



**USF Board of Trustees  
Governance Committee**

Monday, February 21, 2022  
9-9:30am  
Microsoft Teams Meeting

*Trustees:* Will Weatherford, Chair; Sandra Callahan, Michael Carrere, Mike Griffin, Les Muma

**A G E N D A**

- I. Call to Order and Welcome Chair Will Weatherford
- II. Public Comments Subject to USF Procedure
- III. New Business – Action Items
  - a. FL 101 – [Approval of November 16, 2021 Minutes](#) Chair Weatherford
  - b. FL 102 – [Amendments to USF Alumni Association Bylaws](#) Jay Stroman, SVP for  
Advancement and Alumni Affairs
  - c. FL 103 – [Amendments to USF Regulation 4.0108](#) Jennifer Condon, Controller
  - d. FL 104 – [Approval of USF Institute of  
Applied Engineering Board Members](#) Robert Bishop,  
Dean, College of Engineering
  - e. FL 105 – [Approval of USF Research Foundation Board Members](#) Sylvia Thomas,  
Interim VP for Research
- IV. New Business – Information Items
  - a. [New Board of Governors Requirements/Recommendations](#) President Law
  - b. North Fletcher Property Update President Law
- V. Adjournment Chair Weatherford



**USF Board of Trustees  
Governance Committee**

Tuesday, November 16, 2021  
9-9:30am  
Microsoft Teams Meeting

**MINUTES**

**I. Call to Order and Comments**

Chair Will Weatherford called the meeting to order. He asked Kiara Guzzo to call roll.

The following Trustees were in attendance:

Trustee Sandra Callahan  
Trustee Mike Griffin  
Trustee Les Muma  
Trustee John Ramil  
Trustee Will Weatherford

**II. Public Comments Subject to USF Procedure**

Associate Director of Board Operations, Kiara Guzzo, reported that there were no requests for public comments.

**III. New Business – Action Items**

**a. FL 101 – Approval of August 10, 2021 Minutes**

Having no changes to the minutes Chair Weatherford asked for a motion to approve, which was given by Trustee John Ramil with a second from Trustee Sandy Cunningham. Item FL 101 -The Minutes from August 10, 2021 were approved.

**b. FL 102 – Approval of President’s Goals**

Chair Will Weatherford presented FL 102.

Per the President’s contract: On or before September 30th, the President shall provide the Board Chair with a list of proposed goals and objectives. Once approved by the Board Chair the proposed list of goals and objectives shall be submitted by the President to the Governance Committee of the Board of Trustees for consideration. Following consideration by the Governance Committee,

the proposed goals and objectives shall be presented for review and approval by the Board in a special or regularly scheduled Board meeting.

Chair Weatherford commented that Interim President Law is doing a very good job focusing on the priorities of the University. Once the goals are approved by the BOT, they will be the basis of the President's evaluations going forward.

A power point was presented on the goals. The following points were highlighted:

- Glide Path – Assess and Address Opportunities and Challenges
- Empower – Support Presidential Direct Reports.
- Research Leadership – Search for a VP for Research
- Athletics – Review and Revise the Football Stadium Conceptual Planning Study
- Budget – Progress towards a new value driven university wide budget allocation model
- Strategic Planning – Process and finalize measurable Goals and outcomes
- Property Review – Determine long term use of the North Fletcher property. In consultation with Environmental Scientists and stakeholders.
- One USF – Review and access opportunities at the regional campuses. Making sure voices are heard.
- External Relations – Enhance community and legislative relations. Secure additional State funding in the 2022 legislative session.
- Internal Relations – Promote and Enhance collaboration, communication with internal stakeholders.

Interim President Rhea Law commented that by the end of her Tenure there will have been specific items completed to achieve each of the goals. President Law introduced Interim Vice President for Research Dr. Sylvia Thomas.

Interim Vice President Sylvia Thomas is excited to have an opportunity to assist in moving the university forward and working with the Board of Trustees, faculty, and deans.

Trustee John Ramil commented on a discussion he had with Interim President Law on key metrics and the success of USF. Trustee Ramil suggested that the highlighted metrics are presented to the full Board for approval. Trustee Ramil also suggested rating the individual goals separately.

Trustee Mike Griffin commended Interim President Rhea Law on an outstanding performance serving as President of USF. There has been positive feedback from the community regarding her positive approach.

Chair Will Weatherford asked for a motion to approve, which was given by Trustee Sandra Callahan and seconded by Trustee Mike Griffin. FL 102 was approved.

**c. FL 103 – Approval of Amendments to BOT Operating Procedures**

USF Gerard Solis Presented.

The USF Board of Trustees' Operating Procedures currently refers to the Campus Boards as "Campus Advisory Boards" which is inconsistent with sec. 1004.341(2), Florida Statutes:

The University of South Florida St. Petersburg and the University of South Florida Sarasota/Manatee shall each have a campus board and a regional chancellor. This change will align the Board's Operating Procedures with the relevant statute. Only the full Board can amend the Operating Procedures.

Chair Weatherford commented that this is a good example of our One USF approach. The Chair asked for a motion to approve, which was given by Trustee Mike Griffin and seconded by Trustee John Ramil. FL 103 was approved.

**d. FL 104 – Approval of Amendments to USF Regulations 10.103 and 10.202**

Angela Sklenka, VP and Chief Human Resources Officer presented FL 104.

Proposed Amendments to Regulation USF10.103 Faculty Compensation and Regulation USF10.202 Compensation. The proposed amendments are intended to comply with the requirements set forth in BOG Regulation 9.015 and Section 1012.978, Florida Statutes, which address the ability to establish bonus plans for state university system employees.

Under Section 1012.978, a university board of trustees (BOT) may implement a bonus plan based on awards for work performance or for employee recruitment and retention, with approval by the BOG. New BOG Regulation 9.015 eliminates the need for separate formal approval by the BOG where the bonus plan meets certain requirements. Accordingly, the proposed amendments to USF Regulations 10.103 and 10.202 incorporate these requirements outlined by the BOG, including evaluation criteria, to ensure compliance with state law and efficiency in the approval process.

Chair Will Weatherford asked for a motion to approve, which was given by Trustee John Ramil with a second from Trustee Mike Griffin. FL 104 was approved.

**e. FL 105 – Approval of Sun Dome, Inc. Board of Directors**

Ashley Leko, Senior Associate Athletic Director presented FL 105.

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

Sun Dome Inc. is seeking approval to renew each of the following members for a two-year term of service concluding June 30, 2023:

- Corporate Officers
  - Chair: Steve Oscher, Oscher Consulting, PA
  - Vice-Chair: Harold Astorquiza, Senior Vice President, Morgan Stanley
  - Secretary: Gina Lombardi, Budget Analyst
- Appointed Members
  - Barry Clements, Deputy Athletics Director / Capital Projects
    - Serves as Designee for Vice President of Athletics
  - Nick Trivunovich, USF Vice President for Business and Finance and CFO
    - Serves as Designee for USF President

- Elected Members
  - Mike LaPan, Executive Director at The Lakeland Center
- Vacancies
  - Chairperson of the USF Board of Trustees Appointee
    - In accordance with Section 1004.28, Florida Statutes

Chair Will Weatherford asked for a motion to approve, which was given by Trustee John Ramil and seconded by Trustee Mike Griffin. FL105 was approved.

**f. FL 106 – Approval of the USF Research Foundation, Inc. Board of Directors**

Keith Anderson, Assistant VP, Research & Innovation presented FL 106.

This is a request to approve the appointment of Dr. Sylvia Thomas as member of the Board of Directors of the USF Research Foundation, Inc. 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.

Dr. Sylvia Thomas commented that we have a tremendous opportunity to strengthen and grow our research enterprise. She is honored to serve and looking forward to working with everyone as we build partnerships and collaborations to move the University forward.

Interim President Rhea Law thanked Assistant Vice President Keith Anderson for stepping in as Interim Vice President for Research and Innovation, as well as his excellent leadership.

Chair Weatherford commented on behalf of the Board that we all are grateful for VP Keith Anderson's service.

Chair Will Weatherford asked for a motion to approve, which was given by Trustee John Ramil with a second by Trustee Sandra Callahan and FL 106 was approved.

**IV. Adjournment**

Having no further business Chair Will Weatherford adjourned the USF BOT Governance Committee meeting.

**Agenda Item: FL 102**

**USF Board of Trustees**  
Governance Committee  
February 21, 2022

**Issue:** Amended Bylaws of the USF Alumni Association, a direct-support organization

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**Proposed action:** Approve amended bylaws

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**Executive Summary:**

The USF Alumni Association Board has approved revisions to its Bylaws. The SVP of Advancement, Jay Stroman, supports these changes. Approval of the USF Board of Trustees is requested.

Significant changes are summarized below:

- Changes the Alumni Association's membership model from dues-based to one where all USF alum will be members without required payment.
- The office of Chair-Elect was changed to Vice Chair to denote that succession is not automatic from Vice Chair to Chair.
- A reference in Article VI, section 8.E. which incorrectly limited the term of the USF BOT Chair's appointee to 2 years was corrected to remove the term limit.
- The SVP of Advancement and Alumni Affairs was added as a voting member in Article VI, section 7.E.
- In Article VII, section 1 the number of directors was increased from a maximum of 25 to allow up to 30 directors.
- In Article IX, section 3.d. was added to state that the internal audit function would be provided by the USF Internal Audit department, consistent with the recent USFBOT action.

A red-lined version providing a comprehensive view of all changes is attached.

**Financial Impact:** None

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**BOT Committee Review Date:**

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

**No**

**Prepared by:** Noreen Segrest, VP and COO, USF Foundation

**UNIVERSITY OF SOUTH FLORIDA  
ALUMNI ASSOCIATION, INC.**

**Draft Approved by USF Alumni Association Board of Directors on January 8, 2022**

**ARTICLE I – PURPOSE**

The University of South Florida Alumni Association, Inc. (the “Association”) is established pursuant to Section 1004.28, Florida Statutes, as a direct support organization of the University of South Florida (University). The Association is organized and operates to receive, hold, invest, and administer property and to make expenditures to, or for the benefit of, the University of South Florida. The Alumni Association supports this purpose by maintaining mutually beneficial relationships between University and its alumni, building a base of alumni advocates to support University initiatives and providing a variety of programs, services and communications to graduates.

**ARTICLE II — MEMBERSHIP**

**SECTION 1. Members.** ~~Members in the Association shall be classified as general members or life members, and their associated rights and privileges shall be determined by the Board of Directors. All former students of the University who have completed at least one accredited class at the University are considered general members and are not required to pay membership dues. Any graduate or former student of the University, any member of the faculty or staff, or any person who has an interest in the welfare of the University who is in compliance with Article III, Section 1, may be a life member of the Association upon full payment of Life Membership dues. Members in the Association shall be classified as Annual Members (Members) or Life Members (Members), and their associated rights and privileges shall be determined by the Board of Directors. As needed, other membership classes may be established by the Board of Directors.~~

**ARTICLE III — MEMBERSHIP — QUALIFICATIONS**

**SECTION 1. Dues and Responsibilities.** ~~The Board of Directors, by resolution, shall adopt a member dues structure. Individuals eligible for membership under Article II who pay the continuing annual or lifetime dues as established by the Board of Directors and who agree to be bound by and comply with the Association’s dues structure, articles of incorporation, these bylaws, and any rules and regulations the Board of Directors adopt, will be Members in good standing of the Association.~~

**ARTICLE IV — MEETINGS**



**SECTION 1. Annual Meetings.** The Association shall hold an annual meeting of the Members between January 1 and April 30 of each year. The Board of Directors will give notice of the meeting to all members at least thirty (30) days prior to the meeting.

**SECTION 2. Special Meetings.** Special meetings of the Members of the Association may be called by the Board of Directors, provided that notice of such special meetings and the matters of business to come before the meeting shall be given to all Members at least seven (7) days prior to the meeting.

**SECTION 3. Notice.** Notice of the annual or special meetings may be made by either one or more of the following methods: a mailing to all Members, posting on a conspicuous bulletin board at the Association's principal office, posting on the Association's website, and/or by e-communications, which may serve additional purposes beyond providing notice of the meeting.

**SECTION 4. Quorum.** The Members present at a meeting of the Members of the Association shall constitute a quorum for the purpose of transacting business of the meeting. Except as may be hereinafter provided, a majority of the votes cast at a meeting of the Members convened in accordance with these bylaws shall be sufficient to pass on matters of business.

**SECTION 5. Rules of Order.** The rules of procedure at meetings of this Association shall be those set forth in *Roberts Rules of Order, Revised*, unless otherwise provided in these bylaws.

## ARTICLE V — NOMINATIONS AND ELECTIONS

**SECTION 1. Solicitation of Nominations.** The Governance Committee shall oversee the election/appointment process for the Board. Any qualified individual interested in being considered to serve as an elected director or officer should make their interest known in writing to a member of the Nominating Committee, including the Alumni Association Executive Director. Additionally, members of the Nominating Committee may also bring forward to the Committee for consideration individuals who have not formally submitted their name previously. The Nominating Committee will consider all candidates in accordance with their selection process.

**SECTION 2. Nominating Committee.** The Chair will work in coordination with the ~~Chair-Elect~~Vice-Chair to appoint a Nominating Committee composed of the current Chair, ~~Chair-Elect~~Vice-Chair, Past Chair, two (2) previous Chairs, two (2) members at large and the Alumni Association Executive Director (non-voting). The previous Chairs and members at large will each serve staggered two-year terms. The committee shall be chaired by the ~~Chair-Elect~~Vice-Chair and the committee shall nominate the officers and other persons to be elected by vote.

**SECTION 3. Elected Directors and Officers.** All Officer positions will be voted on by current Directors from a slate of candidates as provided by the Nominating Committee. All Officer candidates must be a current or former Board member. All Director positions will be determined by a majority vote of verified Association Members present at the annual meeting. Attending Members, including current Board members, will vote on a slate of candidates as provided by the Nominating Committee, and no other nominations will be accepted outside of the names provided by the Nominating Committee.

**SECTION 4. Approval of Directors.** All Directors are required to be approved by the USF Board of Trustees, with the exception of the President of the University of South Florida or his or her designee, in accordance with Section 1004.28, Florida Statutes and a person selected and appointed to the Board by the Chairperson of the USF Board of Trustees in accordance with Section 1004.28, Florida Statutes.

## ARTICLE VI— OFFICERS AND DIRECTORS

**SECTION 1. Officers.** All Officers of the Association shall take office upon their selection as provided by these bylaws. The Officers of the Association shall be Chair, ~~Chair-Elect~~Vice-Chair, Secretary, Treasurer, and Past Chair. ~~Except for automatic succession of (i) the Chair-Elect to the Office of Chair; and (ii) the Chair to the office of Past Chair, o~~Offices shall be filled by election as provided in Article V or by ~~succession~~, election, or appointment under the circumstances described in Article VIII.

**SECTION 2. The Chair.** The Chair shall be the executive head of the Association. The Chair shall be the Chair~~person~~man of the meetings of the Members, the Board of Directors, and the Executive Committee. The Chair shall ~~automatically~~ succeed to the office of Past Chair after serving the term as Chair. The Chair shall serve a one (1) year term in that office and be a voting member of the Board of Directors, Executive Committee and Nominating Committee.

**SECTION 3. ~~Chair-Elect~~Vice-Chair.** The ~~Chair-Elect~~Vice-Chair shall be the Vice-Chair~~person~~man of the meetings of the Members, the Board of Directors and the Executive Committee. ~~The Chair-Elect shall automatically succeed to the office of Chair either after serving the term as Chair-Elect or upon a vacancy in the office of Chair.~~ If the ~~Chair-Elect~~Vice-Chair succeeds to the office of Chair upon a vacancy, the one (1) year term as- Chair shall be extended to include the remainder term created by the vacancy. The ~~Chair-Elect~~Vice-Chair shall serve a one (1) year term in that office and be a voting member of the Board of Directors, Executive Committee, and Nominating Committee.

**SECTION 4. Past Chair.** The Past Chair shall perform such duties as the Chair may ~~from time to time~~ assign. The Past Chair shall serve a one (1) year term in that office and be a voting member of the Board of Directors, Executive Committee and Nominating Committee.

**SECTION 5. Secretary.** The Secretary shall serve a one (1) year term in that office, shall be a voting member of the Board of Directors and Executive Committee and shall perform the duties generally incident to the office, including:

- A. **Executive Vacancies.** In the event of vacancies in the office of ~~Chair-Elect~~Vice-Chair, the Secretary shall call a meeting of the Board of Directors at which election of a successor to the office of ~~Chair-Elect~~Vice-Chair shall be the first order of business. The Secretary shall preside at such meetings until the ~~Chair-Elect~~Vice-Chair has been elected.
- B. **Minutes and Records.** The Secretary shall be charged with the responsibility for ensuring that minutes of all meetings of the members, Board of Directors and the Executive Committee are kept and that the records of the Association are maintained in good order.
- C. **Reporting.** The fiscal year of the Association shall be July 1 - June 30. The Secretary shall make reports at each meeting of the Board of Directors regarding the minutes of the past meeting as well as any other matters which may be called for by the Chair or the Board of Directors of the Association.

**SECTION 6. Treasurer.** The Treasurer shall serve a one (1) year term, shall be a voting member of the Board of Directors and Executive Committee and shall perform the duties generally incident to the office, including:

- A. **Financial Records.** The Treasurer shall arrange for compliance with the annual audit, annual federal tax filings, budget and reporting requirements of the University and coordinate the auditing of the books, records and accounts of the Association. Assets of the Association shall be kept in a separate fund within the Treasury of the University of South Florida Foundation, Inc. and shall be accounted for, audited, and administered within the framework of that corporation.
- B. **Reporting.** The Treasurer shall make reports at each meeting of the Board of Directors regarding the condition of the Treasury, as well as any other matters which may be called for by the Chair or the Board of Directors of the Association.

**SECTION 7. Directors.** All Directors of the Association shall begin their terms upon their selection as provided by these bylaws. The Directors elected at the annual meeting of the Members in accordance with Article V, Section 3, the Directors appointed by the Chair in accordance with Article VI, Section 8, the President of the University of South Florida or his or her designee and the representative appointed by the Chair of the USF Board of Trustees and the Senior Vice President of Advancement and Alumni Affairs shall be voting members of the Board of Directors.

## **SECTION 8. Appointments.**

- A. Student Representatives. ~~Following the regular annual succession of Chair Elect to Chair, the~~ The incoming Chair of the Board shall, in consultation with the Executive Director, appoint one (1) member from among the executive officers of the University's Student Government, and one (1) member from among the Student Ambassadors to serve as voting members on the Board of Directors for a one (1) year term.
- B. Foundation Board Liaison. ~~Working in coordination~~ In consultation with the USF Senior Vice President of Advancement and Alumni Affairs ~~Foundation CEO, the~~ the Chair shall appoint one (1) member from among the USF Foundation Board to serve as a voting member of the Board of Directors for a one (1) year term.
- C. Faculty or Staff Member. In consultation with the Executive Director, ~~the~~ the Chair shall appoint one (1) member from the USF Faculty or Staff to serve as a voting member of the Board of Directors for a one (1) year term.
- D. USF Athletics Bulls Club Board Representative. Working in ~~coordination~~ consultation with the USF vice president ~~director~~ of athletics, the Chair shall appoint one (1) member from the USF Athletics Bulls Club Board to serve as a voting member of the Board of Directors for a one (1) year term.
- E. The USF Board of Trustees Chairperson shall appoint a person in accordance with Section 1004.28, Florida Statutes to serve as a voting member of the Board of Directors and Executive Committee for a term to be determined by the USF Board of Trustees' Chairperson ~~for a two (2) year term.~~

**SECTION 9. Executive Director.** The Executive Director shall be responsible for the conduct of daily and routine business of the Association in accordance with the policies and procedures described by the Board of Directors as directed by the Executive Committee. The Executive Director shall be selected and appointed by the Senior Vice President of Advancement and Alumni Affairs ~~Board of Directors, subject to the recommendation of the University President.~~ The Executive Director shall attend both the Board of Directors and the Executive Committee meetings as a non-voting member, serve at the pleasure of the Board of Directors and report to the ~~University President or the University President's designee~~ and report to the Sr. Vice President of Advancement and Alumni Affairs.

~~**SECTION 10. Sr. Vice President for University Advancement & Alumni Affairs.** The Sr. Vice President for University Advancement & Alumni Affairs will serve as a non-voting member of the Board of Directors and the Executive Committee.~~

**SECTION 104. University President.** The President, or the President's designee, of the University of South Florida will serve as a voting member of the Board of Directors and the

Executive Committee. The University President shall retain the powers and duties to monitor and control the use of University resources and the University name by the Association; monitor compliance of the Association with state and federal laws and rules of the USF Board of Trustees; approve salary supplements and other compensation or benefits paid to University faculty and staff from the Association's assets consistent with USF Board of Trustees' policies; approve salaries, benefits, and other compensation paid to employees of the Association consistent with USF Board of Trustees' policies; and approve contributions of funds or supplements, if any, to support intercollegiate athletics.

**SECTION 112. Vacancies.** Except as herein provided, any vacancy of any officer or voting director shall be filled by appointment by the Chair of the Association. Any officer or director serving by appointment of the Chair to fill a vacancy shall serve the balance of the term of the officer or director for whom the appointee is a replacement.

**SECTION 123. Non-Agency.** Employees of the Alumni Association, if any, shall not be considered employees of the State of Florida solely by virtue of such employment.

## ARTICLE VII — THE BOARD OF DIRECTORS

**SECTION 1. Composition.** The Board of Directors ~~shall~~may be composed of up to ~~25~~30 voting Directors and ~~two~~one (21) non-voting Directors. The voting Directors include five (5) officers, up to 17~~3~~ Directors elected at the annual meeting of the Board of Directors, one (1) appointed Director representing each of the following areas: Student Government, USF Ambassadors, University faculty or staff, USF Foundation Board, and USF Athletics Bulls Club Board of Directors. Directors will also include the President of the University of South Florida or his or her designee, in accordance with Section 1004.28, Florida Statutes, ~~and~~ a person selected and appointed to the Board by the Chairperson of the USF Board of Trustees in accordance with Section 1004.28, Florida Statutes and the Senior Vice President of Advancement and Alumni Affairs. Every effort will be made to ensure representation from each USF campus among the Directors. ~~Directors include one representative who is actively affiliated with each of the following areas:~~campuses: USF Sarasota Manatee and USF St. Petersburg.

The non-voting Directors include ~~two (2) ex officio Director: Senior Vice President of Advancement & Alumni Affairs, and the Associate~~ Vice President and Executive Director of the Association.

Voting ( <u>25</u> <del>30</del> )	Non-Voting ( <u>21</u> )
5 Officers- Elected	
<u>17</u> <del>3</del> Directors – Elected	<u>1 USF Sr. VP Advancement &amp; Alumni Affairs</u>
2 Student Representatives- Appointed	1 Executive Director of the Association- <u>Ex officio</u>
1 faculty or staff representative from the University – Appointed	
1 <u>USF</u> Foundation Board Liaison- Appointed	

1 USF Athletics Bulls Club Board representative – Appointed	
1 USF Board of Trustees representative – <del>a</del> Appointed	
1 USF President or designee- <u>Ex-officio</u>  <u>1 USF Senior VP Advancement &amp; Alumni Affairs-Ex-officio</u>	

**SECTION 2. Eligibility.** All voting Directors of the Association, except for the student representatives, shall, as a condition to serving on the Board, be life members in compliance with the Member dues structure referenced herein at Article III, ~~Section 1,~~ or qualify for a hardship exemption, and shall begin their terms upon their selection as provided by these bylaws. All Board of Directors' officer positions shall be ~~graduates-alumni~~ of University and in fulfilling their duties shall comply with the Position Description approved by the Board.

**SECTION 3. Terms.** All Directors will serve a one or two year term. Voting Directors are limited to four (4) consecutive years of service, with the exception of the USF President or designee, ~~and the~~ representative appointed by the USF Board of Trustees and the Senior Vice President of Advancement and Alumni Affairs. Service as an Officer shall not be included in calculating the four (4) year limit. After one (1) year off the Board of Directors, a Director will be eligible for active board service.

**SECTION 4. Removal of Director.** After consultation with the Executive Director, ~~A~~any Director may be removed for cause by the Board upon written notice. A Director may be removed pursuant to this section by a vote of two-thirds (2/3) of the Board. The Director whose removal is at issue shall not be entitled to vote on the question of removal. Any Director of the Board of Directors who fails to attend three Board meetings in each Board year, unless excused in advance by the Chair for cause, shall be removed from his or her position, which will be filled by a Director appointed by the Chair. These provisions shall not be applicable to the USF President or designee, ~~and~~ the representative appointed by the USF Board of Trustees and the Senior Vice President of Advancement and Alumni Affairs.

**SECTION 5. Powers.** The Board of Directors shall be empowered to transact all necessary and essential business of the Association. The Executive Committee shall be empowered to act on the Board of Directors' behalf during the time period between Board meetings upon matters which the Executive Committee, by majority vote, deems to be of such a nature that awaiting action of the full Board of Directors would not be in the best interests of the Association. All such actions shall be announced and ratified at the next meeting of the Board of Directors. The Board of Directors shall be empowered to write and adopt resolutions and policies of the Board.

**SECTION 6. Meetings.** The Board of Directors shall hold three (3) meetings per year in addition to the Board of Directors meeting held in conjunction with the annual meeting of the Members; additional meetings of the Board may be called by the Chair, or by the Secretary either upon petition of the majority of the Board of Directors or in accordance with these bylaws.

**SECTION 7. Action by Regular or Electronic Mail.** Any action required to be taken at a meeting of the Association Board of Directors or a committee thereof, may be taken without a meeting if the following conditions are met:

- 1) Information in writing setting forth the action to be taken, the necessity for immediate action, the details and method for voting and responding, and a certain date for response is provided to all voting Directors, or all members of the committee, as the case may be.
- 2) All reasonable attempts have been made to assure that all voting Directors, or members of the committee, as the case may be, have received such information.
- 3) Written consent is provided by a majority of the voting Board of Directors or of the members of the committee, as the case may be.
- 4) The action taken is filed in the minutes of the proceedings of the Board of Directors or committee.

Notice of actions to be taken without a meeting as provided herein, and written consent to such actions, may be handled by regular or electronic mail or facsimile to every Board Member or members of the particular committee involved.

**SECTION 8. Quorum.** A majority of the Directors entitled to vote on the matter, represented in person shall constitute a quorum at any meeting of the Board of Directors. A majority of the voting members of the Executive Committee present at a noticed meeting of the Executive Committee shall constitute a quorum. A majority of the votes cast at a meeting of the Board of Directors or a meeting of the Executive Committee convened in accordance with these bylaws shall be sufficient to pass on matters of business, unless otherwise stated herein.

**SECTION 9. Proxies.** The duties of a Director of the Association are non-delegable and, accordingly, no votes of a Director may be cast by proxy.

## **ARTICLE VIII— COMMITTEES**

**SECTION 1. Standing Committees.** The standing Committees and their ongoing charges shall be as follows:

- A. **Executive.** Composed of the Chair, ~~Chair-Elect~~Vice-Chair, Secretary, Treasurer, Past Chair, up to three elected directors appointed by the Chair, Executive Director, ~~Senior-~~Senior Vice President of University Advancement ~~&and~~ Alumni Affairs, and the President of the University of South Florida or his or her designee, in accordance with Section



1004.28, Florida Statutes and a person selected and appointed to the Board by the Chairperson of the USF Board of Trustees in accordance with Section 1004.28, Florida Statutes. The Executive Committee shall provide overall planning and direction to the Association and act ~~in the absence~~ on behalf of the Board of Directors.

- B. **Finance and Audit.** The Finance and Audit Committee shall develop an annual budget for consideration by the Executive Committee prior to presentation to the Board of Directors; shall review for consideration by the Board of Directors all annual federal tax filings; shall review for consideration by the Executive Committee for recommendation by the Board of Directors all annual audit findings; shall assist the Treasurer in monitoring the financial condition of the Association; and shall monitor compliance with long-range budgetary planning as well as assist with such planning. The Treasurer will serve as chair of the committee.
- C. **Governance.** The Governance Committee shall oversee the process and otherwise set the mechanism for electing qualified candidates for the offices of Officers and the elected Director positions; and shall review for consideration by the Board of Directors all revisions to the Association's bylaws or ~~charter~~ articles of incorporation. The Secretary will serve as chair of the committee.
- D. **Nominating Committee.** The Nominating Committee is composed of the Chair, ~~Chair-Elect~~ Vice-Chair, Past Chair, and Alumni Association Executive Director (non-voting), all by virtue of their positions. Additionally, the Chair will work in coordination with the ~~Chair-Elect~~ Vice-Chair to appoint two (2) previous Chairs —and two (2) members at large. The previous Chairs and members at large will each serve staggered two-year terms, providing for two vacancies each year. The committee shall be chaired by the ~~Chair-Elect~~ Vice-Chair and the committee shall nominate the Officers and Directors of the Board to be elected by vote. The candidate identification and selection process is continual and involves identification and awareness of potential candidates from the committee members.
- F. **Compensation Committee.** The Chair shall appoint a Compensation Committee whose sole charge shall be to determine, under the applicable IRS regulations, whether the compensation of Officers, Directors and Key Employees, as defined in the regulations, is reasonable. The Committee shall consist of three (3) members, chosen from the Executive Committee by the Chair, each serving a one-year term. The Chair is also eligible to serve as one of the three (3) members of this Committee. The Committee shall meet once annually and shall receive such compensation surveys and other data from staff and/or retained consultants as is necessary to make its determination in accordance with the standards established by applicable IRS regulations.



**SECTION 2. Ad-hoc Committees.** The Alumni Association Chair shall have the power to modify the Standing Committee structure by the formation of Ad-hoc Committees, with Board approval. The term of an Ad-hoc Committee shall, either by specific date or by the occurrence of a designated condition, be set at the time of its approval, ~~but in no case shall it extend beyond three (3) years.~~ An Ad-hoc Committee Chairman shall be appointed by the Board Chair ~~for the entire term of the Ad-hoc Committee.~~

**SECTION 3. Chair and Membership Appointments.** From among the members of the Board of Directors, the Chair shall appoint Chairs of the Standing Committees. Except where otherwise provided for in these bylaws, Standing Committee Chairs shall serve at the discretion of the Chair.

**SECTION 4. Limited Charge.** The Standing Committees shall investigate, study, plan and make recommendations within the scope of their ongoing charge, which shall be reported to the Board of Directors at its regular meetings. They shall engage in other activities only upon express authorization of the Board of Directors unless otherwise provided in these Bylaws. All standing and ad-hoc Committees, excluding the Executive Committee, Nominating Committee and Compensation Committee, should have at least three (3) non-Board members as Committee members, where reasonable and practical.

## ARTICLE IX — ALUMNI CHAPTERS

**SECTION 1. Charters.** University of South Florida Alumni Chapters may be chartered to advance the purposes and objectives of the Alumni Association, on the basis of any identifiable geographic location, upon approval by the Board of Directors of a written request by at least one active member of the Alumni Association within that geographic location.

**SECTION 2. Names.** The terms “USF Alumni Association\_\_\_\_\_ Chapter” will be included in the name of each Chapter.

**SECTION 3. Organization.** Each Chapter may adopt bylaws, defining the organization and operation of the Chapter, which will be effective upon approval of the Board of Directors of the Association.

**SECTION 4. Charter Preservation.** Chapter charters are perpetual but shall be subject to revocation by the Board of Directors at any time. Revocation of the Chapter charter may result from the Chapter’s failure to demonstrate an appropriate level of activity advancing the purposes and objectives of the Alumni Association within its geographic location or from activity inconsistent with the purposes and objectives of the Alumni Association. The Alumni Association’s Chapters and Societies Procedures Manual shall contain a listing of the types of activities and actions considered appropriate and describe the types of activities that are inappropriate.

**SECTION 5. Funds.** Chapters shall not levy dues, raise funds, keep any separate USF Foundation or other external bank account or solicit contributions without approval of the Board of Directors of the Association. The Board of Directors shall be the source of funds for the development and operations of Chapters.

## **ARTICLE X — ALUMNI SOCIETIES**

**SECTION 1. Charters.** University of South Florida Alumni Societies may be chartered to advance the purposes and objectives of the Alumni Association, on the basis of either an alumni constituency of an academic unit of the University of South Florida or of an alumni constituency of a student organization chartered, organized and supported by an organizational unit of the University of South Florida to be of service to that unit's mission, upon approval by the Board of Directors of a written request by at least one active member of the Alumni Association within that constituency. The Board of Directors shall not charter Societies for alumni of a department where that department's alumni would also be served by a Society for alumni of a college or school.

**SECTION 2. Name.** The terms "USF Alumni Association \_\_\_\_\_ Society" will be included in the name of each Society.

**SECTION 3. Organization.** Each Society may adopt bylaws, defining the organization and operation of the Society, which will be effective upon approval of the Board of Directors of the Association.

**SECTION 4. Charter Preservation.** Society charters are perpetual but shall be subject to revocation by the Board of Directors at any time. Revocation of the Society charter may result from the Society's failure to demonstrate an appropriate level of activity advancing the purposes and objectives of the Alumni Association within its constituency or from activity inconsistent with the purposes and objectives of the Alumni Association. The Alumni Association's Chapters and Societies Procedures Manual shall contain a listing of the types of activities and actions considered appropriate and describe the types of activities that are inappropriate.

**SECTION 5. Funds.** Societies shall not levy dues, raise funds, keep any separate USF Foundation or other external bank account, or solicit contributions without approval of the Board of Directors of the Association. The Board of Directors shall be the source of funds for the development and operations of Societies.

## **ARTICLE XI – FINANCE AND AUDIT**

**SECTION 1. Operating Budget.** An operating budget will be prepared at least annually, presented for approval by the Senior Vice President of Advancement and Alumni Affairs, then the Board of Directors. The Operating Budget will ~~and be~~ submitted ~~to~~ by the Senior Vice

President of Advancement and Alumni Affairs to the University President for review and recommendation to the USF Board of Trustees for approval.

**SECTION 2. Expenditure Reports.** An expenditure report will be prepared quarterly, presented for approval by the Senior Vice President of Advancement and Alumni Affairs, then presented quarterly to the University President or the President's designee for review and approval. The President's designee must be a University Vice President or Senior Officer who reports directly to the President ~~who reports directly to the President.~~

### **SECTION 3. Audits**

- (a) At the close of each fiscal year, the Executive Committee of the Association shall select an independent certified public accountant to perform an annual audit of all the accounts of the Association. The annual audit shall be performed in accordance with the Generally Accepted Auditing Standards and Government Auditing Standards issued by the Comptroller General of the United States and submitted within 180 days following the end of the fiscal year to the USF Board of Trustees. A management response letter will be included if appropriate.
- (b) Neither the auditors selected nor any member or employee of any auditing firm selected shall be a Director or Officer of the Association, unless this requirement is specifically waived by action of the Executive Committee.
- ~~(c)~~ The Finance and Audit Committee will review the independent audit prior to presentation to the Executive Committee and Board of Directors for approval. A copy of the report of the auditor shall be made available to each member of the Board of Directors as soon as practicable and such report shall be presented at the next meeting of the Board of Directors held after the report is completed.
- ~~(e)~~(d) Notwithstanding any of the above, the Association will utilize the University's internal audit department for all internal audit requirements and will comply and adhere to all findings and recommendations from the University.

## **ARTICLE XII — CONFLICT OF INTEREST**

**SECTION 1. Policy.** No member of the Board of Directors will have a material personal interest in conflict with the interests of the Association or be engaged to provide professional or other services to the Association for remuneration, unless the arrangement is the result of a competitive bidding process or is the result of circumstances which, in the judgment of the Executive Committee of the Board of Directors, warrants the arrangement. Nothing herein, however, will preclude the Association from engaging the services of a Director, his or her company, his or her employer or any of his or her associates so long as the relationship is fully disclosed to the Association. A Director having a conflict of interest will not use his or her

personal influence in order to obtain a contract with the Association; however, a Director may state his or her position and answer pertinent questions with respect to the matter. In the event the Association engages a Director, his or her company, his or her employer or his or her associate to provide professional services for remuneration, the Association will enter into a written agreement with the Director, his or her employer, his or her company or his or her associate that will specify the nature, term and scope of the engagement, and any other factors determined necessary by the Executive Director.

**SECTION 2. Written Disclosure.** At least once a year, there will be a full written disclosure by each member of the Board of Directors of all relationships, fees, commissions or other remuneration furnished by the Association to the Director, his or her company, his or her employer or his or her associate or by any organization in which a member has a significant beneficial ownership. Additionally, if any conflict arises during the twelve months following completion of the written disclosure statement, the Director will promptly notify the Executive Director/Secretary in writing. The Executive Committee will be responsible for monitoring the application of this policy.

## **ARTICLE XIII — AMENDMENTS**

**SECTION 1. Articles of Incorporation.** The Articles of Incorporation may be amended, as provided therein, at the annual or special meetings of the members of the Association held in accordance with these bylaws. Amendments to the Articles of Incorporation will be effective only after submission by the University President for approval by the USF Board of Trustees and approval of the USF Board of Trustees. Amendments to the Articles of Incorporation shall be filed with the Secretary of State of the state of Florida in accordance with law.

**SECTION 2. Bylaws.** The bylaws of the Association may be amended by a majority vote of the Board of Directors after notice at a previous meeting or after notice mailed to all Directors at least 10 days prior to the meeting at which the amendments are to be considered. Material amendments to the bylaws will be effective only after submission by the University President for approval by the USF Board of Trustees and approval of the USF Board of Trustees.

~~Monique Hayes~~Christine Turner, Secretary  
~~May 28, 2019~~January 8, 2022

**Agenda Item: FL 103**

**USF Board of Trustees**  
Governance Committee  
February 21, 2022

**Issue:**

Proposed Amendments to Regulation 4.0108: Waiver and Exemptions of Tuition and Fees

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**Proposed action:**

Formal adoption of the amendments incorporated in Regulation 4.0108

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**Executive Summary:**

Proposed Amendments to USF Regulation 4.0108 to allow transfer of employee tuition waiver to eligible spouse, domestic partner, or dependent child for the purpose of enrolling in eligible undergraduate courses. The University will retain discretion with regard to program details and operation, eligibility requirements, selection, and funding levels. As such, the amendments do not entail any financial impact, though the University may adjust funding levels based on level of interest in the program and other factors, as appropriate. Supports and enhances the mission of the University – Recruitment and Retention.

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**Financial Impact: N/A**

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**Strategic Goal(s) Item Supports:** Goal Four: Sound financial management to establish a strong and sustainable economic base in support of USF's continued academic advancement.

**BOT Committee Review Date:** Governance Committee: 2-21-22

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

**Yes**

**No**

**Prepared by:** Patsy Ciaccio, Office of General Counsel, 813-974-1661



# UNIVERSITY OF SOUTH FLORIDA

## REGULATION

**Number:** USF4.0108  
**Title:** Waiver and Exemptions of Tuition and Fees  
**Responsible Office:** Business and Finance

**Date of Origin:** 10-12-10

**Date Last Amended:** 7-30-21 (technical)

**Date Last Reviewed:** 7-30-21

(1) The University of South Florida (USF) waives tuition, non-resident tuition or associated fees for purposes that support and enhance the mission of USF as authorized and limited by Board of Governors (BOG) Regulations, Florida Statutes or USF Board of Trustees Regulations. In addition, this Regulation incorporates any final adopted BOG or statutory waiver requirements and the following general categories of tuition exemptions and fee waivers are established and considered mandatory pursuant to BOG Regulations [6.013](#), [7.002](#) and [7.008](#) and [section 1009.26, Florida Statutes](#) that set forth specific criteria applicable to the following categories:

- (a) Certain educational expenses of a child or spouse of a Law Enforcement Officer.
- (b) Firefighter killed in the line of duty.
- (c) Certain educational expenses for the child of a deceased teacher or school administrator employed by a Florida District School Board who dies as a result of an unlawful and intentional act, provided such killing is related in whole or part to the fact that the individual is a teacher or school administrator.
- (d) Wrongfully incarcerated persons.
- (e) Students who earn credit in courses toward both a Florida high school diploma and an associate or baccalaureate degree, or enrolled in dual enrollment or early admission programs.
- (f) Certain Florida Department of Children and Family Service foster care or adopted students.
- (g) Homeless or temporary shelter residence students.

- (h) Persons eligible under [section 402.403, Florida Statutes](#) (“Child Protection and Child Welfare Personnel Tuition Exemption Program”), who are enrolled in an accredited master’s degree in social work or a certificate program, and maintain at least a grade of ‘B’ in all courses.
- (i) Graduate Interns participating in the School Psychology Training Program.
- (j) Purple Heart or other superior combat decorated recipients.
- (k) Undocumented students for federal immigration purposes, who meet the following conditions:
1. Attended a secondary school in this state for 3 consecutive years immediately before graduating from high school in this state;
  2. Apply for enrollment in an institution of higher education within 24 months after high school graduation; and
  3. Submit an official Florida high school transcript as evidence of attendance and graduation.
- This waiver is applicable for 110 percent of the required credit hours of the degree or certificate program for which the student is enrolled.
- (l) Honorably discharged veterans of the United States Armed Forces, the United States Reserve Forces, or the National Guard who physically reside in this state while enrolled in the institution. Persons who are entitled to and use educational assistance provided by the United States Department of Veterans Affairs also qualify for this waiver if they physically reside in Florida while enrolled at the University in any term beginning after July 1, 2015. Tuition and fees charged to a veteran or person who qualifies for the out-of-state fee waiver under this subsection may not exceed the tuition and fees charged a resident student enrolled in the same program.
- (m) Active duty members of the Armed Forces of the United States who reside or are stationed outside of this state. Tuition and fees charged to a student who qualifies for the out-of-state waiver may not exceed the tuition and fees charged to a resident student.
- (n) Students enrolled in an employment and training program under the welfare transition program.
- (o) State Employees subject to approval by an employee’s agency head or the equivalent, to enroll in up to six credit hours of courses per term on a space-available basis. This does not include persons employed by a state university.

- (p) Students eligible under the Program of Strategic Emphasis Waiver as provided by Florida Statute.
- (q) Students eligible under the State University Free Seat Waiver as provided by Florida Statute.
- (2) The following additional tuition and fee waivers are authorized by the Board of Governors and may be granted for purposes that support and enhance the mission of USF:
- (a) Students enrolled in Florida Linkage Institutes Program.
  - (b) Tuition differential may be waived for students who meet the eligibility requirements for the Florida public assistance grant ([section 1009.50, Florida Statutes](#)).
  - (c) Intern Supervisors may be given one non-transferable certificate (fee waiver) for each full academic term during which the person serves as an intern supervisor. This certificate shall provide for waiver of the basic fee (as defined in [BOG Regulation 7.001](#)). Certificate holders are entitled to a waiver of tuition for a maximum of six (6) hours credit instruction (including credit through continuing education) during a single term.
  - (d) Full-time University employees may be awarded a waiver of up to six (6) credit hours of tuition-free courses per term on a space available basis. Any eligible employee who does not personally make use of the employee tuition waiver program may transfer their eligibility to their qualifying spouse, domestic partner or dependent child who may receive a tuition waiver of up to six credit hours per term, on a space available basis, for the purpose of enrolling in eligible undergraduate courses. Program details and operation, eligibility requirements, selection, and funding levels will be determined by the University and will be consistent with the requirements of Florida Statutes. The employee or any qualifying spouse, domestic partner, or dependent child of an employee must meet all of the eligibility requirements established by Central Human Resources and must follow all University requirements regarding admissions, enrollment, and documentation.
  - (e) Florida residents 60 years of age or older who enroll to audit courses on a space-available basis. No academic credit shall be awarded.
  - (f) Public School classroom teachers employed full-time by a school district who meet the academic requirements established by the University may be granted up to six credit hours per term on a space-available basis in undergraduate courses related to special education,



mathematics or science, however, the waiver may not be used for courses scheduled during the school district's regular school day.

(g) Participants in Sponsored Credit Institutes and Programs.

(h) Non-resident, non-degree seeking students may be granted a waiver of the out-of-state fee. The credit hours generated must be non-state fundable and the cost for the program of study recovered from the fees charged to all students.

(i) Admissions Deposit Fee - waived based on significant financial hardship as determined by the USF Financial Aid Office.

(j) Application Fee may be waived for applicants who can document receipt of a fee waiver because of economic need as determined by the College Board or the American College Testing Program.

(k) Late Payment Fee may be waived due to circumstances determined to be exceptional and beyond the control of the student pursuant to [USF4.0101 Student Registration](#).

(l) Late Registration Fee may be waived due to circumstances determined to be exceptional and beyond the control of the student pursuant to [USF4.0101 Student Registration](#).

(m) Non-resident Graduate Assistants who have a minimum of .25 FTE; non-resident graduate students who receive fellowship awards; and non-resident graduate students with exceptional academic capabilities or skills as determined by the Dean may be offered tuition waivers.

(n) Non-resident undergraduate students having exceptional academic capabilities or skills who apply to and meet the criteria of the appropriate USF college or unit, e.g. degree-seeking Junior or Senior, etc. may be offered out-of-state tuition waivers to the extent funds are available.

(3) The designated liaison for general questions on USF student concerns regarding student tuition waivers is the USF Associate Controller for Student Financial Services. For other student matters, students may refer to [Policy 30-053 Student Grievance Processes](#).

(4) USF shall report the purpose, number, and value of all fee waivers granted annually in a format prescribed by the Board of Governors.

*Authority: Art. IX, Sec. 7, Fla. Constitution; Fla. Board of Governors Regulations 6.013, 7.001, 7.002, 7.003, 7.008; Sec. 402.403, 1009.26, 1009.50, F.S.*

*History: New (BOT approval) 10-12-10, Amended 4-21-14 (technical), 7-1-14 (technical), 3-24-16 (technical), 8-3-16 (technical), 12-14-16 (technical), 8-3-18 (technical), 7-30-21 (technical).*

*Consolidation Amendments Effective: 7-1-20*

*Certification: USF certifies that it has followed the Florida Board of Governors Regulation Development Procedure and has a record of written notices, comments, summaries and responses as required.*

DRAFT



# UNIVERSITY OF SOUTH FLORIDA

## REGULATION

**Number:** USF4.0108  
**Title:** Waiver and Exemptions of Tuition and Fees  
**Responsible Office:** Business and Finance

**Date of Origin:** 10-12-10

**Date Last Amended:** 7-30-21 (technical)

**Date Last Reviewed:** 7-30-21

(1) The University of South Florida (USF) waives tuition, non-resident tuition or associated fees for purposes that support and enhance the mission of USF as authorized and limited by Board of Governors (BOG) Regulations, Florida Statutes or USF Board of Trustees Regulations. In addition, this Regulation incorporates any final adopted BOG or statutory waiver requirements and the following general categories of tuition exemptions and fee waivers are established and considered mandatory pursuant to BOG Regulations [6.013](#), [7.002](#) and [7.008](#) and [section 1009.26, Florida Statutes](#) that set forth specific criteria applicable to the following categories:

- (a) Certain educational expenses of a child or spouse of a Law Enforcement Officer.
- (b) Firefighter killed in the line of duty.
- (c) Certain educational expenses for the child of a deceased teacher or school administrator employed by a Florida District School Board who dies as a result of an unlawful and intentional act, provided such killing is related in whole or part to the fact that the individual is a teacher or school administrator.
- (d) Wrongfully incarcerated persons.
- (e) Students who earn credit in courses toward both a Florida high school diploma and an associate or baccalaureate degree, or enrolled in dual enrollment or early admission programs.
- (f) Certain Florida Department of Children and Family Service foster care or adopted students.
- (g) Homeless or temporary shelter residence students.
- (h) Persons eligible under [section 402.403, Florida Statutes](#) (“Child Protection and Child Welfare Personnel Tuition Exemption Program”), who are enrolled in an accredited

- 24 master's degree in social work or a certificate program, and maintain at least a grade of 'B'
- 25 in all courses.
- 26 (i) Graduate Interns participating in the School Psychology Training Program.
- 27 (j) Purple Heart or other superior combat decorated recipients.
- 28 (k) Undocumented students for federal immigration purposes, who meet the following
- 29 conditions:
- 30 1. Attended a secondary school in this state for 3 consecutive years immediately
- 31 before graduating from high school in this state;
- 32 2. Apply for enrollment in an institution of higher education within 24 months
- 33 after high school graduation; and
- 34 3. Submit an official Florida high school transcript as evidence of attendance and
- 35 graduation.
- 36 This waiver is applicable for 110 percent of the required credit hours of the degree or
- 37 certificate program for which the student is enrolled.
- 38 (l) Honorably discharged veterans of the United States Armed Forces, the United States
- 39 Reserve Forces, or the National Guard who physically reside in this state while enrolled in
- 40 the institution. Persons who are entitled to and use educational assistance provided by the
- 41 United States Department of Veterans Affairs also qualify for this waiver if they physically
- 42 reside in Florida while enrolled at the University in any term beginning after July 1, 2015.
- 43 Tuition and fees charged to a veteran or person who qualifies for the out-of-state fee
- 44 waiver under this subsection may not exceed the tuition and fees charged a resident student
- 45 enrolled in the same program.
- 46 (m) Active duty members of the Armed Forces of the United States who reside or are stationed
- 47 outside of this state. Tuition and fees charged to a student who qualifies for the out-of-
- 48 state waiver may not exceed the tuition and fees charged to a resident student.
- 49 (n) Students enrolled in an employment and training program under the welfare transition
- 50 program.
- 51 (o) State Employees subject to approval by an employee's agency head or the equivalent, to
- 52 enroll in up to six credit hours of courses per term on a space-available basis. This does
- 53 not include persons employed by a state university.
- 54 (p) Students eligible under the Program of Strategic Emphasis Waiver as provided by Florida
- 55 Statute.

- 56 (q) Students eligible under the State University Free Seat Waiver as provided by Florida  
57 Statute.
- 58 (2) The following additional tuition and fee waivers are authorized by the Board of Governors  
59 and may be granted for purposes that support and enhance the mission of USF:
- 60 (a) Students enrolled in Florida Linkage Institutes Program.
- 61 (b) Tuition differential may be waived for students who meet the eligibility requirements for  
62 the Florida public assistance grant ([section 1009.50, Florida Statutes](#)).
- 63 (c) Intern Supervisors may be given one non-transferable certificate (fee waiver) for each full  
64 academic term during which the person serves as an intern supervisor. This certificate  
65 shall provide for waiver of the basic fee (as defined in [BOG Regulation 7.001](#)). Certificate  
66 holders are entitled to a waiver of tuition for a maximum of six (6) hours credit instruction  
67 (including credit through continuing education) during a single term.
- 68 (d) Full-time University employees may be awarded a waiver of up to six (6) credit hours of  
69 tuition-free courses per term on a space available basis. Any eligible employee who does  
70 not personally make use of the employee tuition waiver program may transfer their  
71 eligibility to their qualifying spouse, domestic partner or dependent child who may receive  
72 a tuition waiver of up to six credit hours per term, on a space available basis, for the  
73 purpose of enrolling in eligible undergraduate courses. Program details and operation,  
74 eligibility requirements, selection, and funding levels will be determined by the University  
75 and will be consistent with the requirements of Florida Statutes. The employee or any  
76 qualifying spouse, domestic partner, or dependent child of an employee must meet all of  
77 the eligibility requirements established by Central Human Resources and must follow all  
78 University requirements regarding admissions, enrollment, and documentation.
- 79 (e) Florida residents 60 years of age or older who enroll to audit courses on a space-available  
80 basis. No academic credit shall be awarded.
- 81 (f) Public School classroom teachers employed full-time by a school district who meet the  
82 academic requirements established by the University may be granted up to six credit hours  
83 per term on a space-available basis in undergraduate courses related to special education,  
84 mathematics or science, however, the waiver may not be used for courses scheduled during  
85 the school district's regular school day.
- 86 (g) Participants in Sponsored Credit Institutes and Programs.

- (h) Non-resident, non-degree seeking students may be granted a waiver of the out-of-state fee. The credit hours generated must be non-state fundable and the cost for the program of study recovered from the fees charged to all students.
- (i) Admissions Deposit Fee - waived based on significant financial hardship as determined by the USF Financial Aid Office.
- (j) Application Fee may be waived for applicants who can document receipt of a fee waiver because of economic need as determined by the College Board or the American College Testing Program.
- (k) Late Payment Fee may be waived due to circumstances determined to be exceptional and beyond the control of the student pursuant to [USF4.0101 Student Registration](#).
- (l) Late Registration Fee may be waived due to circumstances determined to be exceptional and beyond the control of the student pursuant to [USF4.0101 Student Registration](#).
- (m) Non-resident Graduate Assistants who have a minimum of .25 FTE; non-resident graduate students who receive fellowship awards; and non-resident graduate students with exceptional academic capabilities or skills as determined by the Dean may be offered tuition waivers.
- (n) Non-resident undergraduate students having exceptional academic capabilities or skills who apply to and meet the criteria of the appropriate USF college or unit, e.g. degree-seeking Junior or Senior, etc. may be offered out-of-state tuition waivers to the extent funds are available.

(3) The designated liaison for general questions on USF student concerns regarding student tuition waivers is the USF Associate Controller for Student Financial Services. For other student matters, students may refer to [Policy 30-053 Student Grievance Processes](#).

(4) USF shall report the purpose, number, and value of all fee waivers granted annually in a format prescribed by the Board of Governors.

*Authority: Art. IX, Sec. 7, Fla. Constitution; Fla. Board of Governors Regulations 6.013, 7.001, 7.002, 7.003, 7.008; Sec. 402.403, 1009.26, 1009.50, F.S.*

*History: New (BOT approval) 10-12-10, Amended 4-21-14 (technical), 7-1-14 (technical), 3-24-16 (technical), 8-3-16 (technical), 12-14-16 (technical), 8-3-18 (technical), 7-30-21 (technical).*

*Consolidation Amendments Effective: 7-1-20*

*Certification: USF certifies that it has followed the Florida Board of Governors Regulation Development Procedure and has a record of written notices, comments, summaries and responses as required.*

**Agenda Item: FL 104**

**USF Board of Trustees**  
**Governance Committee**  
**February 21, 2022**

**Issue:** USF Institute of Applied Engineering (IAE) Board Members

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**Proposed action:** Approve Appointment of IAE Board Members

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**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. USF IAE requests Mr. Mark Clifton and Dr. Sylvia Thomas be added to its Board.

Mr. Mark Clifton currently serves as the President and Managing Partner of SPATHE Systems, a Tampa Bay area-headquartered business. SPATHE provides support to their partner's Command, Control, Computer, Cyber, Communications, Intelligence, Surveillance and Reconnaissance (C5ISR) Environment; other mission support; and workforce modernization. Prior to starting SPATHE, Mr. Clifton worked in a myriad of positions within the defense industry and Government Civilian sector including Special Operations Forces Account Manager for General Dynamics Information Technology and Vice President for Solutions Development and Marketing for ARMA Global Corporation. As a Government Civilian, he was the Director for USSOCOM's Global Network Operations Control Center. Mr. Clifton retired from the U.S. Army as a Command Sergeant Major after serving 24 years of active duty with Special Operations Forces and Conventional C4ISR units.

Dr. Sylvia Thomas was appointed interim Vice President for Research and President & CEO of the USF Research Foundation, Inc. on November 10, 2021. She is a 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 replaces Mr. Keith Anderson on the Board as the IAE President's representative from the USF research enterprise.

Upon final approval by both the USF Board of Trustees and USF IAE Board of Directors, Mr. Clifton and Dr. Thomas are eligible for appointment ending March 2025.

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

**BOT Committee Review Date:** February 21, 2022

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

**Yes**

**No**

**Prepared by:** Eric Forsyth, IAE Executive Director for Enterprise Operations

**MARK A. CLIFTON**  
10448 Riverbream Drive  
Riverview, Florida 33569  
Home Phone: (813) 651-5902 / Cell: (813) 380-1293  
Email: [mark.clifton@SPATHEsystems.com](mailto:mark.clifton@SPATHEsystems.com)

### **SUMMARY OF QUALIFICATIONS**

Over 38 years' (30 in Special Operations) senior management experience within the defense industry including; President/Managing Partner (Business Owner), Vice President Sales (Fortune 100 Company), Business Development Director/Manager, Program Director/Manager, Government Civilian and Senior Enlisted Advisor (CSM/E-9) for Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) at the tactical, operational and strategic levels of Special Operations Forces (SOF).

Maintains an extensive network of military Flag-Level officers, Senior Enlisted Advisor's, Chief Information Officer's (CIO), and Acquisition Officers. Consistently deliver complex programs on time and within budget. Exemplary track record in technology business-to-business and government business development. Served/led in every position across the Business Development lifecycle for small, medium and large opportunities which resulted in numerous contract awards ranging from 25 to 900 million dollars. Skillfully manage and maintain relationships, winning new business by expanding contracts with existing customers and identifying and creatively capitalizing on new opportunities. Build and lead high-performance teams, aligning stakeholder efforts with organizational goals.

- Selected as ARMA Global Corp Employee of the Year for 2010
- Selected as the United States Army Drill Sergeant of the Year for 1991
  - Featured on the Army Values Poster for Integrity
  - Featured in Ebony, Jet and Sports Illustrated Magazines
  - Appeared on the Regis and Kathy Show, Good Morning America and Today's Show
  - Featured in New York Times and other major news papers
  - Featured in Liberty University Marketing and Advertisements
- 203<sup>rd</sup> Recipient of the Army Signal Corps highest award (Silver - Signal Order of Mercury)
- Selected as the United States Army Special Operations Command (USASOC), 1993 Robert Sigholtz Award Recipient
- Inducted into the prestigious Audie Murphy Club for leadership
- Selected as Honor Graduated and Leadership Award Recipient for multiple Army leadership schools
- Selected as the Arthur C Coley, Shadow Warrior Association (SWA), Leadership Recipient
- SPATHE Systems was Semi-Finalist for the Tampa Chamber of Commerce 2020
- SPATHE Systems was the 3<sup>rd</sup> Fastest Growing Companies in Tampa Bay for 2020

**Current Top Secret (SCI) security level clearance.**

### **PROFESSIONAL EXPERIENCE:**

#### **SPATHE Systems**

**January 2016 to Present**

#### **President/Managing Partner**

Directly responsible for leading the development and execution of SPATHE's long-term strategy. Provide day-to-day management decisions and for implementing SPATHE's long- and short-term plans. Communicates on behalf of SPATHE to employees, Government authorities, other stakeholders and the public.

- Ensures.
  - SPATHE is appropriately organized and staffed and to have the authority to hire and terminate staff as necessary to enable it to achieve the approved strategy



- Expenditures of SPATHE are within the authorized annual budget
- Effective internal controls and management information systems are in place
- SPATHE has appropriate systems to enable it to conduct its activities both lawfully and ethically
- Integrity of all public disclosure by SPATHE in concert with business partner to develop agendas
- SPATHE maintains high standards of corporate citizenship and social responsibility wherever it does business
- Assess the principal risks of SPATHE and to ensure that these risks are being monitored and managed
- Communicate effectively with employees, Government authorities, other stakeholders and the public
- Stay abreast of all material undertakings and activities of SPATHE and all material external factors affecting SPATHE and to ensure that processes and systems are in place to ensure that the management of the SPATHE are adequately informed
- Lead by personal example and encourage all employees to conduct their activities in accordance with all applicable laws and SPATHE's standards and policies, including its environmental, safety and health policies

**General Dynamics (Purchased ARMA Global 10/2014)**

**February 2016 to November 2016**

**Executive Account Manager, Special Operation Forces (SOF)**

Directly responsible for identifying and qualifying new business opportunities within the USSOCOM community. Account Manager for USSOCOM focused on Business Development and Marketing to this important business segment for General Dynamics. Interface with other General Dynamics business units in support of growth efforts across the company. Coordinate with line management to qualify a robust pipeline to drive future growth initiatives. Drive opportunities from initial concept and qualification to approval for pursuit by senior executive management stakeholders. Work with appropriate internal stakeholders to drive the opportunity through contract award and turnover to operations management for execution. After execution, focus will be in support of periodic program management reviews.

- Leverage relationships with senior military officers and enlisted, CIO's and acquisition officers to extend ARMA/GD business throughout SOF; SWMS award provides access to all eight PEO's in SOF AT&L
  - Business Development Lead for multiple Billion-dollar opportunities i.e., SITEC II, SOF GLSS and recent SWMS award
- Establishes initial customer contacts, assess competitor capabilities, prepare gate reviews and supports transition to Capture Manager-Lead and continuous feed of market intelligence to the Capture Team
- Prepare Weekly, Monthly, Quarterly and Yearly reports for business development activity for SOF
- Lead Black Hat and Blue Teams
- Active participation in General Dynamics SOF Working Group
- Maintain expert knowledge of USSOCOMs acquisition environment, mission, and operational objectives
- Develop and maintain an opportunity pipeline that yields qualified opportunities 10 times financial targets
- Directly responsible for orchestrating industry-wide conferences and trade shows i.e., SOFIC

**ARMA Global Corp**

**October 2014 – February 2016**

**Vice President for Business Development**

As the executive Lead for Business Development, Capture Management, Proposal Development and Marketing, responsibilities included;

- Management for all aspects of business development, capture, marketing and proposal activities in support of ARMA Global Corps lines of business (C4ISR, Mission Support, Logistics)
- Developed the strategy and synchronized resources company-wide in pursuit of new opportunities and on contract growth exceeding Financial Targets annually; Revenue \$187M, EBIT 10.8 (2014), Revenue \$197M, EBIT 12.6 (2015)
- Mentored business development managers, capture managers and proposal managers
- Developed reporting metrics and managed risk effectively resulting in growth for all lines of business
- Strengthened ARMA-GD brand within SOF through aggressive marketing and operational excellence

- Management/oversight for integrating ARMA Global's Business Development processes and systems into GDIT/ISD's Front End
- Instrumental in the development and stand-up of the SOF Working Group

**ARMA Global Corp**

**April 2010 to October 2014**

**Director, Business Development**

Directly responsible for leading ARMA through numerous (95% of current book of business) new business opportunities resulting in ARMA's exponential growth from less than 20 employees and \$20M revenue in 2010 to more than 1000 employees and \$200M revenue in 2014.

Supervised ARMA's Business Development, Capture Management, Proposal Team and Marketing for all phases across the business lifecycle including but not limited to:

- Develop strategic direction and identify market space
- Identify and assess new business opportunities
- Develop and maintain an opportunity pipeline that yields qualified opportunities to meet financial targets
- Establish customer contacts, assess competitor capabilities, develop and brief gate reviews
- Lead Capture Management activities i.e., Black Hat and Blue Teams
- Prepare Weekly, Monthly, Quarterly and Yearly reports for business development activity
- Maintain expert knowledge of USSOCOMs acquisition environment, mission, and operational objectives
- Preparation of all Requests for Proposal (RFP), Requests for Information (RFI), and other related customer response deliverables to Federal government agencies and/or partners
- Analyzed RFP/RFQ requirements, developed capture plans, and initiated proposal preparation/review schedule with all stake holders
- Managed multiple proposal teams simultaneously resulting in over 70%-win rate

**J6/CIO U.S. Special Operations Command**

**September 2007 to April 2010**

**Director Global NetOps Control Center (Government Civilian), MacDill AFB, FL**

Provided direct oversight, supervision and management of USSOCOM GNCC. Supervised a Joint workforce consisting of more than 300 military, DoD Civilian and Contractor personnel.

- Synchronized NetOps functions and maintained situational awareness (SA) of the SOF Information Enterprise (SIE) unclassified, collateral secret and top-secret SCI networks 24 hours a day, 7 days a week
- Created a professional, cohesive and customer-based environment supporting daily operations of the GNCC
- Developed an Authorized Service Interruption (ASI) cell which processed over 500 ASI's annually
- Developed a GNCC Watch Officer training and certification program. Ensured 100% of SCWOs were trained and certified within 90 days of their assignment to duties
- Directly supported USSOCOM's C4I Systems Programs of Record Engineering Lifecycle to ensure interoperability with coalition partners
- Planned, organized and coordinated the rebuild and relocation of the GNCC to USSOCOM's Global Mission Support Center ahead of schedule and within budget resulting in fusing NetOps into ops/intel

**J6/CIO U.S. Special Operations Command, Northrup Grumman**

**September 2006 to September 2007**

**Program Manager/Site Lead, MacDill AFB, FL**

As the Chief of C4 Readiness technical responsibilities include reviewing, analyzing and provision of recommendations on TSOC, and SOF Component C4 readiness issues supporting USSOCOM readiness assessment. Provides senior leadership and program oversight for Northrup Grumman personnel on multiple programs in USSOCOM and CENTCOM. Works with a broad range of corporate executives and senior Army leadership.

- Provides technical management, schedule and cost elements to meet customer requirements

- Overseas contract budgets for labor, material, travel, and procured items/services, exercise task and budget control over personnel responsible for specific functions or phases of assigned projects
- Builds & motivates team to accomplish program goals and mission requirements
- Responsible for all ongoing projects and the Plan of Action and Milestones (POA&M); resolve issues; perform sub-contract, change, risk management, and develops corrective action plans.
- Prepared C4 readiness report and assessment for the Joint Quarterly Readiness Report (JQRR), Defense Readiness Reporting System (DRRS) and readiness report to USSOCOM CIO/J6.
- Documented USSOCOM C4 Mission Essential Task (MET), tasks conditions and standards
- Provided C4 engineering support for development of communications plans in support of USSOCOM Operations Plans (OPLANS), and Contingency Plans (CONPLANS)

**J6/CIO U.S. Special Operations Command, Jacobs**

**April 2006 to September 2006**

**Senior IT Manager/Site Lead J6/CIO-P U.S., MacDill AFB, FL**

As site Task Lead supervised 25 Information Technology professionals that provided direct network system administration, network system engineering, and IT management for USSOCOM C4 Program of Records.

- Served as User Representative for SCAMPI, SOF Tactical Assured Connectivity Systems (SOFTACS), and Satellite programs; directly responsible for technical assessments, systems analysis, design, and integration
- Overseas contract budgets for labor, material, travel, and procured items/services, exercise task and budget control over personnel responsible for specific functions or phases of assigned projects
- Coordinated C4 IT requirements planning with senior level offices at SOF components and TSOCs
- Assisted J6 for Force Structure, Requirements, Resources, and Strategic Assessments (SORR) in validating and identifying user requirements
- Served as the USSOCOM authoritative representative on various military and federal government working groups that determine DOD C4 IT telecommunications modernization policy
- Prepared staff studies, briefings, technical reports, and resource documentation supporting plans and policies for IT management
- Prepared and presented clear, concise and well-structured staff studies and briefing

***United States Army (1983-2006)***

**MAY 2004 to APRIL 2006**

**Senior Enlisted Advisor, Sergeant Major (SGM/E9), J6/CIO U.S. Special Operations Command, MacDill AFB, FL**

Executive position responsible for human resource management, employee information, training, and security of a work force consisting of over 300 Information Technology professionals supporting 51,000 users globally. Engineered C4I systems and architectures in support of Time Sensitive Planning (TSP), Deployable Joint Task Force (JTF), Continuity of Operations (COOP), exercises and contingency missions worldwide. Managed multiple C4 projects, which resulted in the procurement of SOF unique communications packages. Performed technical reviews of current telecommunications systems and provide recommendations for future MFP-11 C4I systems integration. Lead Project manager in the designing USSOCOM's airborne mission planning system.

**MAY 2002 to MAY 2004**

**Senior Enlisted Advisor, Command Sergeant Major (CSM/E-9), 50<sup>th</sup> Signal Battalion, Airborne, Fort Bragg, NC**

Battalion Command Sergeant Major for a tactical airborne signal battalion numbering over 1100 personnel. Executive position responsible for human resource management, employee information, training, security, equipment maintenance and operations of telecommunication systems valued in excess of numbering over \$50 million dollars. Lead manager during major transformation project; provided key guidance and leadership for the reorganization of \$10 million worth of telecommunications and support equipment; enabled unit to support

increased operations tempo with fewer personnel. Validated organizational capabilities and training programs through quality assurance evaluations of equipment readiness, personnel task competence, and unit management.

**MAY 2001 to MAY 2002**

**Senior Enlisted Advisor G6 Sergeant Major (E-9), 24<sup>th</sup> Infantry Division (Mech), Fort Riley, KS**

Supervised 16 Program Managers in the planning and execution of C4 training development and operational readiness for five Brigades, and two Engineer Groups numbering over 10,000 personnel. Directed the development and implementation of policies governing all readiness programs; streamlined organizational effectiveness for rapid installation and operations of communications systems worldwide. Validated requirements and technical standards for all C4I programs in the command.

**JUNE 2000 to MAY 2001**

**First Sergeant, Joint Communications Support Element (JCSE), MacDill Air Force Base, FL**

Responsible for the health and welfare, professional development, technical training, and operational readiness of 120 Information Technology employees from all four branches of service; led personnel in the operations and maintenance of \$50 million worth of mobile communications equipment for no-notice worldwide mission support.

**DEC 1999 to JUNE 2000**

**Operations Sergeant Major, 112<sup>th</sup> Signal Battalion, Special Operations (SO) Airborne (ABN), FT Bragg, NC**

Direct supervision of C4 planning, engineering, and management of exercises and real-world missions for a tactical airborne signal battalion supporting Joint Special Operations Forces worldwide. Managed the operational readiness of 550 personnel, and SOF unique telecommunications equipment valued more than \$80 million dollars. Integrated future solutions and emerging technology working directly with industry partners to ingest technologies.

**DEC 1997 to DEC 1999**

**First Sergeant, 112<sup>th</sup> Signal Battalion, Special Operations (SO) Airborne (ABN), FT Bragg, NC**

Managed a 101-person Special Operations Signal Company, responsible for theatre communications support to Joint Special Operations Task Force (JSOTF) Commanders. Led program management efforts for a \$250K facility improvement project; saved over \$50K through self-help, work performed by team members; project completed three months ahead of timelines. Provided key technical C4 guidance in the execution of 16 CONUS and OCONUS missions. Managed the overall operational readiness of equipment valued at over \$20 million dollars.

**DEC 1994 to DEC 1997**

**Signal Detachment NCIOC, Special Operations Command South (SOC SOUTH), Panama**

Selected to stand up the first forward deployed Signal Detachment for the 112<sup>th</sup> Signal Battalion in support of Special Operations Command South (SOC SOUTH). This model was replicated for each Theater Special Operations Command (TSOC) forward deployed and aligned all Geographical Combatant Command (GCC). Directly responsible for the assessment, analysis, design, engineering and integration for 4 Special Operations Deployable Node (SDN) Systems, 2 Tactical Local Area Network (TACLAN) systems and 8 Special Operations Communication Assemblages (SOCA) kits and a 24x7 Network Operations Center (NOC).

**JUNE 1991 to DEC 1994**

**Platoon Sergeant, 112<sup>th</sup> Signal Battalion, Special Operations (SO) Airborne (ABN), FT Bragg, NC**

Directly responsible for deploying element globally in support of contingency operations and real-world operations.

**OCT 1989 to JUNE 1991**

**Drill Sergeant, TRADOC Fort Dix NJ**

Trained and transitioned more than 3000 civilians into Army, culminating in “*selection as the United States Army Drill Sergeant of the Year*”

**MARCH 1983 to OCT 1989**

**Team Chief/Section Sergeant/Platoon Sergeant in various units CONUS and OCONUS**

**EDUCATION, AFFILIATIONS and Awards:**

Doctor of Business Administration (DBA) – Currently enrolled as Doctoral Student

Master of Science in Leadership (MSL)

Bachelor of Science, Computer Information Systems (CIS)

United States Army Command Sergeants Major Academy

112<sup>th</sup> Signal Battalion, Special Operations (SO), Shadow Warrior Association (SWA)

Active Member, Pelican Chapter, (AFCEA)

National Defense Industry Association (NDIA)

**PROFESSIONAL TRAINING AND CERTIFICATIONS:**

Shipley Business Development Certification

Shipley Capture Management

Shipley Managing Proposals

Shipley Writing Proposal

Shipley Price to Win

Shipley Winning the Cost Volume

Information Technology Capitol Investment Planning Course

Global Enterprise Networking and Telecommunications Course

Cisco Certified Network Associates Course (CCNA)

Certified Information Security Manager Course (CISM)

Certified Information Systems Security Professional Course (CISSP)

System Security Certified Practitioner Course (SSCP)

DOD IA Certification and Accreditation Course

DOD IA Certification and Accreditation Validators Course

Security+ Course

Frontline Leadership Course

Network+ Course

Spectrum Management Course

ITIL v3 Foundation Certification

Project Management Course

Fiber Optic Certified

Lean Six Sigma Course

Seven Habits of Highly Effective People

DISA DISN Circuits Course

SOF Deployable Node (SDN) Course

SCAMPI Course

COMSEC Course

Satellite Operator/Maintainer Course

Microwave Operator/Maintainer Course

Tropo Operator/Maintainer Course

Circuit Conditioning Course

Radio Courses (PSC-5D, 117, 137, 150)

Network Cabling Course Certified

Advanced Communications/Electronics



**Sylvia Wilson Thomas, Ph.D.**  
**Interim Vice President for Research & Innovation**  
**President & CEO of the USF Research Foundation, Inc.**  
**Professor, University of South Florida**  
**Fellow, American Institute for Medical and Biological Engineering**  
**Senior Member, National Academy of Inventors**

Sylvia Wilson Thomas, PhD, was appointed interim Vice President for Research and President & CEO of the USF Research Foundation, Inc. on November 10, 2021. She is a 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.

**Agenda Item: FL 105**

**USF Board of Trustees**  
**Governance Committee**  
**February 21, 2022**

**Issue:** Direct Support Organization Board Membership

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**Proposed action:** Approve Direct Support Organization Board Member for the USF Research Foundation, Inc.

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**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 approve the reappointment of Gene Engle and Jeffrey Hackman as non-USF members of the Research Foundation Board of Directors and appointment of Dr. Michael Cross as university faculty member, and Alison Barlow and Lakshmi Shenoy as non-USF members.

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.

**Reappointment**

- **Gene Engle**  
Mr. Engle has been civically involved with many organizations since 1960 that include serving as President of the Lakeland Area Chamber of Commerce, Chairman of the University of South Florida Lakeland Advisory Board, President of the Lakeland Board of Realtors, Chairman of the Central Florida Development Council and service on the University of South Florida Board of Trustees, University of South Florida Foundation Board, University of South Florida Research Foundation Board, Lakeland Economic Development Board, Florida Council on Economic Education, and one of the founders of the Lakeland Economic Council, Central Florida Economic Council, Leadership Lakeland, Polk County Tourist Development Council, and Polk County Sports Marketing.
- **Jeffrey Hackman**, SVP Finance and Accounting, Kforce, Inc.

Since March 2015, Jeffrey B. Hackman has served as Kforce's Senior Vice President, Finance & Accounting. In this role, Mr. Hackman leads traditional areas of financial stewardship such as accounting, FP&A, corporate and employer tax, treasury and SEC reporting teams but also certain financially-oriented operational areas such as procurement, real estate and business operations. He is also a member of Kforce's Executive Leadership Team.

Mr. Hackman received his Bachelor of Science in Accounting and Masters of Accountancy from the University of South Florida and is a Certified Public Accountant (CPA) in the State of Florida. He also serves on the USF School of Accountancy Advisory Council

### Appointment

- Dr. Michael Cross, Associate Professor of Instruction, USF Judy Genshaft Honors College  
Dr. Michael Cross leads entrepreneurial initiatives across the boundaries of the university and its local community to generate mission-aligned value, creating opportunities for students' lifelong success. His early career involved strategy development with teams of tech experts at a Fortune 100 (USAA); now he fosters innovation with world-class researchers and innovators at a preeminent Florida university—widely known for its student success—The University of South Florida (USF). With this experience, he seeks to connect value for stakeholders across the broader community, develop human capital throughout the university, and advance USF's institutional brand globally.

Dr. Cross earned his Ph.D. in applied physics in 2016 and an M.S. in Entrepreneurship and Applied Technology in 2019, both at the University of South Florida, and a B.S. in computer science from the University of Texas at San Antonio in 2005. His interests include translating scientific advances in the lab into services, products, and policies accessible to the greater community.

- Alison Barlow, Executive Director, St. Pete Innovation District  
Ms. Barlow is responsible for guiding the strategic direction of the Innovation District and its portfolio of research, technology, and workforce development initiatives. She leads economic development activities including entrepreneurial incubation and business recruitment that benefit the Innovation District, its members and the St. Petersburg community. Builds the physical infrastructure of the Innovation District that cultivates cross-sector relationships and facilitates formal and informal networking, including events and work groups to encourage collaboration and the creation of new capabilities and economic opportunities.

Ms. Barlow received her Bachelor of Science from Florida State University, College of Business and her Master of Business Administration from American University – Kogod School of Business.

- Lakshmi Shenoy, CEO, Embarc Collective  
Lakshmi Shenoy is a transplant to Florida and the Tampa Bay region and is the CEO of Embarc Collective. Before moving to Tampa Bay, Lakshmi was in Chicago and served as the Vice President of Strategy & Business Development at 1871, the number one university-affiliated business incubator in the world.



Prior to 1871, Lakshmi focused on growth strategies for a variety of businesses through her work at Prophet Brand Strategy, Time Inc., Procter & Gamble and Leo Burnett. Lakshmi serves on the boards for The Florida Aquarium and Junior Achievement Tampa Bay.

Ms. Shenoy earned her Bachelor of Arts in Sociology from the University of Chicago and her Master of Business Administration from the Harvard Business School. Lakshmi was recognized as one of 20 Rising Brand Stars by AdAge in 2017.

The three-year term for all would commence on March 8, 2022 following and contingent upon Board of Trustees approval.

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**BOT Committee Review Date:**

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

**Prepared by:** Allison Madden

**No**

**USF Board of Trustees**  
**Governance Committee**  
**February 21, 2022**

**Issue:** BOG requirements regarding Academic and Workforce Alignment and Civil Discourse.

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**Proposed action:** n/a, informational

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**Executive Summary:**

Academic and Workforce Alignment:

At the January 2022 Board of Governors meeting, the Board approved recommendations from the Task Force on Academic and Workforce Alignment. These recommendations are designed to create stronger partnerships between State University System institutions and Florida businesses. Over the next few months, BOG staff will work with institutions to implement the following recommendations:

- Recommendation 1: Create a symbiotic partnership between state universities and Florida businesses.
- Recommendation 2: Prepare state university system graduates for the expectations of the 21st-century workforce.
- Recommendation 3: System-wide platform for internships and employment.
- Recommendation 4: System-wide guidance for students and employers.

Civil Discourse:

At the January 2022 Board of Governors meeting, the Board approved the Civil Discourse Final Report.

To promote civil discourse in the State University System, the Board of Governors, the presidents of Florida's twelve public universities, adopted a "Statement of Free Expression" in 2019.

The Board's Statement of Free Expression was endorsed by the twelve state universities as a vehicle to establish, maintain, and support a full and open discourse and the robust exchange of ideas and perspectives on all university campuses. Board of Governors Chair Syd Kitson established the Board's Civil Discourse Initiative during his January 2021 "State of the System" address.

The BOG has now set forth several expectations, recommendations, and best practices to the University Leadership, the University President, Academic, Student, and Administrative Affairs to ensure compliance with section 1004.097, Florida Statutes, the Campus Free Expression Act.

**Financial Impact:** n/a

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

**BOT Committee Review Date:**

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

**Yes**

**No**

**Prepared by:** Kiara Guzzo, Associate Director, Board Operations



# TASK FORCE ON ACADEMIC AND WORKFORCE ALIGNMENT

## Recommendations



## TASK FORCE RECOMMENDATIONS

JANUARY 2022

These recommendations are designed to create a path forward for stronger partnerships between the State Universities and Florida industries. The Board will receive an update from the universities on progress in these areas in June 2022. At that point, the Board may develop additional recommendations to continue to move the needle forward.

### KEY QUESTIONS

How can Florida's universities broaden and strengthen their ties with the private sector and key industry stakeholders?

How can Florida's universities become more proactive in solving real-world problems faced by Florida industry?

How can the university system help the state reach the goal of being a top ten global economy by 2030?



## RECOMMENDATION 1

## CREATE A SYMBIOTIC PARTNERSHIP BETWEEN STATE UNIVERSITIES & FLORIDA BUSINESSES

The overall goal of this recommendation is to improve engagement with university leadership and Florida businesses.

- Each university president should know and maintain a relationship with the CEO of the five largest employers for their graduates. This includes personal phone calls, meetings, and other engagement opportunities.
- The dean of each college should know and maintain relationships with the CEO or c-suite executive of the five largest employers of graduates from their college. The deans shall report activities to their senior leadership who shall report to the president.
- Each dean shall review the industry advisory councils or councils for individual departments. If departments do not have advisory councils, they should develop a plan for establishing one and present this plan in the report identified below.
- Each university will compile a deans' report into an annual report to submit to the Board of Governors each year. Reports shall include
  - membership of advisory councils
  - last time the curriculum for a program was changed
  - activities completed
  - implementation plans for any programs without advisory councils
  - curricular changes
- University presidents should begin regularly attending meetings of statewide business groups. These include but are not limited to the Florida Chamber, Associated Industries of Florida, and Enterprise Florida.
- Each university should establish a point of contact at each institution for businesses that want to engage or partner in various activities (e.g., programs, research, or internships) and publish these contacts on their webpage. The Board office will also collect this list and post it on our “For Business” webpage, which will be shared with state economic development groups, regional economic development agencies, and site selector organizations.
- When a new business establishes a headquarters in the state, there is an expectation that the university president or appropriate senior leadership reach out to the business.
- Each university should develop a plan to engage businesses in research opportunities. The plan should include how the university can help solve real-world problems faced by Florida's industries.



## RECOMMENDATION 2

## PREPARE STATE UNIVERSITY SYSTEM GRADUATES FOR THE EXPECTATIONS OF THE 21ST CENTURY WORKFORCE

- Universities must require all students within their first year to complete a profile in Handshake or Symplicity as part of a student's requirement to look at My Florida Future. This should be added to each institution's plan as part of the implementation of HB 1261.
- Explore the potential for centralized internship reporting on institutions' campuses. The Board will collect additional information from universities about this initiative, including the number and percentage of undergraduates who completed internships before graduation.
- Develop best practices for an institution-wide internship advisory council.
- Universities should implement a continuous feedback loop on internships from employers, including
  - communication of feedback to students and appropriate faculty in a timely fashion, and
  - incentives to employers to provide feedback on students completing both non-credit and for-credit internships.



## RECOMMENDATION 3

## SYSTEM-WIDE PLATFORM FOR INTERNSHIPS AND EMPLOYMENT

- The Board office will work with institutions to explore the pros and cons of moving to one platform for internships and employment, and make a recommendation based on this analysis.
- The Board office will provide a link to the Florida Career Center Consortium page and links to Handshake and Symplicity on its "For Business" page.
- Career center directors should present Handshake and Symplicity to the Florida Chamber Board and Florida Council of 100, and other statewide economic development groups as appropriate.



## RECOMMENDATION 4

## SYSTEM-WIDE GUIDANCE FOR STUDENTS & EMPLOYERS

Board staff will facilitate workgroups to develop guidance in the following areas and invite feedback from statewide business groups such as The Florida Council 100 and Florida Chamber. The guidance shall be provided to the Board of Governors for review and approval in June 2022.

- Develop system-wide definitions of experiential learning
- Best practices for advisory councils for colleges and departments
  - Frequency of meetings
  - Communication to university leadership on activities
  - Membership of councils
- Develop system-wide guidelines for effective partnering with businesses

## NEXT STEPS

### JANUARY 2022

- Board considers recommendations
- Institutions adopt requirement for students to complete profiles & resumes

### MARCH 2022

- Presidents provide updates on partnership activities

### JUNE 2022

- Updates on recommendations 1 & 2
- System guidance on internships & business partnerships



**STATE UNIVERSITY  
SYSTEM OF FLORIDA**

# Governance Committee Meeting - Agenda



## Florida Board of Governors Task Force on Academic & Workforce Alignment Recommendations (approved January 26, 2022): Action Steps

Task #	Task	Responsible Parties	Deadline	Notes
<b>1</b>	<b>Create a symbiotic partnership between state universities &amp; Florida businesses</b>			
1a	Each university president should know and maintain a relationship with the CEO of the five largest employers for their graduates. This includes personal phone calls, meetings, and other engagement opportunities.	President Rhea Law	3/30/2022	USF Career Hub, President to discuss at BOG meeting
1b	The dean of each college should know and maintain relationships with the CEO or c-suite executive of the five largest employers of graduates from their college. The deans shall report activities to their senior leadership who shall report to the president.	Ralph Wilcox College Deans	5/1/2022	USF Career Hub
1c	Each dean shall review the industry advisory councils or councils for individual departments. If departments do not have advisory councils, they should develop a plan for establishing one and present this plan in the report identified below.	College Deans	5/1/2022	
1d	Each university will compile a deans' report into an annual report to submit to the Board of Governors each year. Reports shall include:	Ralph Wilcox College Deans	5/1/2022	
1d1	Membership of advisory councils	College Deans	5/1/2022	
1d2	Activities completed	College Deans	5/1/2022	
1d3	Curricular changes	College Deans	5/1/2022	
1d4	Last time the curriculum for a program was changed	College Deans	5/1/2022	
1d5	Implementation plans for any programs without advisory councils	College Deans	5/1/2022	
1e	University presidents should begin regularly attending meetings of statewide business groups. These include but are not limited to the Florida Chamber, Associated Industries of Florida, and Enterprise Florida.	President Rhea Law	Fall 2022	Update at BOG meeting
1f	Each university should establish a point of contact at each institution for business that want to engage or partner in various activities (e.g., programs, research, or internships) and publish these contacts on their webpage. The Board office will also collect this list and post it on our "For Business" webpage, which will be shared with the state economic development groups, regional economic development agencies, and site selector organizations.	President Rhea Law or designee	5/1/2022	To be published on USF website
1g	When a new business establishes a headquarters in the state, there is an expectation that the university president or appropriate senior leadership reach out to the business.	President Rhea Law or designee	Fall 2022	Update at BOG meeting
1h	Each university should develop a plan to engage business in research opportunities. The plan should include how the university can help solve real-world problems faced by Florida's industries.	Sylvia Thomas Deans/Associate Deans for Research	TBD	
<b>2</b>	<b>Prepare State University System graduates for the expectations of the 21<sup>st</sup> century workforce</b>			
2a	Universities must require all students within their first year to complete a profile in Handshake or Symplicity as part of a student's requirement to look at <i>MyFloridaFuture</i> . This should be added to each institution's plan as part of the implementation of HB 1261.	Paul Dosai USF Career Hub	2/22/2022	Implementation status update
2b	Explore the potential for centralized internship reporting on institutions' campuses. The Board will collect additional information from universities about this initiative, including the number and percentage of undergraduates who completed internships before graduation.	Paul Dosai USF Career Hub College Deans	2/14/2022	Submitted, BOG recommendation due by September 2022
2c	Develop best practices for an institution-wide internship advisory council.	Paul Dosai USF Career Hub College Deans	TBD	
2d	Universities should implement a continuous feedback loop on internships from employers, including:	Paul Dosai USF Career Hub College Deans	TBD	
2d1	Communication of feedback to students and appropriate faculty in a timely fashion, and		TBD	
2d2	Incentives to employers to provide feedback on students completing both non-credit and for-credit internships		TBD	
<b>3</b>	<b>System-wide platform for internships and employment</b>	BOG staff		
3a	The Board office will work with institutions to explore the pros and cons of moving to one platform for internships and employment, and make a recommendation based on this analysis.		TBD	
3b	The Board office will provide a link to the Florida Career Consortium page and links to Handshake and Symplicity on its "For Business" page.		TBD	
3c	Career center directors should present Handshake and Symplicity to the Florida Chamber and Florida Council of 100, and other statewide economic development groups as appropriate.	Paul Dosai USF Career Hub	September 2022	Implementation status update
<b>4</b>	<b>System-wide guidance for students &amp; employers</b> BOG Board staff will facilitate workshops to develop guidance in the following areas and invite feedback from statewide business groups such as The Florida Council of 100 and Florida Chamvber. The guidance shall be provided to the Board of Governors for review and approval in June 2022.	BOG staff	Spring 2022	SUS-wide workgroup
4a	Develop system-wide definitions of experiential learning		TBD	
4b	Best practices for advisory councils for colleges and departments		TBD	
4b1	Frequency of meetings		TBD	
4b2	Communication to university leadership on activities		TBD	
4b3	Membership of councils		TBD	
4c	Develop system-wide guidelines for effective partnering with businesses		TBD	

Last updated 2/14/2022



# Civil Discourse Final Report 2022



## **CIVIL DISCOURSE INITIATIVES in the STATE UNIVERSITY SYSTEM**

### **INTRODUCTION**

As members of many different societal groups and communities, people thrive on the personal interactions that occur every minute of every day. These ongoing interactions provide the foundation for learning, discovery, and growth in a university setting. More specifically, open-minded, tolerant, and respectful discourse among campus community members is critical to enabling students to learn and pursue their educational goals, faculty to effectively teach, and staff to pursue fulfilling work.

To promote civil discourse in the State University System, the Board of Governors, the presidents of Florida's twelve public universities, adopted a "Statement of Free Expression" in 2019. The Board's statement directly aligns with the well-established "Chicago Principles" that originated at the University of Chicago in 2014 to articulate the university's overarching commitment to free, robust, and uninhibited debate. Universities have widely adopted the Chicago Principles throughout the U.S.

The Board's Statement of Free Expression was endorsed by the twelve state universities as a vehicle to establish, maintain, and support a full and open discourse and the robust exchange of ideas and perspectives on all university campuses (See Appendix A). The statement reinforces that a critical purpose of a higher education institution is "to provide a learning environment where divergent ideas, opinions, and philosophies, new and old, can be rigorously debated and critically evaluated."

Board of Governors Chair Syd Kitson established the Board's Civil Discourse Initiative during his January 2021 "State of the System" address. Chair Kitson expressed concern regarding the steady decline in respectful discourse among those with differing viewpoints. He stated that the university setting could provide a foundation for understanding, learning, and growth in this area. Chair Kitson tasked Governor Tim Cerio to lead the initiative through the Strategic Planning Committee. Governor Cerio has stated that "Civil discourse, conducted civilly without fear of reprisal, is critical to free speech and ensuring academic and intellectual freedom – not just on our university campuses, but throughout our country."

The 2018 Legislature established the Campus Free Expression Act in section 1004.097, Florida Statutes. This statute provides direction and relevance to the Board's initiative as it codifies an individual's right to engage in free-speech activities at public higher education institutions. It also prohibits a public institution from shielding students, faculty, or staff from expressive activities while authorizing a public institution to create and enforce reasonable restrictions under specified conditions.

## CIVIL DISCOURSE: BEST PRACTICES

### The State University System

The state universities provided information on activities and initiatives promoting and supporting civil discourse in their campus communities. Best practices gleaned from a review of their submissions were highlighted within the following four categories.

1. Workshops & Professional Development: Presentations, lectures, workshops, or training designed to provide opportunities for faculty, staff, students, and campus partners to learn how to engage in and facilitate dialogue respectfully.
2. Speakers, Dialogue & Debate: Events or programs that provide opportunities for faculty, staff, and students to engage in, observe, or facilitate conversations and encourage civil discourse.
3. Outreach (on and off-campus): Programs, workshops, and or campaigns with external partners help cultivate a campus culture of civil discourse.
4. Research and Academic Affairs: Research-based initiatives, web tools, and courses designed to provide opportunities for students, faculty, and staff to engage in and learn about issues related to civil discourse in a formal setting.

Additionally, the committee researched established national programs addressing civil discourse and interviewed prominent authorities in this area. Interviews were conducted with Dr. Robert George, McCormick Professor of Jurisprudence & Director, James Madison Program at Princeton University; Dr. Lynn Pasquerella, President of the Association of American Colleges and Universities; Dr. Diana Hess, Dean, University of Wisconsin School of Education; Ms. Liz Joyner, Founder & C.E.O., the Village Square; Dr. Bill Mattox, Director, James Madison Institute's Marshall Center for Educational Options; Dr. Tim Chapin, Dean, FSU College of Social Sciences and Public Policy, and Dr. Jonathan Haidt, founder of the Heterodox Academy.

### National Models

A review of the national postsecondary system and institutional civil discourse programs identified a number of highly regarded initiatives and strategies that promote and support civil discourse. Examples include the following.

- The Center for Peace and Conflict Resolution, Brigham Young University: The Center's primary focus is conflict resolution. Through mediation, arbitration, training workshops, research, conferences, academic courses, and consultations, the Center assists both the university and the community in building skills and promoting understanding of peace, negotiation, communication, and conflict resolution.
- Heterodox Academy: Heterodox Academy is a nonpartisan international collaborative of professors, administrators, and students committed to enhancing the quality of research and education by promoting open inquiry, viewpoint diversity, and constructive disagreement in institutions of higher learning. The

Heterodox Academy was founded in 2015 by scholar Jonathan Haidt. He was prompted by his views on the negative impact that the lack of ideological diversity has had on the quality of research within the Academy.

The Academy collaboratively engages with universities throughout the U.S. to promote rigorous, open, and responsible interactions across lines of difference as essential to separating good ideas from bad and making good ideas better. Heterodox scholars view the university as a place of collaborative truth-seeking, where diverse scholars and students approach problems and questions from different points of view in pursuit of knowledge, discovery, and growth.

- The Institute for Civic Discourse and Democracy, Kansas State University: The Institute pursues theories and practice in civic discourse that are identified to advance improvements in all campus and community interactions. The Institute supports public conversation to elevate specific qualities of civic discourse, including inclusiveness, equality, reciprocity, reflection, reason-giving, and shared decision-making. The Institute offers certificates and degrees through the university's communication studies department; and offers workshops, facilitator training, and research opportunities through the Kansas Civic Life Project.
- The James Madison Program in American Ideals and Institutions: The James Madison Program is a scholarly institute within the Department of Politics at Princeton University and is dedicated to exploring enduring questions of American constitutional law and Western political thought. The James Madison Program was founded in 2000 by Dr. Robert George, McCormick Professor of Jurisprudence at Princeton University, and follows the University of Chicago's principles on freedom of expression.

The James Madison Program promotes teaching and scholarship in constitutional law and political thought and provides a forum for free expression and robust civil dialogue and debate. The Program hosts visiting postdoctoral and undergraduate fellows and offers various activities, courses, summer programs, and other related activities promoting free expression.

## RECOMMENDATIONS

All 12 universities in the State University System have voiced a commitment to civil discourse and have provided numerous examples of programs and policies to establish, maintain, and support civil discourse throughout their living, learning, and working environment.

In recent years, there have been incidents of unacceptable behaviors and violations of codes of conduct and personnel policies relating to civil discourse by administrators, faculty, and students in the system. When such incidents occur, universities must respond to grievances with rapid response, thorough review, and adjudication according to their established policies. This process is most valuable when the conflict is resolved,

the impacted individuals are redressed, and all involved can learn and grow from the experience.

Moreover, programming restricting participation based on race or ethnicity, and in violation of existing university policies, has occurred with more frequency on Florida campuses. Although perhaps well-intentioned, often the effect of these programs is to further divide and disenfranchise, rather than promote understanding through civil discourse.

## The Board of Governors as Advocate

The Board of Governors, responsible for the management and operation of the State University System, is unequivocal in its support of civil discourse throughout its 12 campus communities. The Board believes that each campus community member has a unique and critical role in the adherence to civil discourse and the ongoing support of the establishment, maintenance, and evaluation of civil discourse initiatives.

The Board of Governors' "Statement of Free Expression" remains an integral part of the Board's three-pronged mission for state universities: to deliver a high-quality academic experience for students, to engage in meaningful and productive research, and to provide a valuable public service for the benefit of local communities, metropolitan regions, and the state.

- I. **The Board of Governors expects that the leadership at each university will operationalize the Board's commitment to open-minded and tolerant civil discourse by promoting, supporting, and regularly evaluating adherence to the principles set forth in the Board's Statement of Free Expression and cultivating a culture of civil discourse in all campus interactions, including academic, administrative, extracurricular, and social dealings.**

## University Planning

In its 2025 Strategic Plan, the Board of Governors sets forth its mission for the State University System and further states that the state universities will *"support students' development of the knowledge, skills, and aptitudes needed for success in the global society and marketplace."* The Board strongly believes that the state universities are well-positioned to provide the foundation for civil discourse learning, understanding, and growth for all campus community members.

Each university's Accountability Plan is an annual report of specific accountability measures and strategic plans.

- II. **The Board of Governors recommends that each university's Accountability Plan and Strategic Plan include a specific endorsement of the Board's Statement of Free Expression, as well as a clear expectation for open-minded and tolerant civil discourse throughout the campus community. The Board of Governors will include similar statements and principles in its Strategic Plan for the State University System.**

## **University Leadership**

State university boards of trustees have the powers and duties necessary for each university's operation, management, and accountability. University civil discourse policies, programs, and initiatives should be viewed as strategic priorities by each board of trustees. The Board of Governors also believes that university faculty senates and student governments have a vital role and should participate early and often in the development, implementation, evaluation, and support of civil discourse programs and initiatives.

- III. **The Board of Governors recommends that the leadership of each university board of trustees, faculty senate, and student government annually review and endorse the Board's Statement of Free Expression and commit to the principles of civil discourse.**
- IV. **The Board of Governors recommends that each board of trustees conducts a thorough review of current student orientation programs, student codes of conduct, and employee policies and procedures to ensure consistency with the Board of Governors Statement of Free Expression, the principles of free speech and civil discourse, and compliance with section 1004.097, Florida Statutes.**

## **The University President**

The university president has primary responsibility for establishing the campus culture and setting the day-to-day living, learning, and working environment for all university community members. The president directs and monitors these efforts and is ultimately accountable for the civil discourse climate in the campus community.

Board of Governors Regulation 1.001, University Board of Trustees Powers and Duties, states that the annual evaluation for university presidents addresses "responsiveness to the Board of Governors' strategic goals and priorities."

- V. Beginning in the 2022 presidential evaluation and contract renewal cycle, as a part of a president's evaluation, the Chair of the Board of Governors will consult with the board of trustees chair to review the university's campus free speech climate, including adherence to the principles set forth in the Board's Statement of Free Expression, the occurrence and the resolution of any issues related to the university's compliance with substantiated violations of section 1004.097, Florida Statutes, and the implementation of best practices promoting civil discourse.**

## **Academic, Student, and Administrative Affairs**

Board of Governors Regulation 1.001, University Boards of Trustees Powers & Duties, directs each board of trustees to adopt regulations or policies for a student code of conduct and establish a personnel program for all university employees. These policies are required to include standards for performance and conduct as well as disciplinary actions, complaints, appeals, and grievance procedures.

A university's personnel policies, orientation programs, and student code of conduct are critical to setting the tone for a climate of open-mindedness and tolerance for civil discourse. More specifically, all university campus areas, including classrooms, lecture halls, offices, and extracurricular, residential, and social locales, offer opportunities for learning, tolerance, and growth. Academic deans and directors, student affairs administrators, faculty, and students share responsibility for establishing and reinforcing tolerant, open-minded, and respectful discourse on a university campus.

- VI. The Board of Governors recommends that university academic, student affairs, and administrative leaders review student orientation programming, student codes of conduct, and employee personnel policies and procedures to ensure that they contain clear and unambiguous support for the Board's Statement of Free Expression, and the principles of free speech and civil discourse, and that they are in compliance with section 1004.097, Florida Statutes.**

## **Best Practices for Civil Discourse**

- VII. The Board of Governors recommends implementing the following best practices based on its review of university programs and initiatives that effectively promote and support civil discourse.**



- **Instill the importance of civil discourse, academic freedom, and free speech from day one**, utilizing student and employee orientation sessions, public assemblies, and official university documents and communications.
- **Schedule and host ongoing, campus-wide forums, dialogues, and debates** on various issues and perspectives to promote open discussion, understanding, and learning opportunities.
- **Foster intellectual diversity** by encouraging university leadership to: (1) promote viewpoint diversity and open-minded discussion and debate, and (2) highlight and enforce policies that prohibit programming that excludes participation based on race or ethnicity.
- **Avoid disinvitations** by developing clear, viewpoint-neutral policies and procedures governing the invitation and accommodation of campus speakers.
- **Provide targeted educational and professional development opportunities** for university administrative employees to reinforce free expression and open-minded debate norms.
- **Encourage faculty to establish and maintain a learning environment in their classrooms and offices that supports open dialogue and the free expression of all viewpoints and create processes to evaluate the strength of such environments.**



## **Appendix A**

### **State University System of Florida**

### **Statement of Free Expression**

**April 15, 2019**

The State University System of Florida and its twelve public postsecondary institutions adopt this Statement on Free Expression to support and encourage a full and open discourse and the robust exchange of ideas and perspectives on our respective campuses. The principles of freedom of speech and freedom of expression in the United States and Florida Constitutions, in addition to being legal rights, are an integral part of our three-part university mission to deliver a high-quality academic experience for our students, engage in meaningful and productive research, and provide valuable public service for the benefit of our local communities and the state. The purpose of this statement is to affirm our dedication to these principles and to seek our campus communities' commitment to maintaining our campuses as places where the open exchange of knowledge and ideas furthers our mission.

A fundamental purpose of an institution of higher education is to provide a learning environment where divergent ideas, opinions, and philosophies, new and old, can be rigorously debated and critically evaluated. Through this process, often referred to as the marketplace of ideas, individuals are free to express any ideas and opinions they wish, even if others may disagree with them or find those ideas and opinions to be offensive or otherwise antithetical to their own worldview. The very process of debating divergent ideas and challenging others' opinions develops the intellectual skills necessary to respectfully argue through civil discourse. Development of such skills leads to personal and scholarly growth and is an essential component of each of our institutions' academic and research missions.

It is equally important not to stifle the dissemination of any ideas, even if other members of our community may find those ideas abhorrent. Individuals wishing to express ideas with which others may disagree must be free to do so without fear of being bullied, threatened, or silenced. This does not mean that such ideas should go unchallenged, as that is part of the learning process. And though we believe all members of our campus communities have a role to play in promoting civility and mutual respect in that type of discourse, we must not let concerns over civility or respect be used as a reason to silence expression. We should empower and enable one another to speak and listen, rather than interfere with or silence the open expression of ideas.

Each member of our campus communities must also recognize that institutions may restrict unlawful expression, such as true threats or defamation. Because universities and colleges are first and foremost places where people go to engage in scholarly endeavors, it is necessary to the efficient and effective operations of each institution for there to be reasonable limitations on the time, place, and manner in which these rights are exercised. Each institution has adopted regulations that align with Florida's Campus

Free Expression Act, section 1004.097, Florida Statutes, and the United States and Florida Constitutions and the legal opinions interpreting those provisions. These limitations are narrowly drawn and content-neutral and serve to ensure that all members of our campus communities have an equal ability to express their ideas and opinions while preserving campus order and security.



# STATE UNIVERSITY SYSTEM OF FLORIDA

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**Board of Governors**  
**State University System of Florida**

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## Florida Board of Governors Civil Discourse Final Report (approved January 26, 2022): Action Steps

Task #	Task	Responsible Parties	Deadline	Notes
1	Each university's Accountability Plan & Strategic Plan should include:	Terry Chisolm Valeria Garcia Office of Decision Support		May require amendment to <i>In Pursuit of Excellence</i> , and will be incorporated into USF's 2022 Accountability Plan  For review/approval by the BOT
1a	A specific endorsement of the Board's Statement of Free Expression			
1b	Clear expectation for open-minded & tolerant civil discourse throughout the campus community			
2	The leadership of each university board of trustees, faculty senate, & student government annually review & endorse the Board's Statement of Free Expression & commit to the principles of civil discourse	Chair Will Weatherford Trustee Tim Boaz Trustee Julia Cunningham Paul Dosal		For documented action at an upcoming meeting of the BOT
3	Each board of trustees should conduct a thorough review of current student orientation programs, student codes of conduct, & employee policies & procedures to ensure consistency with the Board's Statement of Free Expression, the principles of free speech & civil discourse, & section 1004.097	Paul Dosal Angie Sklenka Dwayne Smith		For documented action at an upcoming meeting of the BOT
4	Beginning in 2022, as a part of the president's evaluation, the Chair of the Board of Governors will consult with the board of trustees chair to review of the university's campus free speech climate, including:	Chair Will Weatherford		
4a	Adherence to the principles set forth in the Board's Statement of Free Expression			
4b	The occurrence & the resolution of any issues related to the university's compliance with substantiated violations of section 1004.097, Florida Statutes			
4c	The implementation of best practices promoting civil discourse			
5	University academic, student affairs, & administrative leaders must review the following to ensure they adhere to the Board's Statement of Free Expression, principles of free speech & civil discourse, & section 1004.097, Florida Statutes	Paul Dosal Angie Sklenka Dwayne Smith		
5a	Student orientation programming	Paul Dosal		
5b	Student codes of conduct	Paul Dosal		
5c	Employee personnel policies & procedures	Angie Sklenka Dwayne Smith		
6	The Board of Governors recommends the implementation of the following best practices based on its review of university programs & initiatives that effectively promote & support civil discourse:			
6a	Instill the importance of civil discourse, academic freedom, & free speech in student & employee orientation sessions, public assemblies, & official university documents & communications	Paul Dosal Angie Sklenka Dwayne Smith Kim Hill		
6b	Schedule & host ongoing, campus-wide forums, dialogues, & debates on a wide range of issues to promote open discussion, understanding, & learning opportunities.	TBD		
6c	Foster intellectual diversity by encouraging university leadership to...	TBD		
6c1	Promote viewpoint diversity & open-minded discussion & debate			
6c2	Highlight & enforce policies which prohibit programing that excludes participation based on race or ethnicity	Gerard Solis		
6d	Avoid disinvitations by developing clear, viewpoint-neutral policies & procedures governing the invitation & accommodation of campus speaker	Gerard Solis		
6e	Provide targeted educational & professional development opportunities for university administrative employees to reinforce free expression & open-minded debate norms	Angie Sklenka Dwayne Smith		
6f	Encourage faculty to establish & maintain a learning environment in their classrooms & offices that supports open dialogue & the free expression of all viewpoints & create processes to evaluate the strength of such environments	Dwayne Smith Pritish Mukherjee		