



**Meeting Minutes**  
**USF Sarasota-Manatee (USF SM) Campus Advisory Board Meeting**  
**July 21, 2021**  
**Selby Auditorium**

USF SM campus Advisory Board Chair Charles Tokarz called the meeting to order at 3:00pm.

The following USF SM campus Advisory Board members were present:

Senator Lisa Carlton  
Dr. Anila Jain  
Mr. Bill Mariotti  
Ms. Diana Michel  
Mr. Ernie Withers

Representing USF Board of Trustees (BOT):  
Vice Chair Michael Griffin

Representing USF:  
Provost Ralph Wilcox

Representing the USF Sarasota-Manatee campus:  
USF SM campus Regional Chancellor Karen Holbrook  
USF SM campus Faculty Senate Council Chairman Anthony Coy  
USF SM campus Student Government Association Governor Riffatul Islam

Chair Tokarz noted the recent announcement that President Currall would be retiring his position as of August 2, 2021. He thanked the president for his contributions and looks forward to working with him as a Muma College of Business faculty member in the future. Trustee Griffin was introduced and thanked for his attendance on short notice.

Trustee Griffin praised President Currall for his leadership over the past two years. On behalf of BOT Chair Weatherford, he thanked Chair Tokarz and Dr. Holbrook for their leadership and success at the USF SM campus and there is no reason the positive trajectory of the campus would not continue. The search for a new USF president will be an inclusive process. He assured the USF SM campus will have representation in the process including faculty, staff, students and local community. The BOT will be meeting soon to name an interim president. He concluded that the BOT is bullish on the future of USF and expects to find the best person for the presidential position.

**New Business – Action Items:**

**a. Approval of USF SM Campus Advisory Board Meeting Minutes**

Chair Tokarz moved for approval of the April 14, 2021 meeting minutes. Mr. Withers put forth the motion with a second from Mr. Mariotti. The minutes were unanimously approved.

**b. Election of USF SM Campus Advisory Board Vice-Chair**

Chair Tokarz noted the responsibilities of the position and asked for nominations. Mr. Mariotti nominated Dr. Jain. With no other nominations, Mr. Withers seconded. Dr. Jain accepted the nomination. All board members unanimously approved.

**New Business – Information Items:**

**USF SM Campus Update**

The USF SM campus Cluster Strategy was developed by a committee of faculty and staff to identify distinctive multidisciplinary programs for the campus in accordance with the university’s strategic renewal guidelines including the following criteria:

- 1) meet community needs with the strength of the faculty
- 2) be in synchrony with OneUSF
- 3) maintain a unique identity
- 4) fuel the community’s economic engine
- 5) appeal to community fundraising dialogue
- 6) match student demand with existing resources or develop a plan to create demand

Dr. Holbrook listed the cross-cutting themes, highlighting the Areas of Distinction (Health, Business/Cybersecurity/Cybercrime, Early University Programs) and the programs in each cluster including programs of strategic emphasis as well as possible new programs. She thanked the committee for their work in developing the report.

She noted that the clusters were developed recognizing what can realistically be done currently on the USF SM campus and what can foster continued growth with future facilities. Support must be developed for needed facilities, such as the Integrated Science, Technology and Arts Complex (ISTAC).

Mr. Mariotti asked how it is determined which programs are housed on each campus. Dr. Kemker said that he works with the campus deans to match courses to student needs for a four-year graduation path. He works with USF department chairs (located mostly on the Tampa campus), if there are courses that are full on their campus, efforts are made to open the course for the student to attend on the USF SM campus; hire an adjunct to teach an additional course; or open the capacity on the course. Dr. Kemker added that an advisory team is being assembled to address student course issues. Dr. Holbrook noted the distinction of the student’s home campus – USF SM campus has 2,100 homed students but serves approximately 10,000 students, whereby students from USF Tampa and USF St. Pete take the USF SM campus courses

Provost Wilcox thanked Dr. Holbrook and Dr. Kemker for the collaboration during Consolidation. He praised Dr. Holbrook for her passion to create new knowledge and Dr. Kemker for his job in keeping student success at the forefront by filling the delivery of courses to students who cannot get them in Tampa and St. Pete. This is the reason that Student Credit Hours (SCH) at the USF SM campus are so high.

In recognizing the constraints of resources, Provost Wilcox asked Dr. Holbrook, where the earliest investment priorities would be in the cluster strategy. Dr. Holbrook said that, although investments will be made as much as possible in each one, the largest initial investment should be in the Business hub. The quickest progress can be made in Cybersecurity because of the interest and resources in the local community. New faculty investments could be coordinated quickly.

Mr. Mariotti asked how the faculty has responded to Consolidation. Dr. Coy replied that USF Faculty Senate conducted a survey to ask how faculty feel about Consolidation, how consolidation is working in the departments and colleges, identifying challenges and strengths, and looking for ways to solve issues from a

faculty point-of-view. All of the data was collected at the end of the spring semester and the results will be presented in the Fall.

Dr. Holbrook and USF SM Senior Leaders have been meeting regularly with the multi-campus deans to collaborate across the university. The Provost stressed that investments should not be duplicated in different geographical locations unnecessarily. The goal is to build a community of faculty scholars across multiple geographic locations within the colleges so they can connect with colleagues on the other campuses while, at the same time, establishing campus-based community scholars with support locally for the faculty.

Mr. Withers added when the Consolidation Town Hall was held for the community three years ago, the apprehension and tension was palpable. Today he sees great progress and feels confident for a productive future.

### **Faculty Council Update**

Dr. Coy reported that it has been good to see faculty on campus, many of whom have not been here since March 2020, and seeing new faculty members as well. Faculty will be concluding the Summer C session on Friday, July 23, 2021. Many are looking forward to returning to in-person teaching for the fall semester and have reported that courses are full and capacities are being increased. Plans for a welcome back reception are being made and hopes are to build back the campus culture that was lost during the pandemic. Faculty looks forward to interacting with students both inside and outside of classes at various events. There are some concerns about the Delta variant. Guidance from USF Public Health colleagues will be observed.

### **Student Government Association (SGA) Update**

SGA is in the process of hiring and building their staff for the fall semester. Covid-19 is a main concern and SGA has put together 'Covid kits' to give to all incoming students, containing two masks, sanitizers and wet wipes. Governor Islam would like to see these additionally distributed on the Tampa and St. Pete campuses to any concerned students.

### **Campus Board Discussion:**

### **Cluster Strategy Report**

Dr. Holbrook presented the Cluster Strategy during the USF SM Campus Update earlier in the meeting.

### **Budget Update and Strategic Hires**

Mr. Beauchamp presented the General Operating Budget Compared to Actual Expenses as of June 30, 2021 (**Exhibit A**):

- Revenue - the fiscal year (FY) 20/21 Operating Budget adjusted revenue, after Excess Tuition Authority and 8.5% BOG Reserve has been deducted, is \$30,043,693. Revenue to date is \$33,886,888, which is 113% of the Operating Budget Revenue. Tuition collected is ahead of FY20 by \$1,647,922 and is a direct result of the enrollment efforts, increasing courses and adding adjunct faculty, which equates to an increase of approximately 9,000 SCH or 754 full-time students.
- Expenditures - most departments are well below their 100% threshold. Budget (\$30,043,693) minus actual expenses to date (\$25,498,539) leaves the USF SM campus at 85% of its budget spent to date. Some of the 15% underspent budget savings is due to faculty positions held and lack of travel and staff development because of the pandemic.

In comparing the FY21 and FY22 General Operating Budgets (**Exhibit B**), revenue will be almost the same but, because there should no longer be an 8.5% BOG holdback, there will be \$2,002,954 in additional funding. This revenue increase will be strategically invested in hiring key positions and special pay increases for faculty and staff who have demonstrated outstanding performance in the past pandemic year. Mr. Beauchamp listed the

new personnel requests. The determinations for the new positions were made in cooperation with the multi-campus deans and the Provost, and are directly in line with the USF SM campus Cluster Strategy.

Mr. Beauchamp continued with the FY20/21 Education & General (E&G) Carryforward Spending Plan as of June 30, 2021 (**Exhibit C**):

- Beginning Carryforward balance - \$13,051,774 (after 7% Statutory Reserve Requirement and FY21 encumbrance investments are deducted)
- Planned Expenditures for FY 22 will use the total \$13,051,774 Carryforward funds.

### **Capital Improvement Plan (CIP) List Review and Facilities Planning**

The BOT approved the Capital Improvement Plan (CIP) on June 8, 2021. The USF SM campus Integrated Science, Technology and Arts Complex (ISTAC) is fourth on the PECO Eligible Projects list at \$49,440,002. The USF SM campus student center is sixth on the Capital Improvement Trust Fund (CITF) Projects list at \$22,351,547. To date, approximately half of the budget for the student center has been raised, with another \$10M-\$12M still needed to begin the project. Dr. Holbrook added that university support is needed because without it, the community will not be inclined to donate. Chair Tokarz said he is trying to involve USF Finance and Business leaders in the discussions and garner support from key BOT members. A plan will be put together to move forward with the building projects as quickly as possible and will then be presented to the President and the Provost for their input. Collaboration and innovation will be needed to move ahead. Dr. Jain noted the difficulty of wanting to grow enrollment but not having the infrastructure to support those students.

### **Enrollment Update**

USF SM campus Summer 2021 enrollment was very successful, with approximately \$2M more in Student Credit Hours (SCH) revenue than last summer. Dr. Kemker noted an increase in the conversion rates for both First Time in College (FTIC) and Transfer students. One way in which the admissions team facilitated this was by contacting students whose applications were incomplete and would not have been considered until correct and completed. Once applications are completed, successfully submitted and the students enroll, new SCH and headcount is generated.

Fall 2021 admits for FTIC and Transfer students are up significantly. There will again be a large increase in SCH – to date the Fall 2021 SCH increase is over 23%. Dr. Kemker again credits the strong USF SM campus admissions team and their ability to reach out to the precise audience. Having the desired courses and ensuring they are available for students is key and all efforts are made to do so. All of the incoming freshman have registered for Fall 2021 Orientation for a 100% commitment rate.

Dr. Kemker introduced the new Director of Early University Programs, Dr. Deborah Stevens. Dr. Stevens expressed her desire to grow the early university programs to all of the campuses. She will work together with the admissions teams on the high school campaigns.

### **Diversity, Inclusion and Equity Office (DIEO) Update**

Mr. Posey gave highlights of his professional background and his current participation with USF, external committees and professional organizations. In addition to his role at the USF SM campus, he currently has a temporary appointment as assistant director of DIEO for the Tampa campus.

The DIEO office held virtual town hall meetings over the past three months with the campuses and community stakeholders. Over 900 responses were received to a survey that was made available to USF staff/faculty and community members. The information gathered is being compiled for a report that will be used to reshape the mission of DIEO to reflect the voices of the campuses and the community served.

Current DIEO related programs taking place on the USF SM campus:

- Chancellor’s Advisory on Diversity & Inclusion Council (CADIC)
- Diversity Education Seminars
- Diversity Lecture Series
- Gamma Xi Boulé Partnerships
- Presidential Advisory Councils

Existing programs with the USF Office of the President:

- Principles of Community – Mr. Posey served on the task force that put this in place
- Commitment to Anti-Racism
- Enlightenment Series

Mr. Posey concluded with a list of upcoming USF and community events through mid-October. Dr. Jain noted that events allow the Campus Advisory Board members to get to know the students/faculty/staff and lend support where needed.

Provost Wilcox expressed his gratitude to Mr. Posey for helping Dr. Hordge-Freeman in the Tampa Diversity and Inclusion office and thanked Dr. Holbrook for allowing him to extend his reach beyond the USF SM campus. Dr. Hordge-Freeman has expressed how grateful she is for the valuable work Mr. Posey is doing.

### **Research Update**

Ms. Justice facilitated an extremely successful program of the annual Summer Grant Writing Workshops. The all-virtual program had 867 registered from across 120+ institutions and six countries. It was monetized for the first time (free for USF members) with 27% external enrollment. A list of all the external institutions was shown. Classes were recorded to allow participants to view asynchronously for those in different time zones. Invited speakers included ten USF subject matter experts and four representatives from federal sponsors. Digital badges and certificates of completion were awarded to participants who completed the coursework. These workshop programs shine a light on the research enterprise of USF and its experts.

The fourth annual USF SM campus Research Magazine is being compiled with three themes:

- Building a More Just Society
- The Impact of the Pandemic
- The Future of Interdisciplinary Research

The USF SM campus has \$22M in grant proposals to federal and non-federal sponsors. However, the number may be misleading as many of the USF SM campus faculty are co-principal investigators on grant awards and, while they contribute equally, cannot be counted twice for both Tampa and USF SM campuses.

Dr. Paul Dosal (USF Vice President for Student Success) authorized application for a \$33M statewide Gaining Early Awareness and Readiness (GEAR) Up grant proposal, which helps pre-college students prepare for higher education. Governor Ron DeSantis supports the USF proposal and if funded, Dr. Marie Byrd (Interim Director, College of Education at the USF SM campus) and Dr. Brett Kemker will work to implement the program in Sarasota and Manatee counties.

Recent awards:

- Dr. Marie Byrd awarded the USF Women in Leadership and Philanthropy Award for her research in the social and emotional learning of Black girls.
- Dr. Kathy Black (Professor, Aging Studies) received competitive continuous funding for the statewide Alzheimer’s Disease & Related Disorders Training.

- Dr. Jane Rose (Associate Professor of English) awarded funds through the NEH Recovery Digital Hub for American Women Writers for her work on *'The Wanderers'* text and reassessment of author Mary Johnston.

Faculty and staff added to the USF SM campus Office of Research:

- Dr. Jessica Grosholz (Associate Professor, USF Criminology) is the 2021-2022 Research Administration Faculty Fellow
- Mary Lehmann is USF Advanced Research Services Administrator

Ms. Justice serves on the Perlman Music Program Suncoast Board of Directors as Vice-President of Education.

Chair Tokarz praised Ms. Justice for her exceptional efforts with the Summer Grant Writing Workshops, which she organized, publicized, gathered funding and taught.

### **Advancement Update**

USF SM campus Advancement had the best fundraising year with \$1,885,057 raised in FY21, surpassing the fundraising goal by almost 25%. The total includes a \$1M legacy gift and \$200,000 in scholarship support (including the postponed 2020 Brunch on the Bay). The FY22 goal is in the process of being determined.

The USF SM campus Advancement team has a collaborative strategy, by working with faculty in support of their greatest need and aligning those needs with philanthropy and donors. Ms. Villanueva asked any faculty, with which Advancement is not currently connected, to share their needs and Advancement will work with them to find financial support for their work. Examples of these fundraising initiatives include:

Muma College of Business:

- Risk Management and Insurance scholarships
- Information Assurance and Cybersecurity Management received significant funding by Sylint Group, Inc. for graduate research
- School of Hospitality and Tourism Management is hosting a series of benefit dinners at the Powel Crosley Estate to raise awareness and support for its programs
- Lynn Pippenger School of Accountancy has a gift forthcoming from a local business to endow a faculty member

USF College of Nursing:

- Partnering with Sarasota Memorial Hospital to raise \$1M to help senior nursing students and nurses in the community who are leaving the profession as a result of the stress of the pandemic. The goal to lower the attrition rates by providing a preceptorship-to-hire program and small group training to address the burnout that the nurses are experiencing.

Florida Center for Partnerships in Arts-Integrated Teaching (PAInT):

- Received a \$1M estate gift to provide permanent funding to administer the Incorporate Diversity, Equity, Inclusion and Leadership (IDEIL) program in collaboration with seven area arts organizations. The program will use arts-integrated teaching to increase learning concepts around diversity, equity and inclusion; financial literacy; workforce development; collaboration; teamwork; social awareness; creativity; and critical thinking.

The twice postponed Brunch on the Bay is scheduled to take place on Sunday, November 7, 2021. Sponsorships and tickets are currently being sold with approximately 500 tickets purchased and six scholarships pledged. There is a focus on securing pledges for multi-year scholarships and long-term commitments.

Ms. Lee Williams (former USF SM campus Regional Vice Chancellor, Advancement & Alumni Relations) retired on July 2, 2021 after a decade of service to USF overall. USF is grateful for her good work. Marrie

Neumer, was promoted to Associate Vice President to lead the Advancement office. Ms. Villanueva was promoted to Director of Development. Carlos Moreira (Director, Campus Engagement for Veteran Success) added to his position as Alumni Relations Officer. Rounding out the staff is Phil King, Advancement Consultant and Pam Gleason, Executive Administrative Specialist.

### **Adjournment**

Chair Tokarz thanked everyone for their participation and robust discussions. With no further business, Chair Tokarz adjourned the meeting at 5:05pm.