



UNIVERSITY OF SOUTH FLORIDA SARASOTA-MANATEE

Meeting Minutes USFSM Campus Board Meeting July 24, 2019 Selby Auditorium

Chair Byron Shinn called the USFSM Campus Board to order at 3:00pm.

The following Campus Board Members were present:

Dr. Anila Jain
Mr. Bill Mariotti
Mr. Rick Piccolo

Representing the USF System and USF Sarasota-Manatee:

President Steve Currall
Regional Chancellor Karen Holbrook
USFSM Faculty Senate President Michael Gillespie
USFSM Student Government Association President Isabelle Starner

Chair Shinn welcomed the meeting attendees. He thanked USF Trustee Charles Tokarz for joining the meeting and recognized that this was the first USFSM Campus Board meeting with President Steve Currall.

New Business – Action Items:

Approval of USFSM Campus Board Meeting Minutes

Chair Shinn moved for approval of the April 24, 2019 meeting minutes. Mr. Mariotti put forth the motion, with a second from Dr. Jain. The minutes were unanimously approved.

New Business – Information Items:

USF System Report

President Currall noted how welcoming the USF community has been. He and his wife are living in Lifsey House on the Tampa campus, so they can be accessible and feel embedded in the USF campus life. The main objective for his first few months is a listening tour to learn. He stated that USF is the most exciting public university in the country. USF is moving up in the rankings in *U.S. News & World Report*, more quickly than any other university in the country since 2013. He hopes to play a role in advancing and helping USF to become an even greater global research university committed to student success.

There has been extraordinary progress on the USF Consolidation. It is a testament as to how collaborative the campus communities have been. Two upcoming milestones are:

- December 2019 - documentation on the Consolidation progress must be delivered to the USF Board of Trustees (BOT)
- March 2020 - documentation must be delivered to Southern Association of Colleges and Schools (SACSCOC).

President Currall reaffirmed his commitment to the USFSM campus and stressed the importance of the school to the Tampa Bay region. He has had a number of discussions with Dr. Holbrook about strategy and how the USFSM campus will continue to play a vital role in the ascent of USF.

USFSM Update

Dr. Holbrook thanked President Currall and was grateful that he was able to attend the meeting.

Dr. Holbrook introduced two new staff members:

- Corey Posey – Diversity, Equity and Inclusion Officer
- Dr. Tom Becker – Interim Dean, College of Business

USFSM has been working with New College to produce a more robust Engineering program, including a lab. The goal is to create an Engineering Design course, which can grow students to transfer to Tampa. USF College of Engineering Dean Bob Bishop is supportive and the plan is to have a program in place in Spring 2020.

The second edition of the *Research: USFSM Magazine* has been published and is available in print and online. The magazine is designed to bring awareness to the community of the accomplishments at USFSM and to highlight the stellar faculty and their research.

Participants from all three USF campuses attended a series of grant writing workshops provided by the USFSM Office of Research. These workshops culminated with participants preparing grants for submission.

Dr. Holbrook highlighted how USFSM interacts with the local community to connect students to opportunities. Examples are Internships (which have increased 47% in the last two years), Shadow Days, Career Field Trips, Career Days, Reverse Career Fair, Student Consultancy, and Industry Mentorships.

USFSM's relationship with the School District of Manatee County (SDMC) is particularly strong. An agreement is in place for dual enrollment for all of the county's high school with an estimated 400 high school junior and senior students taking USFSM courses. Additionally, USFSM is partnering with SDMC to award McCracken Scholarships. These scholarships can be used to recruit students into education and continue Manatee County teachers' graduate education. Scholarships cover tuition and can help with living expenses for those in need.

Faculty Senate Update

Mr. Gillespie welcomed President Currall and reported on the following:

1. There is an agreement in place for T&P. The three campus faculty senates and overarching USF System Faculty Council signed off on T&P guidelines that will govern the T&P process for the One USF.
2. USFSM Faculty Senate is working on a new faculty governance model for One USF.
3. When the new academic structure has been determined, it will alleviate the anxiety that the faculty may be feeling. USFSM remains focused on how to serve our unique student population and community.
4. This is the third year the Quality Enhancement Plan has been implemented. The program was put in place for accreditation as Incredi-Bull Critical Thinking. Great progress has been made with the program and it needs to be determined how to move forward once the commitment to SACS expires. The USFSM Critical Thinking outcomes will be the same outcomes that are used for the Critical Thinking portion of the new General Education program for the USF System.
5. Faculty Senate continues to meet every other week.

Student Government Association (SGA) Update

Ms. Starner introduced herself and provided the following updates:

1. SGA has hired all positions, with the exception of three in marketing and those should be filled by August. This will bring the total number of SGA staff to 35.
2. The first TEDx USFSM Conference is confirmed for November 7, 2019 from 6:00pm-10:00pm in Selby Auditorium. Speaker applications are accepted until August 1, 2019 with interviews to follow. Audience member applications are open to the community and students, but seating is limited to 100. Event volunteer applications are also available.
3. USFSM SGA is working with Tampa and St. Pete student governments on four different Consolidation work committees: Main Body, Executive Sub-Committee, Judicial, and a Legislative Sub-Committee. A deadline of August 16 was set for an official consolidated constitution and titles. However, the deadline was been moved to a time before the mid-term elections to allow for a vote by the students (process requires approval).
4. A weCARE training session was held this past week to ‘cultivate a campus of caring’. A number of good ideas were offered to help students.

President Currall thanked SGA for their warm welcome during his visit on July 1, 2019.

Consolidation

President Currall reiterated the guiding principles for the USF Consolidation:

1. Strengthen USF’s stature as a preeminent research university with national and global prominence.
2. Embrace a model of ‘One University, Geographically Distributed’ while preserving campus identity. Reaffirming mindfulness of what is unique about USFSM.

3. Students First. USF wants to expand access for students by making courses and instructional experiences on the Tampa and St. Pete campuses available to the USFSM students and reciprocally making instructional experiences on the USFSM campus available to Tampa and St. Pete. This will require investments in information technology infrastructure. Chair Shinn reiterated the need to better equip classrooms at USFSM for information technology needs. President Currall agreed that both USFSM and USFSP need those classrooms.
4. Establish a clear, simple and unified leadership structure by aligning accountability and authority. USF is aware of how critical this is and is committed to shared governance.
5. Ensure consistency of high-impact research and more visibility regarding the exciting research activities taking place at USFSM.
6. Enhance regional economic development and avoid duplication of academic programs.
7. Operational effectiveness and efficiency. An example is what was mentioned previously about instruction technology.

USF is actively consulting with the USFSM and USFSP regional chancellors to formulate how academic programs will fit together across the three campuses. President Currall is encouraged by the progress that the university has made on very challenging issues.

Dr. Jones presented a timeline of the USF Consolidation process.

Mr. Piccolo stressed the need for the Integrated Science and Technology Complex (ISTC) at USFSM and that USFSM needs assistance from the USF System in meeting the necessary criteria for ISTC. The support and assistance from USF Tampa, as a much bigger campus with many more resources, would be very helpful in growing the USFSM campus. The message that Mr. Piccolo wants to send is that USFSM “needs a hand up, not a hand out”.

President Currall said that he had just met with Joel Momberg (CEO, USF Foundation) and they discussed greater coordination with USFSM in terms of fundraising, the function of endowment, and how USF can put together a more comprehensive fundraising strategy. There are numerous resources in the Sarasota-Manatee community, and USF’s job is to support individuals and companies investing in USFSM, as the anchor institution for the community.

Campus Board Discussion:

Budget Update

Mr. Eddie Beauchamp presented selected slides from a presentation shown at the USF BOT meeting in June, titled “Flavors of Money”. Mr. Beauchamp highlighted the State University System of Florida (SUS) Budgets, Fund Types and Restrictions.

Mr. Beauchamp gave an overview of the USFSM budget, including General Operating Budget compared to Actual and Carryforward Fund Balance Composition. Mr. Beauchamp concluded with this year's Continuation Operating Budget, which was approved by the BOT and grants authority to operate from July 1, 2019 until the budget is finalized. The difference from past years is that no money is needed from Carryforward to meet the projected Operating Expenses.

Mr. Mariotti asked about the delay in the College of Hospitality and Tourism Leadership (CHTL) renovation project. Mr. Beauchamp explained that for the past year and a half, USFSM has been holding \$2M for an approximate 5,000 square foot renovation. Since the development of the planned project, more strict guidelines have been instituted by the State University System Board of Governors (BOG) on how Carryforward can be spent. The USF BOT Chairman sent a letter to the BOG asking for E&G Carryforward authority to spend on this project, but the BOG has not released it to USF at this point. The BOG is establishing new rules for spending E&G Carryforward on capital projects.

Residence Hall and Student Center

Ms. Starnier emphasized how the residence hall and student center are a big part of moving forward for USFSM and the students. It is not a want, but a need. Students need to be on campus, so that they can focus on their studies and create a sense of community.

Mr. Beauchamp noted that when the University of Massachusetts added a residential component, their retention rate increased by 10%. When a living/learning community was established, the rate rose another 10%. A residence hall on the USFSM campus will undoubtedly contribute to graduation rates and student success.

Mr. Beauchamp explained that Brailsford & Dunlavey's (B&D) housing demand study, which polled only current students, showed an initial demand calculation of 100 beds, which falls short of the number needed for construction. New College of Florida (NCF) agreed to be a part of the student housing with an additional 75 beds for NCF students. B&D confirmed an additional demand for beds for 10-40 students who are currently living with parents 30 or more miles away. This brought the total demand to 185-215 beds. At NCF, four-bedroom suites are the highest cost but are also the first to sell out. B&D recommends the four-bedroom suites for USFSM's first 200 beds.

Next steps include finalizing New College's commitment with a Letter of Intent followed by a Memorandum of Understanding (MOU) for the 75 beds. USFSM would like to incorporate 'hold harmless' language into the agreement requiring USFSM and NCF to request BOG approval for any new housing project with the BOG only approving housing in a manner that does not harm either USFSM or NCF. NCF would commit to the funds for the 75 beds, whether those students are in the rooms or not.

Mr. Beauchamp explained that USFSM is in negotiations with Manatee County to accept a gift for the land adjacent to current campus property. Once approved by the Manatee Board of County Commissioners, due diligence will be conducted prior to closing. If that is successful, the USFSM Master Plan will need to be updated, requiring two public hearings, along with approval by the BOT and the BOG. Chair Shinn emphasized that approvals need to be completed as soon as possible.

President Currall highlighted that it is advantageous to receive a philanthropic gift to support a portion of the cost of a building. A \$10M or \$20M naming gift on a \$50M residential building means that USFSM only has to finance \$30M or \$40M of the cost, which allows USFSM to pay

down the debt obligation more quickly. Once paid down, surplus can be generated from the revenue.

Mr. Beauchamp reviewed a USFSM Student Center exercise that was conducted approximately five years ago with (then) students identifying the types of spaces the students desired, including Student Government, Student Life Administration, Wellness Center, General Use Spaces and Building Common areas. The center would be a three-story building at approximately 74,000 square feet. This information has been shared with the current student body to reevaluate those areas of interest. A best cost estimate will be determined for a cost per square foot, which should come to approximately \$15M to \$18M for the building.

Chair Shinn noted that USFSM would like to mirror the successful process that USFSP used for the recent housing project for BOG approval. Mr. Beauchamp showed a draft timeline that has the initial housing project completed by Fall 2022. He noted that the Student Center could be built on land that USFSM already owns, which allows for a quicker time to completion timeline.

A video was shown of the vision of the future USFSM campus property.

Brunch on the Bay 2019, Scholarships and ISTC Fundraising Strategy

Ms. Williams introduced USFSM's new Associate Director of Development, Clara Reynardus de Villanueva.

The 26th annual Brunch on the Bay will take place on November 4, 2019 as USFSM's signature scholarship fundraiser. Last year's goal was \$250,000 and it was surpassed with a total of \$315,257 raised. This year's goal is \$500,000. Bank of America will be the title sponsor with a commitment of \$25,000 plus additional scholarships for USFSM students.

Ms. Williams gave an overview of the USFSM scholarships:

- 38 endowed scholarships, with \$9M in corpus
- 37 non-endowed scholarships, with a total amount of \$338,628
- 3,929 scholarships awarded (\$2.2M) with 1,165 distinct awards
- 311 scholarships (\$348,254) were presented in 2018
- Awards range from \$570 (to cover books) to \$4,400

The ISTC building fundraising strategy includes the following:

- Cultivation plans are in place for each of the major highly-rated donor prospects in the area, as well as community leaders, individuals, companies and foundations.
- A Women in STEM fundraising committee has been established (Dr. Jain and Dr. Holbrook are the co-chairs).
- Plans are also in place to create an ISTC Board of influential leaders who can help generate support.
- The brand messaging will be FUTURE/ISTC.
- USFSM is working closely with the USF Foundation and USFSM is communicating the need for ISTC with state and local legislators.

The projected cost of the building is \$46.5M of which at least 10% needs to be raised in order to begin. To date, \$89,360 has been promised in cash and pledges, with \$1.4M in estate gifts for building support and an additional \$500K for a STEM fund. Naming opportunities have been identified with amounts totaling approximately \$5M for the internal spaces (classrooms, lecture halls, labs, etc.). The naming of the building could result in approximately 20% of the building cost.

A video of the future vision of the ISTC building was shown.

ISTC Leadership Council

Chair Shinn expressed the need for an ISTC Leadership Council comprised of community members who will adopt the ISTC building concept and be part of the leadership as USFSM reaches out to the community. He has asked that Dr. Holbrook compile a list of names that the USFSM Board members suggest for the council.

ISTC and Women in STEM

Dr. Jain spoke about the well-attended inaugural meeting of a USFSM Women in STEM group that was held on June 19, 2019 at the Hyatt Regency Sarasota to foster awareness and support for the ISTC building and STEM programs. Those who attended were enthusiastic about the project. Plans for the next reception are underway. Suggestions are being taken for additional women in the community that would be interested in joining the group.

Enrollment, Dual Enrollment and Nursing Program Updates

Dr. Kemker reported the Fall 2019 enrollment numbers are up with cohort criteria scores higher than the New College of Florida, known as the Honors College. However, under the new criteria, at least 16 students were no longer eligible for admission. The Admissions team is working diligently to connect personally by phone with each of them to offer any assistance they might need. Ineligible transfer students will be tracked to ensure that they can participate in the State College of Florida (SCF) FUSE program and eventually be admitted to USFSM. Transfer students make up approximately 70% of the USFSM student body. The Reverse Transfer program will be utilized, where USFSM can admit transfer students after they have completed 30 hours. The freshman FTIC number is down from last year, but Graduate and Transfers are up. Total enrollment for this year is up 500 students. President Currall emphasized that, with the students coming in with stronger criteria, there will be better metrics in terms of graduation rates and that retention of students has a huge revenue impact. Dr. Kemker noted that the USFSM retention rate is approximately 90% and expected to grow with Consolidation.

USFSM has signed agreements with Sarasota and Manatee counties for Dual Enrollment programs. USFSM requires a 3.5 and delivers courses at area high schools as well as online and on campus. Dr. Jane Rose has been instrumental in credentialing high school to teach from the USFSM curriculum, syllabus, and books. The first cohort has had an impressive response of 425 students. These students will be a great pipeline of students for USFSM.

The Accelerated Second Degree Nursing program information session was held in July. The space for the classes and skills lab has been identified, but will entail modifications of existing classroom space to be completed this fall. The USF College of Nursing and USF Health are working in partnership with USFSM for support services. The first cohort in Spring 2020 will be 20-30 students. USF hopes to address the huge demand for nurses in the Sarasota-Manatee communities, with over 4,000 nursing jobs available.

Legislative Update and Workforce Policy

During the last Campus Board meeting, Mr. Welch called in from Tallahassee. There was anticipation for the Florida Legislature to sweep state universities' Carryforward funds. However, a major piece of new legislation will restrict how Carryforward funding is used and the Board of Governors BOG is working to define those restrictions.

Another important new issue that became law this year allows for the first time, the BOG to create a formal methodology to rank Fixed Capital Outlay projects on the Public Education Capital Outlay (PECO) list. The bill was signed into law in June and is a new way in which facilities projects will be recommended. The Capital Improvement Project (CIP) list that goes to the BOG will be reviewed using the new methodology. The Legislature has the ultimate authority to follow the BOG recommendation or not.

Mr. Welch continued that USFSM is working closely with USF System on the strategy for this year's Legislative Budget Request (LBR). There has always been a unified budget request from the USF System. The USFSM portion of the request will be based on local workforce numbers provided by the Florida Department of Economic Opportunity, which shows job openings for Sarasota-Manatee that are clustered around four areas: Nursing, Education, Allied Health and Business. Dr. Kemker and Dr. Jones are taking a local snapshot of the top job openings in the Sarasota and Manatee regions and have assigned them within the USFSM programs to help determine the programs of strategic emphasis.

President Currall reinforced that the LBR being prepared is for fiscal year 2021, the first fiscal year that USF is consolidated. The Provost has consulted with the USFSM and USFSP regional chancellors and it is very important that the LBR includes USFSM and USFSP's objectives and needs as well as Tampa's.

Chairman Shinn asked that the information about total square feet per student be brought to the attention of the BOT. The ratio (square foot per student) for USFSM is much lower than at any of the other campuses. If housing and additional programs are added, USFSM will face an issue with classroom space. Currently, USFSM is at a huge disadvantage for science and technology courses because of the lack of labs and classrooms.

USFSM Business Community Programs

Dr. Smogard spoke about USFSM's business partnerships. He highlighted two primary objectives:

- Students First - to ensure the USFSM provides students with high impact practices, experiential learning, developing critical skills, and have all the career services in place so the students can pursue the best jobs in the community.
- Respond to the needs of the business community to ensure that USFSM provides the students with the skill sets those businesses require.

USFSM partner programs that have been developed in direct response to the needs of the business community include:

- Risk Management & Insurance with FCCI
- Bloomberg Certification & Career Fair with Cumberland Advisors
- Student Leadership Series with Northwestern Mutual
- Reverse Career Fair with multiple employers

Several upcoming programs include:

- Student Business Consulting
- Critical Thinking Certification for Business
- Finance & Technology (FinTech) Conference

USFSM strives to be a catalyst for economic development and engine for growth for the business community.

Vacant Board Memberships

Chair Shinn asked for recommendations for the Campus Board position vacated by David Eckel. Those names should be sent to Dr. Holbrook and she will compile a list for the board members to review. Candidates need to be Sarasota residents.

Adjournment:

With no further business, Chair Shinn adjourned the meeting at 5:55pm.