustees was to receive approval of grant operation.

Trustee Muma asked if the program has graduates. Dr. Roberts-Dong stated that they call them “exiters” and they currently have 8-9 with a goal of 12 as their natural capacity.

Trustee Zimmerman inquired about how students qualify for the program. Dr. Roberts-Dong stated that there are admissions requirements, including a commitment to perusing higher education, employment goals, and independent work with their family. They are considered non-degree seeking students and follow a path for their classes.

Trustee Deanna Michael stated that the current program at USFSP has been very successful and impacts lives in a very positive way that she has seen first-hand.

Trustee Ramil called for a motion, seconded by Trustee Gorforth. With no further discussion, the motion passed unanimously.

New Business – Information Items

a. Governance Structure

Chair Muma

Chair Muma reviewed the structure of the Governance Committee in comparison to other similar-caliber school's programs. He stated that he liked that USF's structure is succinct and gives flexibility.

Trustee Ramil stated that it should include overseeing DSO's. The committee agreed and noted that it should be added. General Counsel Solis stated that changes would need to be made through changes to the operating procedures that could be voted on at the June 2nd full board meeting.

With no further business, the meeting was adjourned at 9:58 a.m.

Agenda Item: FL 102

USF Board of Trustees
Governance Committee
August 25, 2020

Issue: President's 2020-2021 Goals

Proposed action: Approval of [President's 2020-2021 Goals](#)

Executive Summary:

Per the President's contract: On or before August 15 of each contract year the President shall provide the Board Chair with a list of proposed goals and objectives based upon the University's strategic plan. Once approved by the Board Chair the proposed list of goals and objectives shall be submitted by the President to the Governance Committee of the Board of Trustees for consideration. Following consideration by the Governance Committee, the proposed goals and objectives shall be presented for review and approval by the Board in a special or regularly scheduled Board meeting.

Strategic Goal(s) Item Supports:

Supporting Documentation Online: **Yes**

No

Annual Goals
President, University of South Florida
July 2020-June 2021

Guided by USF's pursuit of comprehensive institutional excellence, and based on input from members of the Board of Trustees, the President's goals for 2020-2021 are intended to continue USF's upward trajectory in prestigious, university-wide state, national and international rankings and performance metrics. In addition to rankings and metrics, USF also has a societal obligation to the citizens of Florida to strengthen the workforce, to promote economic prosperity, and produce graduates who are well-equipped to serve as culturally intelligent and enlightened citizens. USF reaffirms its commitment to serving as a global research university, which includes a deeply-held responsibility to create and disseminate new knowledge based on the process of discovery and on creative activity.

The goals for 2020-2021 should be interpreted in the context of extraordinary fluidity and uncertainty in higher education, the national economy, and in the federal and state political landscape.

GOAL 1: Research and Innovation

The President will provide overall leadership for and hold the appropriate leader(s) accountable to achieve the following:

- A. Oversee the allocation of resources, key appointments, and employee retention to place USF's ranking in the top 15% in total research expenditures for research universities as per the annual NSF Higher Education Research and Development Survey of research institutions' classification.
- B. Oversee the allocation of resources, key appointments, and employee retention to continue to meet or exceed the Florida BOG Preeminence research metrics.
- C. Oversee the allocation of resources, key appointments, and employee retention to advance externally sponsored research to continue to meet or exceed the Florida BOG Key Performance Indicators as reported in the USF Accountability Plan of \$409 million in total research expenditures (2020-21).
- D. Communicate to faculty, staff, and students regarding the importance of further strengthening an innovative culture across all campuses and promoting the intellectual property of faculty, students, and staff to be in the top 25% nationally when compared to other institutions in patents, licensing, and commercialization activities, and grow licensing revenue by at least 10% year over year, using the latest Association of University Technology Managers data.
- E. Increase USF's portfolio of initiatives focused on research, undergraduate and graduate education, executive education, and community and corporate engagement in all areas of international, national and homeland security.

GOAL 2: Financial Stewardship

The President will provide overall leadership for and hold the appropriate leader(s) accountable to achieve the following:

A. Budget and Finance

1. Continue progress toward ensuring that a consolidated USF has a balanced budget no later than 30 June 2022. This will involve fully implementing a consolidated budget by 30 June 2021, as well as a 5% strategic budget reduction during this same fiscal year.
2. Submit the required Board of Trustees approved financial package to the Board of Governors, which supports requests for ongoing facilities building projects.
3. Preserve USF's positive bond ratings by Moody's Investor Service and S&P.
4. Continue timely and on-budget construction of the new research facility in the USF Research Park.
5. Hold USF's financial and facilities teams accountable for timely and on-budget plans for university facilities (e.g., Student Wellness Center, Genshaft Honors College, Indoor Athletic Performance Facility).

B. Fundraising

1. Raise \$100 million or more in total gifts and commitments for USF.
2. Maintain top quartile (better than 75% of others) ranking in National Association of College and University Business Managers long-term endowment performance ranking.

GOAL 3: Success of the Consolidated "OneUSF"

The President will provide overall leadership for and hold the appropriate leader(s) accountable to achieve the following:

A. Work Environment

1. Ensure implementation of USF's Covid-19 plan for campus safety, as well as an innovative, responsive, and impactful research and educational environment, relative to the present COVID-19 public health challenges.
2. Communicate to all USF stakeholders the importance of USF's Principles of Community in reinforcing our commitment to inclusion, civility, open expression, evidence-based deliberations, and vigorous debate to reinforce the leadership and responsibility of USF to create a university community in which all members of the

community are treated with respect. These efforts aim to foster a supportive and productive work environment that advances faculty and staff excellence.

3. Hold the Office of Supplier Diversity accountable for increased spending with under-represented minority-owned businesses. Hold vice presidents, deans and department chairs accountable for increased spending with such businesses.
4. Continue the consolidation process of USF's three campuses including:
 - a. Implement strategic planning processes and support systems (e.g., information technology, consolidated business/budget and finance).
 - b. Complete integrated branding and marketing plans.
 - c. Implement student services (e.g., tutoring, victim advocacy programs, clinical and mental health support) and expanded access to courses and degree programs.
 - d. Complete planning and begin implementation to increase the number and quality of geographically distributed centers of research excellence (i.e., across USF's three campuses).
 - e. Attend campus advisory board meetings.
 - f. Complete documentation for the consolidation site visit team from Southern Association of Colleges and Schools – Council on Colleges (SACSCOC) in January 2021.

B. Faculty Excellence

1. Continue annual increases in faculty awards and fellowships.
2. Complete plans for improvements in recruitment, development, rewards, and retention of a diverse faculty (e.g., recruitment successes, reducing salary disparities, etc.).

C. Staff Success

1. Complete plans for improvements in recruitment, development, rewards, and retention of a diverse staff (e.g., recruitment successes, reducing salary disparities, etc.).
2. Launch a staff salary equity committee.

D. Student Success

1. Continue to demonstrate progress toward increasing student-oriented Performance Based Funding metrics through inclusive excellence in access, retention, progression, graduation, and placement at all levels.

2. Continue to demonstrate progress toward meeting the student-oriented metrics for Preeminence status. In addition, the President will work with his executive team to establish new targets for increased student retention, international program expansion, and diversity measures.

GOAL 4: Strategic Initiatives

The President will provide overall leadership for and hold the appropriate leader(s) accountable to achieve the following:

A. USF

1. Continue USF's strategic renewal process, culminating in a new 10-year strategic vision and implementation plan for completion no later than June 2021.
2. Continue to demonstrate progress toward meeting the annual four primary and four secondary performance indicators of institutional breadth and quality in research and education for membership eligibility in the Association of American Universities.
3. Maintain or increase the frequency of contacts with government officials at the regional, state, and federal levels to bolster awareness of USF's mission among elected officials.
4. Enhance community relations designed to bolster awareness of USF's strengths through memberships on the boards of the Tampa Bay Partnership, Innovation Alliance, etc.) as well as involvement with national organizations (e.g., Council on Competitiveness, American Association for the Advancement of Science, Association of American Universities, Association of Public and Land Grant Universities, American Council on Education, and American Athletic Conference).
5. Enhance USF's brand and visibility as indicated by annual increases in visibility and awareness in the academic, business, and government communities (e.g., as reflected in increasing social media metrics).
6. Launch an Enterprise Risk Management task force.

B. Strategic Partnerships

1. Continue progress on implementing the enhanced affiliation with Tampa General Hospital (e.g., meet milestones on clinical integration and revenue projections as per the enhanced affiliation contract).
2. Deepen USF's collaboration with the Moffitt Cancer Center (e.g., increase number of joint research projects).

3. Expand the number and quality of contacts (e.g., strategic planning meetings to identify new joint projects) with leaders at MacDill Air Force Base and Special Operations Command via the Institute for Applied Engineering and other USF departments and DSOs.
4. Identify and/or deepen high-impact university-industry partnerships such as the USF Jabil Innovation Institute (e.g., secure financial payments from Jabil gift agreement).

Agenda Item:

USF Board of Trustees

August 25, 2020

Issue: USF Institute of Applied Engineering (IAE) Board of Directors

Proposed action: Approve appointment of new director to serve on USF IAE's Board of Directors

Executive summary:

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

In June 2019, the USF Institute of Applied Engineering ("IAE") entered into a 3-year grant agreement with Hillsborough County. The agreement provides up to \$5.3M in funding to assist IAE with start-up requirements. The agreement stipulates that IAE must have the County Administrator (or his/her designee) serve as a member of IAE's Board of Directors (Section 4: Obligations of the County, (C) (iii)). Mike Merrill, the previous County Administrator, retired in June 2020 and is no longer on IAE's Board. The current County Administrator, Ms. Bonnie Wise, has nominated Ronald Barton to fulfill this role for the County.

Mr. Barton currently serves as the Assistant County Administrator for Economic Prosperity. In this capacity, he is responsible for developing and implementing the economic development strategy adopted by the Hillsborough's Board of County Commissioners.

[Attached is Mr. Barton's biography.](#)

Mr. Barton is eligible for appointment ending 2023.

This appointment will be effective upon a corresponding presentation of the member to USF IAE's Board of Directors at their October 2020 meeting.

Strategic Goal(s) Item Supports: USF IAE supports all four goals of the USF Strategic Plan

BOT Committee Review Date:

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

Prepared by: Eric Forsyth

Ronald D. Barton
Assistant County Administrator
Hillsborough County



Ron Barton serves as the Assistant County Administrator for Economic Prosperity. In this capacity he is responsible for crafting and implementing the economic development strategy adopted by the Board of County Commissioners. The strategy involves a multi-faceted approach to ten major areas that can increase economic prosperity; Technology and Innovation, Entrepreneurial and Small Business Ecosystem, Workforce Talent/Knowledge Infrastructure, Targeted Industries, Infrastructure for Business, Competitive Sites/Redevelopment, Economic Gateways (Port/Airport), Convention and Sports Tourism, Quality Places and Competitive Positioning. The projects and programs pursued through this strategy have garnered recognition as best practices in the economic development field and have been profiled by the National Association of Counties.

Prior to joining Hillsborough County, Mr. Barton served in similar economic development agencies for the City of Jacksonville and for St Petersburg. As the Executive Director of the Jacksonville Economic Development Commission his primary responsibilities included business recruitment, negotiation of public incentives, administering programs for the Enterprise and Empowerment Zones, serving as the Community Redevelopment Agency and implementing four redevelopment areas including the Downtown Urban Core, serving as Master Developer of both the 4,500 acre Cecil Commerce Center (former Cecil Naval Air Station) and the Downtown DRI and in general, the structuring of public/private development projects to achieve public policy objectives.

Serving as the Director of Economic Development and Property Management for the City of St. Petersburg, Mr. Barton administered the City's Business Recruitment and Retention Program and was responsible for overseeing Real Estate Asset Management including all acquisition; disposition and leasing of publicly owned real estate. Mr. Barton lead the Department through a myriad of large-scale projects including; the redevelopment of an industrial park; land assemblage and structuring an agreement that brought needed retail services to a distressed area of the City; the Waterfront Redevelopment Project, which drew attention to the continued evaluation of City-owned real estate assets to ensure they were put to their highest valued use; and the structuring of the Maas Brothers Block Redevelopment Project, which resulted in a major mixed-use development that included a new downtown campus for St. Petersburg College and a 200,000 square foot headquarters' office for Progress Energy.

Mr. Barton's previous experience includes being a Partner with KPMG, LLP and spending over 18 years as a Real Estate and Development Consultant working for organizations such as the New York State Urban Development Corporation, the City of San Antonio and the Office of Policy and Management for the State of Georgia. Mr. Barton worked for Laventhol and Horwath providing development and financial consulting to the public and private sector; the East Central Regional Planning Council as a Division Chief and Economic Planner; and with the City of Jacksonville's Planning Department as an Urban Planner.

Mr. Barton holds a Master in Business Administration (MBA) from the University of North Florida, and a Bachelor of Science (BS) in Real Estate from Florida State University. Mr. Barton is active in NAIOP and the Urban Land Institute and his projects have received numerous awards including the Roy F. Kenzie Outstanding New Building Project and the top Redevelopment Project for the State of Florida.

University Board of Trustee Approval

2020 – 2021 USF Foundation Board of Directors



MEMBERS FOR RENEWAL

- **Darryl Burman, '80-** Darryl is Vice President and General Counsel for Group 1 Automotive, Inc. An alumnus of the Muma College of Business, Burman is a life member of the Alumni Association and a 2014 recipient of the Fast 56 Awards. Darryl has been a member of the Foundation Board since 2014 serving on Audit, Finance and Investment committees during his tenure.
- **Bob Donaldson-** Bob is the Chairman and Vice President of Manufacturing/ Florida Operations for Maxi-Blast, Inc. Donaldson is the parent of an alumnus and has been a member of the Foundation Board since 2017 serving on the Nominating & Board Development and Finance Committees. Bob is a longtime supporter of USF Athletics and previously served on the Bulls Club Board of Directors.
- **Jeffrey Fishman, '92-** Jeffrey is the President of Investors Title and Settlement Services, Inc. An alumnus of the Muma College of Business, Fishman is 1956 Founder Society member and a life-time member of the Alumni Association. Jeff's service to USF includes the Bulls Club and Foundation Board of Directors. Jeff has served on the Foundation Board since '15 and has participated as a member of the Audit, Finance and Development committees during his tenure.
- **Anila Jain, '81-** Anila is a Physician and Medical Consultant at Anila Jain, M.D. Consulting. An alumna of the College of Arts and Sciences, Jain is a life member of the USF Alumni Association. Anila previously served as a member of the USF Alumni Association and Bulls Club Board of Directors and is a current member of the Sarasota-Manatee Campus Board. Dr. Jain is the USF Alumni Association's 2019 recipient of the Donald A. Gifford Service Award. She has served on the Foundation Board since '17 and is actively engaged across USF campuses and many programs.
- **Debbie Sembler-** Debbie is a Community Leader and Philanthropist. Sembler is a former member of the USF Board of Trustees and USF St. Petersburg Regional Campus Board. She is an active member of USF Women in Leadership and Philanthropy and St. Pete Town and Gown. Debbie is a life member of the USF Alumni Association and recipient of the Alumni Association's Class of '56 Award. She has served on the Foundation Board of Directors since '17 and is an active member of the Development and Nominating & Board Development Committees.

NEW MEMBER SLATE

- **Ashley Butler, '12-** Ashley, a '12 graduate of the College of Arts and Sciences, is an entrepreneur and owner of two businesses, Ice Cold Air Operations and Unique Otto. Butler is a founding member of USF Black Leadership Network (BLN) and an active member of BOLD, Bulls of the Last Decade.
- **John Connelly, '77-** John is an alumnus of the Muma College of Business and former student-athlete. John is President and Co-Founder of Dynamic Solutions Group Inc. John is a current

Revised 1/8/20

member of USF St. Petersburg Campus Board and past member of both the Athletics Partnership Board and the Athletics Hall of Fame Committee.

- **Julius Davis, '93-** Julius, a '93 graduate of the College of Engineering, is President and CEO of VoltAir Consulting Engineers, Inc., with offices in Florida and Texas. Davis is the Chairman of USF College of Engineering Advisory Board and lifetime member of Alumni Association and a '17 USF Fast 56 Award recipient.
- **Gilbert Gonzalez, '86-** Gilbert is the CEO of Mission Critical Solutions. A '86 alumnus of the Muma College of Business, Gonzalez is a member of college's Executive Advisory Council. Gilbert established the Kim and Gil Gonzalez Fund in the Muma COB.
- **April Grajales, '01-** April is the Executive Director Multinational Corporations at JPMorgan Chase & Co. Grajales is a Lifetime Member of Alumni Association. Grajales is a member of Alpha Delta Pi Sorority and a member of the Ambassadors Society. April also established the April Rose Monteith Endowment.
- **Merritt Martin, '04, '05-** Merritt, a dual-graduate of USF, is the Director of Public Affairs at H. Lee Moffitt Cancer Center and Research Institute. Martin is a life member and past Chair of the USF Alumni Association Board of Directors and a member of Sigma Delta Tau Sorority.
- **J.A. Savage-** J.A. is the Owner of J&J Ventures of Tampa, LLC and Tampa Futures, LLC. Savage is a parent of an alumnus, a supporter of Athletics and has made a major commitment to the USF Football center and indoor practice facility, naming the Joseph A. Savage and Jane G. Savage Field.

Agenda Item:

USF Board of Trustees
August 25, 2020

Issue: Direct Support Organization Board Members

Proposed action: Approve Direct Support Organization Board Members for USF Research Foundation, Inc.

Executive Summary:

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

This is a request to:

1. Approve the reappointment of Dr. Norma Alcantar, College of Engineering, as a faculty member
2. Approve the appointment of Dr. Sylvia Thomas, College of Engineering, as a faculty member
3. Approve the appointment of Ms. Beatriz (Bea) Bare, as a non-USF member

In addition to appointed and ex officio members, the Research Foundation Bylaws provide for two members of the University's faculty who are nominated to the Board by the University's President as well as a maximum of ten additional persons, to include non-USF employees, who are each nominated to the Board by the USF Research Senior Vice President.

Norma Alcantar, USF College of Engineering

Dr. Alcantar received her Ph.D. degree in Chemical Engineering from the University of California-Santa Barbara (UCSB). Dr. Alcantar is an expert in surface force measurements, and Fourier transform infrared spectroscopy. Her research interests include Interfacial Phenomena and chemical characterization of biomimetic membranes, drug delivery systems, micellar surfactants, green chemistry materials, water purification systems, nanoparticles, and organic/inorganic thin films.

Dr. Alcantar is a member-elect of the Engineering Section Steering Committee of the American Association for the Advancement of Science (2018-2022). Further, Dr. Alcantar is a Fellow of the American Institute of Medical and Biological Engineers (AIMBE), and Chair of the Committee for Underrepresented Minorities of AIMBE. She also served as the 2019 President of the Executive Committee of the USF National Academy of Inventors Chapter. She was the recipient of a 2016-2017 Core Fulbright Award and the 2018 Summer Faculty fellowship from the Jewish National Fund. She was also awarded the Excellence in Innovation Award by the National Academy of Inventors in 2016. She has been a departmental Director for the Alfred P. Sloan Foundation Minority Scholars Program to advancing underrepresented minority students in science, technology, engineering, and mathematics, since 2005, and manages two graduate certificates in the College of Engineering at USF: the Water, Health and Sustainability and the Materials Science and Engineering programs since 2011. Dr. Alcantar's research projects have been awarded 19 U.S. patents and she has over 50 publications.

Sylvia Thomas, USF College of Engineering

Dr. Sylvia Wilson Thomas is an Associate Professor in Electrical Engineering, affiliate faculty in Medical Engineering, and former Assistant Dean (Engineering) at the University of South Florida (USF) College of Engineering in Tampa, Florida. She is a Senior Member of the National Academy of Inventors (NAI) and a fellow of the American Institute for Medical and Biological Engineering (AIMBE). She holds B.S. and M.S. degrees in Electrical Engineering from Vanderbilt University, where she was a Patricia Roberts Harris Fellow. Dr. Thomas received her Ph.D. in Electrical Engineering from Howard University, as a NSF Materials Research Center of Excellence Fellow and was a National Science Foundation (NSF) EAPSI research fellow in Korea at Chonbuk National University during her doctoral program.

Dr. Thomas serves as President of the Institute of Electrical and Electronics Engineers Engineering in Medicine and Biology Florida West Coast Section, advisor for Society of Women Engineers and National Society of Black Engineers, and member of the Board of Directors for Black Girls Code and Florida Senate Appointee to the Florida Education Fund Board of Directors.

Dr. Thomas is a motivational speaker/consultant for science, technology, engineering, and mathematics (STEM) education, continued/graduate education, K-12 efforts, career transitioning, mentoring and professional development. Her involvement and constant dedication to STEM education, diversity, and professional development have led to her recognition in local and national news and publications, including the most prestigious 2020 US Black Engineer BEYA Educational Leadership Award, 2018 USF Undergraduate Teaching Award, 2018

Women in Leadership and Philanthropy Award, 2016 STEM Woman of the Year Award-Pinellas Cty Girls Inc., and 2015 USF Graduate Faculty Mentor Award.

Dr. Thomas leads the Advanced Membrane and Materials Bio and Integration Research (AMBIR) laboratory at USF. Dr. Thomas' research and teaching endeavors are focused on the investigation of bio (biomedical, biological) and nano electronic device integration using advanced material systems for nano membrane technology, energy harvesting, sustainable environments, drug delivery, and bio-applications to meet global technological challenges. She also conducts research on the diversity, equity and inclusion of under-represented minorities and women. Her research has been funded by more than \$4.8M and 12 patents/patent disclosures. She has directly mentored over 150 students as major/co-major professor (12 PhDs, 10 MS), committee member (50 PhD/MS), REU mentor (over 90 undergraduates, inclusive of role as NSF REU PI, 3 Senior Design projects and 1 Honors Thesis), and RET mentor (30 teachers, inclusive of role as NSF RET CoPI). She has also fostered and been engaged in collaborations and engineering education efforts in Italy, Puerto Rico, Singapore, Portugal, South Korea, Mexico, and South Africa.

Bea Bare, Economic Development Executive

Ms. Bare was most recently Sr. Economic Development Executive at the Tampa Bay Economic Development Council since 1993. She was responsible for dealing with CEOs and other decision-makers in marketing Tampa/Hillsborough County as a good business destination. Examples of team efforts that closed successfully for which Ms. Bare was project leader include AACSB (the Association to Advance Collegiate Schools of Business), Advanced Airfoil Components (a Siemens/Chromalloy joint venture), Amgen, Axogen, Baker McKenzie, Bertram Yachts, Bristol Myers Squibb, Citi, Coca-Cola Refreshments, Cognizant, Chromalloy, DTCC (Depository Trust & Clearing Corporation), Fisher Investments, Gordon Food Service, MetLife, Morphogenesis, New York Life/AARP, PEMCO, PwC, Primo Water Corporation (formerly Cott Corporation), Quest Diagnostics, Tampa Ship, The Inc. Lab, Toufayan Bakeries, USAA, Verizon Wireless, WellCare Health Plans, White & Case.

From 1986 to 1993, Ms. Bare was vice president of the Business Development Corporation of Southwest Florida, then a private, non-profit economic development corporation in Fort Myers. She was charged with marketing Lee County to corporate America and managed all aspects of business recruitment and retention programs for the area. Prior to accepting the Business Development Corporation position in late 1986, Ms. Bare worked six years at the Tampa Bay Chamber's Committee of One Hundred (now Tampa Bay EDC) where she was involved in closing over 50 projects for the Greater Tampa area. Some of those projects included Anchor Glass Container Corporation, British Airways, CIGNA, and Citicorp. Companies she assisted with becoming established in Southwest Florida include Bagel Bites, GE Client Business

Services, Garrity Industries, Midas International Corporation and Shaw Aero Devices. She was a member of the community team that attracted the Minnesota Twins to Lee County for spring training, and the group that convinced the Florida Board of Regents (now Governors) and state legislature to establish a tenth state university to be located specifically in Southwest Florida (Florida Gulf Coast University).

Her experience in economic development is complemented by a Bachelor's degree from Indiana University, two years of the Economic Development Institute at the University of Oklahoma, and attendance at annual Florida Economic Development Council conferences. An accomplished writer and creative thinker, Ms. Bare has authored several articles and is a frequent public speaker.

Economic development projects in which she was involved throughout her career have yielded over \$2.75 billion in direct capital investment and the creation of 27,000+ direct jobs.

Ms. Bare belongs to CoreNet. She served two years on the Board of the statewide Florida Economic Development Council (FEDC) and is a past member of Enterprise Florida's Economic Development Practitioners Advisory Committee. Other professional affiliations have included the Human Resource Management Association of Southwest Florida, the Association for Talent Development and five years of service on the Board of the Lee County Private Industry Council. An alumna of Tampa Leadership '99 and the 1987 Leadership Lee County program, Ms. Bare also served on the Executive Committee of the University of South Florida at Fort Myers Campus Advisory Council when USF had a branch campus there; chaired the Lee County Business and Industry Services Training Advisory Council, served on the Tampa Mayor's Beautification Committee Board and as an instructor at USF's Florida Basic Economic Development Course. She has served on the Florida High Tech Corridor Council. In 1998, FEDC presented her with the Eunice Sullivan Award (Economic Development Professional of the Year for the State of Florida).

Ms. Bare is trilingual and was born and raised in Barranquilla, Colombia. She is privileged to be an American citizen since June 12, 1987.

The three-year terms for all three candidates would commence on September 8, 2020 following and contingent upon Board of Trustees approval.

Strategic Goal(s) Item Supports:

BOT Committee Review Date:

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

No

Prepared by: Allison Madden

UNIVERSITY OF SOUTH FLORIDA RESEARCH FOUNDATION, INC.
BOARD OF DIRECTORS MEMBERSHIP PER BYLAWS
AS OF DECEMBER 18, 2019

	MEMBERSHIP PER BYLAWS	BOARD OF DIRECTOR MEMBER	COMMITTEE(S)	SPECIALTY(IES)	APPOINTMENT EXPIRES
1.	Senior Vice President for Research, Innovation & Knowledge Enterprise	Paul Sanberg <i>Chairperson President/CEO</i>	Executive, Admin Finance, Real Estate (Chair)	Research, Entrepreneurship, Innovation	N/A
2.	Board of Trustees Chair Appointee Member	David Lechner <i>Appointed January 15, 2019</i>	Executive	Financial Strategy	N/A
3.	University President Designee Member	Moez Limayem <i>Appointed July 1, 2012</i>	Executive, Seed Capital (Chair)	Technology Consumer Intersection	N/A
4.	Provost and Executive Vice President	Ralph Wilcox	Executive	Cultural Studies Globalization	N/A
5.	Senior Vice President for USF Health	Charles Lockwood	Executive	Obstetrics Gynecology	N/A
6.	Vice President, Business & Finance and Chief Financial Officer	Nick Trivunovich <i>Treasurer</i>	Executive, Administrative Finance (Chair), Seed Capital	Finance and Accounting	N/A
7.	Faculty Member	Norma Alcantar <i>Appointed July 14, 2017</i>		Chemical Engineering	07/13/20
8.	Faculty Member	Robert Frisina <i>Reappointed September 1, 2017</i>		Neuroaudiology	08/31/20
9.	Non-USF Member	Marc Blumenthal <i>Appointed July 1, 2019</i>		Early-Stage Venture Capital	06/30/22
10.	Non-USF Member	Gene Engle <i>Reappointed March 14, 2019</i>	BRAG, Real Estate, Seed Capital	Real Estate	03/13/22
11.	Non-USF Member	Robert Garcia <i>Reappointed March 14, 2019</i>	BRAG, Real Estate, Seed Capital	Engineering	03/13/22
12.	Non-USF Member	Jeffrey Hackman <i>Reappointed March 14, 2019</i>	Audit (Chair)	Accounting	03/13/22

Governance Committee Teams Meeting - Agenda

13.	Non-USF Member	H. Matthew Lowell <i>Reappointed September 13, 2017</i>	Audit BRAG	Economic Development	09/12/20
14.	Non-USF Member	Gwen Mitchell <i>Appointed December 18, 2019</i>			12/17/22
15.	Non-USF Member	John Morrow <i>Appointed July 1, 2019</i>		Machine Learning	06/30/22
16.	Non-USF Member	Linda O'Rourke <i>Appointed January 26, 2018</i>	Admin Finance, Real Estate	Finance, accounting, valuation	01/25/21
17.	Non-USF Member	Harry Venezia <i>Reappointed February 17, 2018</i>	Admin Finance BRAG	Investment Banking	02/16/21
18.	Non-USF Member				

Note: Committee appointments are listed here only for Board of Directors members. Full Committee appointments, including service by others, (ex. General Counsel) show on the "Governing Board of Directors and Committees" schedule.

Agenda Item: FL 106

USF Board of Trustees

August 25, 2020

Issue: Campus Advisory Board Appointments

Proposed action: Approve Appointments to Sarasota-Manatee Campus Advisory Board

Executive Summary: Pursuant to Florida Statute 1004.341, Section 2 (a) (effective July 2, 2020) The Board of Trustees of the University of South Florida, based upon recommendations of the President of the University of South Florida, shall appoint:

- (a) Three residents of Sarasota County and four residents of Manatee County to serve 4-year staggered terms on the Campus Board of the University of South Florida Sarasota-Manatee. A member of the Board of Trustees of the University of South Florida who resides in Sarasota or Manatee County shall jointly serve as a member of the Board of Trustees and as chair of the campus board. The chair of the faculty senate or the equivalent and the president of the student body of the campus shall serve as ex officio members.

Article VI of The USF Board of Trustees Operating Procedures aligns with the above statutory authority in stating that the University President recommends individuals to the Board of Trustees for appointment to the Campus Advisory Boards. President Currall recommends the following individuals for appointment and reappointment to the Sarasota-Manatee Campus Advisory Board:

Reappointment

Dr. Anila Jain is a current member of the USF Sarasota-Manatee Campus Board and is eligible for reappointment. She is a physician and medical consultant who resides in Manatee County. She is an active child advocate and volunteer in numerous community organizations at the state and national level. Dr. Jain was instrumental in founding Filling Area Needs, Inc. in 1989 to assist abused and neglected children and families in need, and to render emergency assistance of food, clothing, medication, household items, etc. within 48 hours.

Dr. Jain is an ardent supporter of the University of South Florida since graduation and served on the Alumni Association Board of Directors. Anila was elected National Alumni Association President in 2003 and appointed to the USF Foundation Board of Trustees. Dr. Jain was the recipient of the University of South Florida Distinguished Alumni Award

in 1985 and the USF Sarasota-Manatee President's Distinguished Alumni Award in 2001. She has served as President and Executive Committee positions on the USF Sarasota-Manatee Alumni Chapter for over 20 years and numerous campus-wide committees.

Dr. Jain was honored to Co-Chair the University of South Florida's 50th Anniversary Committee in 2006; a year of special celebrations, events and programs for all four campuses. She is a Founding Member and Chair of USF Women in Leadership and Philanthropy and serves on the Bulls Club Board of Directors for Athletics. Her dedication and support of her Alma Mater includes establishing multiple endowments and scholarships to benefit the University in the areas of Women Health Initiatives, the Alumni Association, USF Sarasota-Manatee, Athletics and Women's Sports.

Dr. Jain's community involvements include: Women's Resource Center of Manatee, Charter Member, Manatee County Library Foundation Board of Directors, Manatee Children's Services Vice President, Secretary and Board, Manatee County Head Start Health Advisory Board Chair, India Association of Manatee-Sarasota President and Board Member, League of Women Voters, Manatee County Female Physicians, Lakewood Ranch Community Foundation Grants Committee, American Association of Physicians from South Asia, Easter Seals of Southwest Florida, and others.

Dr. Jain has a bachelor's degree in Biology from the University of South Florida; an MD from Spartan Health Sciences University, School of Medicine; and an MBA from NOVA Southeastern University. Manatee and Sarasota Counties have been home to Dr. Jain and her family for the last fifty plus years.

New Member Appointments

Lisa Carlton - Lisa Carlton is an eighth generation Floridian who was born and raised in Sarasota County. With her mother and sister, she is co-manager of the Mabry Carlton Ranch, a Sarasota County cattle and citrus operation that has been in the Carlton family for four generations. Lisa and her husband, attorney Rob Robinson, have chosen to bring up their three children on the Carlton Ranch where Lisa grew up.

Lisa graduated from Florida's oldest private university, Stetson University, in Deland. She earned a law degree from Mercer University in Georgia and practiced law in Sarasota County before embarking on a public service career. She was elected in 1994 to the Florida House and served four years as a representative before being elected to the Florida Senate where she served 10 years before her retirement in 2008 due to term limits. Lisa is a longstanding member of the Florida Bar and the State Bar of Georgia as well as the Florida Cattlemen Association and Sarasota County Cattlemen Association.

Lisa's current service includes strategic advisor to the Gulf Coast Community Foundation of Venice; board member of the Sarasota County Education Foundation;

board member of WEDU, West Central Florida's PBS station; and trustee council member with the Nature Conservancy of Florida. She teaches economics to fifth graders in the Junior Achievement program at her children's school. Lisa is a guest lecturer at the University of Florida through The Bob Graham Center for Public Service, and the University of Central Florida through the Lou Frey Institute of Politics and Government.

Lisa has earned numerous awards: Girls Inc. - She Knows Where She's Going Award (2009); Manatee Community College - Student Government Association Scholarship (2008); University of South Florida - Distinguished Citizen Award (2008). She has been honored with numerous additional awards for her work on red tide research; beach re-nourishment; Florida Forever; and dozens of education awards from associations and groups representing students, teachers, superintendents and school boards. (Sarasota)

Diana Michel – Her marketing company, Michel Sports Marketing was created in 1995, and specializes in marketing for the sports and marine industries throughout the United States, Costa Rica and Panama. She has been a real estate professional for 20 years and currently is licensed as a Global Luxury Specialist with Coldwell Banker. In 2015 she started Triax Precision Manufacturing with two partners. Triax serves the automotive, medical, marine, aerospace and industrial equipment markets. She is married to husband William and has two children.

An alumna of University of South Florida with a Bachelor of Science in Business Administration, Michel graduated Magna Cum Laude 1988.

Recent Community Service and Affiliations:

- Sarasota High Cambridge Alice Board Member, 2020- present
- Cotillion Club of Sarasota Board Member, 2013-2016 and 2017-2020 President 2015-2016, Treasurer 2019-2020
- Impact 100 SRQ, Founding Member 2018-present
- Leadership Manatee, program graduate 1990 Sarasota Crew, Volunteer 2000-2016
- Manatee Children's Services, Volunteer Staff at the Safe House

Selection of University of South Florida- Involvement:

Alumni Association Member, Life Member #600

1988- 2005 Manatee-Sarasota Alumni Chapter Board Member

1994 Founding Member, Brunch on the Bay, USF Manatee-Sarasota Campus for Scholarships

2002-2005 President, Sarasota-Manatee Alumni Chapter; Outstanding Chapter Award

2002-2011 USF Alumni Association Board of Directors

2003 USF Sarasota-Manatee Alumni Chapter Vice President

2003 Distinguished Alumni Award, USF Sarasota-Manatee

2010-2018 Brunch on the Bay Committee, Sarasota-Manatee Campus

2012 Set-up the Barbara Michel Endowed Scholarship for USF Culinary Scholarships

2018-Present USF Sarasota-Manatee Community Leadership Council

2019-Present USF Sarasota-Manatee Women in STEM Committee

2020 Set-up the James E Carla Endowed Scholarship for USF Veteran Scholarships

Ernie Withers – Mr. Withers has had a career in the auto industry, currently serving as the General Manager for Mercedes Benz of Sarasota, a JD Power Dealer of Excellence Award winner. Withers is a native of Youngstown, Ohio and former high school and collegiate wrestler. He was inducted into the National Wrestling Hall of Fame and is the past president of the Southern Officials Association for wrestling. He won the “Golden Whistle” award in 2002.

Community Involvement:

- Chairman, Manatee Chamber of Commerce, current
- Sarasota County Sheriff Association, Board Member, 2019 - present
- Trustee of the Sarasota Chamber of Commerce, 2010 - present
- Sarasota Salvation Army, Advisory Board Member, 2015 - present
- Executive Committee Member, Manatee Chamber of Commerce, 2008 - present
- Member of the Manatee DeSoto Historical Society, 2008 - present
- Past President of the Southeast High School Booster Club, 1997-1998
- Past President and current member of the Community Leadership Council University of South Florida Sarasota Manatee, 2011 - present
- Contributor to the V Foundation, 2014 - present

An alumnus (1978) of the University of South Florida with a Bachelor of Arts in social and behavioral sciences and is an avid Bulls sports fan.

Prepared by: Lisa Barker

Agenda Item: Information Item

USF Board of Trustees Governance Committee August 25, 2020

Issue: [Board of Trustees Self Evaluation](#)

Executive Summary:

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

The inaugural Board of Trustees' Self-Evaluation survey was administered electronically in July. The survey results are posted in Diligent for discussion.

Going forward, the Trustee Self-Evaluation will be administered on a bi-annually basis.

Strategic Goal(s) Item Supports:

Supporting Documentation Online: **Yes** **No**

Prepared By: Dr. Cynthia S. Visot, Assistant Corporate Secretary



2020 Board of Trustees Self-Evaluation Report

Survey Overview:

As part of best practices for governance boards, the USF Board of Trustees will “periodically assess the performance of the Board, its committees, and its members.” Every even year, each Trustee will receive and complete an electronic survey to evaluate the Board’s performance and its members understanding of their responsibilities and expectations. The survey results will be reviewed by the Governance Committee at their next meeting immediately following survey distribution. The Chair of the Governance Committee will present the survey results to the Board at its next meeting.

Survey Respondents:

The following report is an analysis of the self-evaluation results. For this analysis "N/A" was excluded. Thirteen members were emailed the self-evaluation and eleven responded, resulting in a **84.6%** response rate. Please note that not every respondent responded to all of the questions.



Please rate your level of agreement with the following:

Field	11 Responses				
	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Board member responsibilities are clear.	55%	45%	0%	0%	0%
The Board is knowledgeable about state and regional higher education needs.	45%	45%	9%	0%	0%
The Board has protocols for responding to citizens and the media.	91%	9%	0%	0%	0%
The Board is knowledgeable about the mission, vision and strategic priorities of USF.	82%	18%	0%	0%	0%
The Board's meeting agenda clearly reflects USF's mission, vision and strategic priorities.	64%	27%	9%	0%	0%
The Board ensures that its mission and goals are sufficiently responsive to current and future USF community higher education and workforce needs.	45%	36%	18%	0%	0%
Board members make decisions after thorough discussion and exploration of many perspectives.	55%	45%	0%	0%	0%
The Board is familiar with the USF's Accountability Plan.	82%	18%	0%	0%	0%
The Board understands the fiscal conditions of USF.	45%	45%	9%	0%	0%
The Board adheres to a code of ethics.	100%	0%	0%	0%	0%
Board members avoid conflicts of interest and the perception of conflicts of interests.	64%	36%	0%	0%	0%
The Board advocates USF interests to state agencies and legislators.	45%	36%	18%	0%	0%
The Board promotes an environment where Board members feel engaged, respected, and empowered to raise issues for discussion.	82%	18%	0%	0%	0%



Prepared by: USF Office of Decision Support

What would you like to see the Board accomplish in the next two years?

10 Responses

A financial plan aligned with strategic goals, preeminence, and AAU. Also, enterprise risk assessment.

Support policies for continued improvement of preeminence and performance metrics. Strongly encourage increases in minority vendor participation.

Positioning the university for the "new normal" of off-campus education while maintaining the upward trajectory of the prior 10+ years.

In the next two years I would like to see the board focus on building up the St. Pete and Sarasota-Manatee campus both in enrollment numbers and infrastructure.

The next few years will be challenging due to the virus but we MUST keep our focus on Student education and engagement.

Help guide the University through the present challenges of Covid19 and racial unrest and become a stronger institution and help the region and state move forward in a positive way.

Equal resources and treatment of all students in each location to achieve highest outcomes.

Navigate successfully through the Covid problems. . Develop a strategic plan that reflects and takes advantage of the new USF structure, retains our pre-eminent status and sets goals fiscally and academically that further our status and reputation

As we take on the strategic renewal process, this collaborative process will drive the next two years. I look forward to hearing more on this in the coming months. On a more tactical level, I would like to see greater emphasis in merging our advocacy efforts with our strategic efforts. Although we have great staff, we need to see the paths of strategy and advocacy intersect more often. On a somewhat related note, I would like more open dialogue on our financial situation and the challenges that we face should funding fall short of expectations. We should expect less state support in the coming years due to the impact COVID is having on our state budget and this could have material consequences to our budget.

I would like to see the Board reassert itself as a policy making body. Over the past year, the Board has given more power over policy to the President.



What do you think the Board does well?

11 Responses

The board has an effective committee structure that permits it to thoroughly yet efficiently fulfill its governing responsibilities and focus appropriately on strategy and oversight.

Discussion and vetting of financial and procedural issues

The board operates in a committee structure populated by board members whose unique background is well matched to the particular committee(s) to which the member is assigned.

The board does well in giving equal weight to all opinions and thoroughly thinking through all options when faced with a challenge.

The Board is WELL focused on making sure USF is a STRONG and GROWING premier University

The board directly faces the issues and challenges confronting the institution, discusses and debates those matters in a professional and respectful way and always prioritized student success.

Listens to student, faculty and other trustee concerns regarding issues surrounding education and safety and security.

Works collaboratively!

The board - through our Chairman - has a deep culture of respect and collaboration. The committee meeting structure is great and allows all board members to be engaged at that important level. The Board has also the expectation that all members come prepared and ready to work. I would also add that the board's engagement during COVID - especially early on - was/is incredible. I don't know many other universities that had this type of support from its full board.

The Board works with the Accountability Report well.

Believes in and is passionate about USF's focus on Student Success!!



What change or action would most improve the Board's performance?

10 Responses

The virtual meetings during Covid seem to have worked well, and it probably makes sense to consider using that to some degree going forward. I'd like to see the in-person meetings include some reports from professors/departments heads on curriculum innovations, research, etc.

Follow and complement the strong leadership of Chairman Zimmerman

Reconsideration of the actual committees to match the current needs of the board and the university. Some committees may be obsolete or redundant, while new committees may be needed or old ones brought back.

N/A

The Board must make sure the university is engaged with all parts of the community and its members. The Board memberships must also reflect the surround community.

Fewer meetings called beyond the normal schedule. We call many meetings to approve things required by a certain date rather than plan those required approval dates into our regular meetings.

WE should rotate BOARD meetings to all campuses. WE should have a separate agenda item on vision and the status of research and the trajectory of engagement on research at the various campuses with a well developed plan to execute from.

I would like to see better communication and planning of meetings.

I believe we already have a high performance board so I don't have much to change. If I had one small area of suggestion, I think it would be beneficial to engage board members further to understand their areas of passion. With a couple new board members and others expected in the next few years, aligning board members early with specific areas of interest (supporting athletics, the arts, mentoring, etc) would be great. These opportunities would be outside of committee assignments.

As stated above, I think more focus on policy would improve the Board's performance.

Allowing the USF BOT's to be directly involved with new BOT's recruitment.

Governance Committee Teams Meeting - Agenda

BOT - BOARD MEETING AGENDA CALENDAR																													
August	September	December	March	April	June																								
Action Items																													
Budget Workshop	President's Goals (current year)	President's Evaluation (previous year)	President's Contract (as appropriate)	Accountability Plan Workshop	Preliminary/Continuation Operating Budget																								
Operating Budget Approval	Legislative Budget Request	USF Accountability Reports	Performance Based Funding Data Integrity Certification and Internal Audit	Accountability Plan Approvals	Preliminary Fixed Capital Outlay Budget																								
	USF Equity Report	Amended USF Five Year Capital Improvement Plan that Require Legislative Approval	USF Strategic Enrollment Management Plans		Five Year Capital Improvement Plan																								
	Florida Intitute of Oceanography Annual Report	BOT Choice Metric for Performance Based Funding (revisions)	Center for Cybersecurity Annual Report		USF Fixed Capital Outlay LBR																								
	Tenure	Operating Budget for USF Parking Facilities Revenue Bonds			DSO Financial Plans and Strategy Statements																								
					Tenure																								
					University Audit & Compliance Work Plan (Bi-annual approval)																								
Information Items																													
	Operating Budget Update	Preliminary University Financial Reports	DSO/USF Mid-Year Forecasts		Preeminence Report																								
	Audit Findings Status Report	Audit Findings Status Report	Audit Findings Status Report		Audit Findings Status Report																								
	USF Enrollment Update/Campus Life	Review Foundation Endowment	USF Audited Fiancial Statements (final)																										
	USF Factbook																												
	Annual Financial Policy Performance Reports - Investments, Debt Management, Derivatives																												
<div>Other Action/Information Items as needed:</div> <table><tr><td>Academic Calendar</td><td>Degree Programs (new/terminated)</td><td>Tuition & Fees (including local fees)</td><td>DSO Appointments</td></tr><tr><td>Campus Board Appointments</td><td>Housing Rent</td><td>Amended Five Year Capital Improvement Plan</td><td></td></tr><tr><td>Master Plans</td><td>Regulations & Policies</td><td>Amended USF Fixed Capital Outlay Projects that Require Legislative Approval</td><td></td></tr><tr><td>CITF Project List</td><td>Strategic Plans (Institutions/System)</td><td>USF Preschool for Creative Learning Cost</td><td></td></tr><tr><td>Collective Bargaining</td><td>Strategy - Legislative Agenda</td><td>Athletics</td><td></td></tr><tr><td>Construction Projects</td><td></td><td>BOT Operating Procedures</td><td></td></tr></table>						Academic Calendar	Degree Programs (new/terminated)	Tuition & Fees (including local fees)	DSO Appointments	Campus Board Appointments	Housing Rent	Amended Five Year Capital Improvement Plan		Master Plans	Regulations & Policies	Amended USF Fixed Capital Outlay Projects that Require Legislative Approval		CITF Project List	Strategic Plans (Institutions/System)	USF Preschool for Creative Learning Cost		Collective Bargaining	Strategy - Legislative Agenda	Athletics		Construction Projects		BOT Operating Procedures	
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Construction Projects		BOT Operating Procedures																											
1/15/2020																													

1/15/2020

**University of South Florida
Board of Trustees &
Florida Board of Governors Meetings
Summer 2020-2021**

<u>Event</u>	<u>Location</u>
August 25, 2020 Board of Trustees Committee Meetings	Microsoft Teams
September 8, 2020 Board of Trustees Meeting	Microsoft Teams/MSB Ballroom
September 16, 2020 Board of Governors Meeting	University of South Florida Morsani COM
October 6, 2020 Facilities Committee & Budget & Finance Committee Workshop	University of South Florida
November 4-5, 2020 Board of Governors Meeting	University of North Florida
November 10, 2020 Board of Trustees Committee Meetings	Microsoft Teams/MSB 3707
December 8, 2020 Board of Trustees Meeting	Microsoft Teams/MSB Ballroom
January 20-21, 2021 Board of Governors Meeting	New College of Florida
February 23, 2021 Board of Trustees Committee Meetings	Microsoft Teams/MSB 3707
February 24, 2021 Board of Governors Call	
March 9, 2021 Board of Trustees Meeting	Microsoft Teams/MSB Ballroom

March 24-25, 2021

Board of Governors Meeting

Florida A & M

April 13, 2021

ACE Committee Accountability Workshop

Board of Trustees Call

Microsoft Teams/Sarasota-Manatee campus

Shelby Auditorium

May 11, 2021

Board of Governors Call

May 25, 2021

Board of Trustees Committee Meetings

Microsoft Teams/MSB 3707

June 8, 2021

Board of Trustees Meeting

Microsoft Teams/MSB Ballroom

June 22-24, 2021

Board of Governors Meeting

University of South Florida MSB Ballroom

August 10, 2021

Board of Trustees Committee Meetings

Microsoft Teams/MSB 3707

August 24, 2021

Board of Trustees Meeting

MSB Ballroom

September 1-2, 2021

Board of Governors Meeting

Florida Atlantic University

October 7, 2021

Board of Governors Facilities Committee &
Budget & Finance Committee Workshop

Florida Gulf Coast University

October 12, 2021

Board of Trustees Committee Meetings

St. Petersburg campus Student Ballroom

October 26, 2021

Board of Trustees Board Meeting/Call

Microsoft Teams/MSB Ballroom

November 3-4, 2021

Board of Governors Meeting
Trustee Summit

Florida International University

November 16, 2021

Board of Trustees Committee Meetings

MSC 3707

December 7, 2021

Board of Trustees Board Meeting

MSC Ballroom