



Consolidation Planning Study and Implementation Task Force

Shared Governance/Transparency Committee Hearing

September 11, 2018

4:00 p.m. – 6:00 p.m.

USF St. Petersburg, University Student Center Ballroom

Committee Members: Melissa Seixas, Chair; Kayla Rykiel, Nicole Washington

Staff Liaison: Amy Farrington

A G E N D A

- I. Call to Order
- II. New Business – Action Items
 - a. Approval of July 18, 2018 Hearing Notes
- III. New Business – Information Items
 - a. Introduction and Context
 - b. Testimony
 - i. Overview of USF System Fees and Resources Directly Impacted/Supported by Student Fees
 - Nick Trivunovich, VP, Business & Finance and CFO
USF System
 - Eddie Beauchamp, Regional Vice Chancellor Business and Financial Affairs
USF Sarasota-Manatee
 - Nick Setteducato, Interim Regional Vice Chancellor Administrative and Financial Services
USF St. Petersburg
 - David Everingham, Regional Associate Vice Chancellor Administrative and Financial Services
USF St. Petersburg
 - ii. Overview of Student Governance Structure
 - Michael Klene, SGA President
USF Sarasota-Manatee
 - Kaedan Kelso, SGA President
USF St. Petersburg
 - Moneer Kheireddine, SGA President
USF Tampa



Consolidation Planning Study and Implementation Task Force

iii. Overview of Strategic Planning

- Gregory Teague, Ph.D., Special Advisor to the President for USF System Strategic Planning, *USF System* and Associate Professor, *USF Tampa*

c. Public comment

d. Discussion

IV. Adjournment

Next Scheduled Subcommittee Meeting: Hearing, October 2, 2018 at USFSM

Shared Governance/Transparency Hearing
July 18, 2018
Notes

Present: Melissa Seixas, Chair; Nicole Washington; Kayla Rykiel

I. Call to Order

Chair Seixas called the meeting to order at 8:00 a.m.

II. New Business – Action Items

There was a motion to accept the minutes from the June 13th meeting. Motion passed.

III. New Business – Information Items

a. Introduction and Context

Chair Seixas outlined the focus of the committee, introduced the topics for discussion at the hearing, and described the process for public comment. While the subcommittee will be hearing from/at each of the campuses, the goal is for the Task Force to make recommendations for “one” USF.

b. Testimony

i. Overview of Board of Governors Regulations and Florida Law

Vikki Shirley provided an overview of the statewide constitutionally created shared governance structure. The Florida Board of Governors (BOG) is the policy making body for the entire State University System (SUS) defining missions, articulation, powers and duties of the board of trustees while working to avoid unnecessary duplication. In 2005, legislation delineated the roles of the BOG (legislative budget requests, strategic plan, admissions, collective bargaining agent and compliance with state/federal laws) and the Florida Legislature (financial aid policy, tuition, appropriation of funds, insurance and enforcing police power). Ultimately, the Legislature has authority over tuition expenditures. The Board of Trustees (BOT) has operational authority over individual universities.

All BOG regulations are online and regulation process involves working closely with universities. The BOG disseminates all regulations widely for review, and publication prior to final approval. The BOG focuses on university accountability through the approval of strategic plans and operating budgets as well as work plans (3 year snapshot).

Student fees are covered by law and BOG regulation. Any changes in new fees or increases to existing fees would have to be approved by the BOG and, statutorily, would require the university to prove necessity and student benefit. The “Big Three” fees include: activity and services fee, athletic fee and health fee. The aggregate of the Big

Three is capped at 40% of tuition. Other smaller fees include things like parking or lab fees and are set by a dollar amount. Any new fees require proper notice and approval. Housing costs are set by the University BOT. There was discussion regarding adjusting current fee schedules Ms. Shirley outlined that the BOG used to have authority to charge a tuition differential but now only preeminent universities can charge this additional tuition and it is capped (none have done so to date). No universities have brought fee or tuition increases to the BOG in recent history.

Florida law controls general education (core) and requirements cross over both colleges and universities. Core general education includes: communications, humanities, mathematics, social sciences and natural sciences. The BOG is required to define courses that satisfy the critical thinking skills in those key areas with a goal to have every FTIC to satisfy all 36 credit hours in order to obtain a degree regardless of where they took the courses (accepted anywhere in the SUS).

There was a question in regard to the preeminence statutory structure potentially being able to impact student fees given that preeminent universities can charge tuition differential. Ms. Shirley clarified that all fees would still have to go through the same process.

- ii. Overview of USF Board of Trustees Policies and Internal Procedures/USF System Shared Services (taken out of order from agenda – prior iii/iv)

Jodi Adamchak explained that the USF System has several shared roles including general counsel, financial areas, DIEO, international and athletics. What is not shared are the functions that SACS requires them to be separate (registrar, admissions, academic offices, etc.). With consolidation, for students to have additional centralized functions will be easier.

USF BOT provides regulations and policies within the powers granted to them by the Florida Legislature and the BOG. The existing BOT Governance policy will have to be updated to incorporate consolidation and is required to be approved by the BOG. Only the USF System has regulations, while the regional campuses have policies and internal protocols. Generally, regional policies echo system policies and are sometimes created in addition to the BOT regulation due to specific campus issues. These separate policies will have to be integrated back into the System regulations but can reference individual campuses if needed.

Student government is created by law, with 3 separate SGAs within the USF System. SGAs currently work through an existing affiliation agreement with guidelines regarding who sits on the BOT. The System must manage these agreements moving forward, especially with one SGA president serving on the BOT.

Each institution currently has separate processes for the Student Code of Conduct and students answer to their “home” campus. But this will have to be addressed to delineate

who has jurisdiction and how the process will function. Faculty has corollary issues because of their single representative on the BOT.

There was discussion regarding any overlap between existing student governments. Ms. Adamchak noted the only overlap is the System meeting where the SGA presidents come together to discuss issues. This same group elects the student member to the BOT on an annual basis.

Fees are separately collected by the institutions and budgeted through the A&S process at each institution. The President signs the budget, but delegates authority to the Regional Chancellor (or their designee) for oversight. The budget process is independent because needs are different.

The members discussed the System level policies versus campus policies. Ms. Adamchak noted there are very few generated at the campus level. Policies are signed by the VP or Chancellor and cannot conflict with BOT regulations. Policies do not have to go to the BOG for approval, but do still have to be noticed and allow for comment.

Additionally, there was discussion regarding whether or not there is an exclusion for multiple campuses to have individual SGAs. Ms. Adamchak clarified that the Florida Legislature created the ability for the BOT to create student governments on campuses and centers. However, the bigger issue goes toward budget authority under the A&S fees or granting allocations to student groups (not budget authority).

iii. Overview of Southern Association of Colleges and Schools – Commission on Colleges (SACSCOC) Guidelines (taken out of order from agenda – prior ii)

Mr. Wrona and Dr. Madden provided an overview of the SACSCOC updated requirements. Shared governance means the relationship between faculty and administrators. Both have important roles: faculty approve curriculum and programs while administration ensures consistency with institution mission and adequate resources.

The members discussed curriculum creation and community involvement, as well as the process for consolidating and removing programs. Mr. Wrona noted that the USF System routinely reviews productivity of programs to determine ongoing feasibility. SACS could be concerned regarding closing programs depending on where they are offered. SACS looks to make sure that all students receive the program that they enrolled in so, if a program is closing, the system must create teach out plans. **c. Public Comment**

No public comment cards received.

d. Discussion

Ms. Washington was appreciative of all of the information provided as it did provide some guidance as to areas that may not be within their purview such as the effects of preeminence on fees. The general education core might not be as big of an issue but need to look into the student governance piece and strategic planning around one system at a higher level.

Ms. Rykiel's biggest takeaway was student government and how to include all student voices across all 3 campuses in an effective, cohesive way. Interested in the shared services specific to student services to make sure the structure is accessible for everyone.

Chair Seixas noted the critical need to ensure that all governing structures are aligned while being mindful of home campuses within a centralized system. Shared services will warrant more discussion and attention. Overall it is important to be attentive to the financial efficiency of the university and the physical space and capital assets that go into supporting programs.

IV. Adjournment

Adjourned at 9:45 a.m.

UNIVERSITY FEES

- *Introduction*
- *Summary of Current Fees*
- *Fees Approval Process*
- *Definitions and Usages of Specific Fees*

USF student pays:

- Tuition
- Tuition Differential
- Out of State Fee (if non-FL resident)
- Fees

The State University System authorizes each university to charge certain fees that are common to each and also allows fees specific to each university to also be charged. This analysis focuses on all of the fees covered by Statute (1009.24 State university student fees):

Fees common to each University:

Activity and Service (A&S)
Health
Athletics
Campus Access/Transportation
Technology
Capital Improvement Trust
Fund
Financial Aid

Fees specific to only certain Universities in SUS:

Green Energy
Marshall Student Center

SUMMARY OF CURRENT UNDERGRADUATE FEES AT USF

Rate Basis	Fee	USF		
		USF Tampa	USF St. Petersburg	USF Sarasota-Manatee
per SCH	Activity & Service	\$ 12.08	\$ 25.63	\$ 20.19
	Health	\$ 9.94	\$ 4.90	\$ 4.03
	Athletic	\$ 14.46	\$ 2.45	\$ 4.23
	Transportation Access	\$ 3.00	\$ 2.25	n/a
	Technology Fee	\$ 5.25	\$ 5.25	\$ 5.25
	Capital Improvement	\$ 6.76	\$ 6.76	\$ 6.76
	Financial Aid - In-State	\$ 5.25	\$ 5.25	\$ 5.25
	Financial Aid - Out Of State	\$ 22.57	\$ 22.57	\$ 22.57
	Green Fee	\$ 1.00	\$ 1.00	n/a
	Marshall Ctr	\$ 1.50	n/a	n/a
In State Sub-Total		\$ 59.24	\$ 53.49	\$ 45.71
Out Of State Sub-Total		\$ 76.56	\$ 70.81	\$ 63.03

SUMMARY OF CURRENT GRADUATE FEES AT USF

Rate Basis	Fee	USF		
		USF Tampa	USF St. Petersburg	Sarasota-Manatee
per SCH	Activity & Service	\$ 12.08	\$ 25.63	\$ 20.19
	Health	\$ 9.94	\$ 4.90	\$ 4.03
	Athletic	\$ 14.46	\$ 2.45	\$ 4.23
	Transportation Access	\$ 3.00	\$ 2.25	n/a
	Technology Fee*	\$ 17.39	\$ 17.39	\$ 17.39
	Capital Improvement	\$ 6.76	\$ 6.76	\$ 6.76
	Financial Aid - In-State	\$ 17.39	\$ 17.39	\$ 17.39
	Financial Aid - Out Of State	\$ 38.61	\$ 38.61	\$ 38.61
	Green Fee	\$ 1.00	\$ 1.00	n/a
	Marshall Ctr	\$ 1.50	n/a	n/a
In State Sub-Total		\$ 83.52	\$ 77.77	\$ 69.99
Out Of State Sub-Total		\$ 104.74	\$ 98.99	\$ 91.21

*Technology Fee for Professional Programs in Business, Engineering and Nursing-CRNA programs is higher

SUMMARY OF CURRENT FLAT FEES AT USF

All students (UG/GR, IS/OOS) are charged the same flat fees per semester enrolled

Rate Basis	Fee	USF		
		USF Tampa	USF St. Petersburg	Sarasota-Manatee
Semester/Flat	Athletic	\$ 10.00	\$ 5.00	\$ 5.00
	Activity & Service	\$ 7.00	n/a	n/a
	Marshall Ctr	\$ 20.00	n/a	n/a
All Sub-Total		\$ 37.00	\$ 5.00	\$ 5.00

FEE APPROVAL PROCESS

- The University of South Florida Board of Trustees, hereinafter referred to as the “Board,” must authorize all fees assessed by the University of South Florida System (USF System).
- An increase in the fee may occur only once each fiscal year and must be implemented beginning with the fall term.

There have been no fee increases in the last five years.

DEFINITIONS AND USAGES

Fees Subject to Local Fee Process:

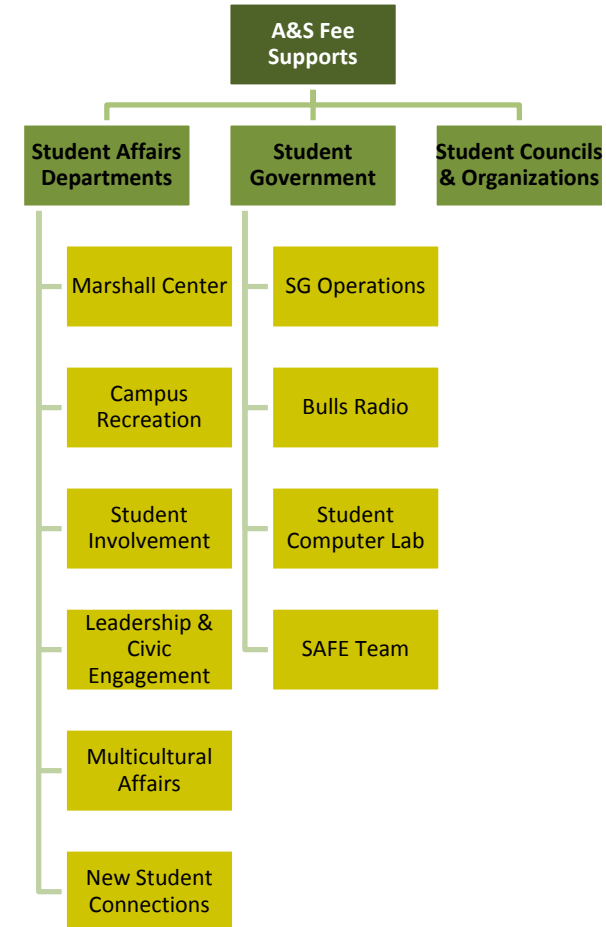
- ***Activity and Service (A&S)***
- ***Health***
- ***Athletic***

Local Fee Committee Process

- Local Fee Committee (LFC) is formed.
- LFC reviews Local Fee increase requests and determines recommendation for fee increases.
- The recommendation is then taken to USF System President who submits request to the Board for approval at a regular or special Board Meeting.
- Sum of Local Fees may not exceed 40% of tuition.
- Within the 40% cap, Local Fees may not increase by more than 5% per year.

ACTIVITY & SERVICE FEE (A&S)

- A&S Fee must benefit the student body in general.
- This includes grants to duly recognized student organizations, the membership of which is open to all students at the university without regard to race, sex, or religion.
- Allocation and expenditure of the fund is determined by the Student Government Association
- The president of the university may veto any line item or portion thereof within the budget when submitted by the student government association legislative body.



ACTIVITY & SERVICE FEE (A&S) BUDGET APPROVAL PROCESS

Fall Semester

- SG forms Activity & Service Recommendation Committee (ASRC) at the beginning of the Fall semester.
- ASRC reviews Finance Code of SG Statutes

January -
March

- ASRC reviews budget submissions from departments & SG operations
- ASRC reviews budget submissions from student organizations

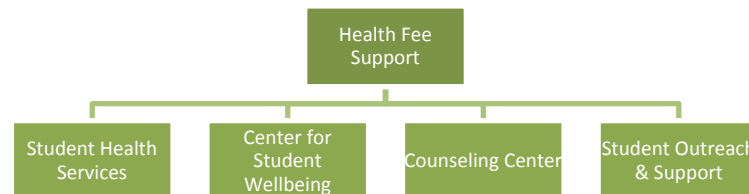
April-May

- Budget Bill is presented to SG Senate and is voted on
- SG Senate President and SG President sign the Bill
- Bill is submitted to University's System President through VP of Student Affairs & Student Success

COMPARISON ACROSS FL SUS (AS OF 2018-2019)

A&S Fee			
		<i>PCH</i>	<i>Flat</i>
1	USFSP	\$ 25.63	
2	USFSM	\$ 20.19	
3	UF	\$ 19.06	
4	FPU	\$ 17.62	
5	FIU	\$ 14.85	
6	NCF	\$ 14.25	
7	UWF	\$ 13.57	
8	FSU	\$ 12.86	
9	FAU	\$ 12.32	
10	USFT	\$ 12.08	\$ 7.00
11	UCF	\$ 11.67	
12	FGCU	\$ 11.50	
13	FAMU	\$ 10.50	
14	UNF	\$ 10.23	

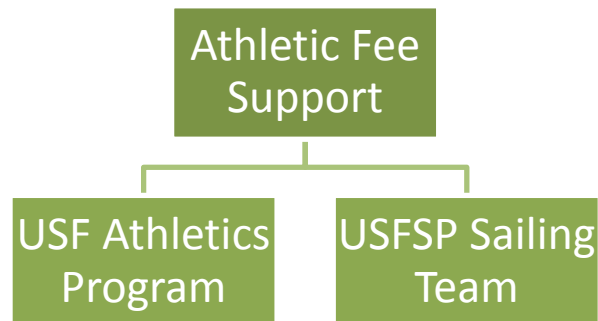
- Student Health Fees are used to support, but are not limited to the following:
 - Student general health needs at low or no cost
 - Mental health counseling and other services
 - Proactive programs for student wellness by providing wellness coaching and wellness centers
 - Providing guidance and supportive interventions to any student who may be troubled or whose behavior is of concern to others.
- The President, or her designee, will assess miscellaneous health-related charges for services provided at cost by the health center which are not covered by the Health Fee.



COMPARISON ACROSS FL SUS (AS OF 2018-2019)

Health Fee			
		<i>PCH</i>	<i>Flat</i>
1	FIU	N/A	\$93.69
2	UF	\$15.81	
3	FSU	\$13.97	
4	UCF	\$10.84	
5	USFT	\$ 9.94	
6	UNF	\$ 9.84	
7	FPU	\$ 9.58	
8	FAU	\$ 9.42	
9	FGCU	\$ 9.24	
10	UWF	\$ 7.52	
11	FAMU	\$ 6.91	
12	NCF	\$ 6.30	
13	USFSP	\$ 4.90	
14	USFSM	\$ 4.03	

- The USF Athletic Fee is used to support general operations of USF System Athletics Program
- Students are provided free entry to USF Sporting Events
- A portion of the USF St. Petersburg Athletic Fee is used to support the USFSP Sailing Team



COMPARISON ACROSS FL SUS (AS OF 2018-2019)

Athletic Fee			
		<i>PCH</i>	<i>Flat</i>
1	UWF	\$ 20.93	
2	UNF	\$ 19.53	
3	FGCU	\$ 17.54	
4	FAU	\$ 17.27	
5	FIU	\$ 16.10	\$ 10.00
6	USFT	\$ 14.46	\$ 10.00
7	UCF	\$ 14.32	
8	FPU	\$ 14.12	
9	FAMU	\$ 13.97	
10	NCF	\$ 8.71	
11	FSU	\$ 7.90	
12	USFSM	\$ 4.23	\$ 5.00
13	USFSP	\$ 2.45	\$ 5.00
14	UF	\$ 1.90	

- A per credit hour campus transportation access fee may be charged, with appropriate input from students, to support the USF System's transportation infrastructure and to increase student access to transportation services.
- This fee only applies to students on USF Tampa and USF St. Petersburg campuses
- The transportation access fee may be used to supplement the revenues from parking permit sales and citations in support of parking lot and garage maintenance and improvements, debt service, Parking Services staffing, permit inventory, the motorist assistance program, and any other parking related expenses.
 - On the Tampa campus specifically, the fee is primarily used to fund Bull Runner services to students providing bus transportation at no charge on and around campus.
 - On the St. Pete campus specifically, the fee also supports student access to PSTA (Pinellas Suncoast Transit Authority) providing bus transportation at no charge with a USFSP ID.

COMPARISON ACROSS FL SUS (AS OF 2018-2019)

Transportation Access Fee			
		<i>PCH</i>	<i>Flat</i>
1	UF	\$9.44	
2	UCF	\$9.10	
3	FSU	\$8.90	
4	UWF	\$8.00	
5	FGCU	\$5.95	
6	FAMU	\$ -	\$65/\$65/\$33
7	UNF	\$4.08	
8	FPU	\$3.00	
9	USFT	\$3.00	
10	FAU	\$ -	\$76.9/\$32.04
11	USFSP	\$2.25	
12	FIU	\$ -	
13	NCF	\$ -	
14	USFSM	\$ -	

- In 2009, the University Board of Trustees authorized and established a technology fee to be paid by all students.
- This technology fee is authorized to be up to 5 percent of the tuition per credit hour.
- The revenue from this fee shall be used to enhance instructional technology resources for students and faculty."
- The USF System rate is \$5.25 per credit hour for Undergraduates and \$17.39 for Graduate students. Fees for Professional Programs are higher due to higher technology needs.
- The USF System institutions each retain a percentage of the Technology Fee dollars generated by their institution for use in support of their own Technology Fee projects. The remaining portion from each institution is allocated to the USF System. The System initiatives will fund projects that enhance instructional technology across all of the USF System institutions.

The USF System assesses a \$6.76 per credit hour Capital Improvement Fee.

11 out of 14 SUS institutions have the same rate for the CITF Fee.

Any increase in the fee must be recommended by a Capital Improvement Trust Fund Committee appointed by the SG President and the University President.

The recommendations of the committee shall take effect only after approval by the university president, after consultation with the student body president, with final approval by the university board of trustees.

The fee may not exceed 10 percent of the tuition for resident students or 10 percent of the sum of tuition and out-of-state fees for nonresident students.

The fee for resident students shall be limited to an increase of \$2 per credit hour over the prior year.

The Capital Improvement Trust Fund fee may be used to fund any project or real property acquisition that meets the requirements of chapter 1013.

FINANCIAL AID FEE

The Board is authorized to collect for financial aid purposes an amount not to exceed 5% of the tuition and out-of-state fee. A minimum of 75% of funds from the student financial aid fee for new financial aid awards shall be used to provide financial aid based on demonstrated financial need.

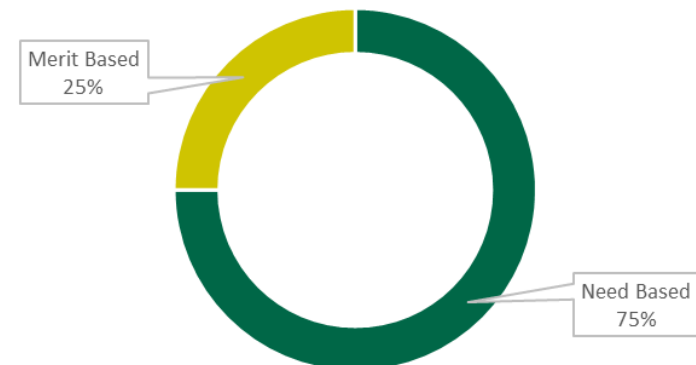
The Financial Aid Policy Advisory Committee (FAPAC) is responsible for developing the University's 3 Year Financial Aid Plan

Financial Aid fee from all students from all campuses is collected into one pool that is subject to University's 3 Year Financial Plan

NOTE:

Up to 10% of the fee can go to Financial Aid Administration, leaving 15% for Merit Based Aid

Financial Aid Fee Distribution



COMPARISON ACROSS FL SUS (AS OF 2018-2019)

UG Financial Aid Fee			
	<i>PCH</i>	<i>In State</i>	<i>Out of State</i>
1	UF	\$ 5.25	\$ 40.61
2	NCF	\$ 5.25	\$ 35.71
3	FGCU	\$ 5.25	\$ 35.46
4	FPU	\$ 5.25	\$ 30.75
5	UNF	\$ 5.25	\$ 28.11
6	UWF	\$ 5.25	\$ 25.70
7	FIU	\$ 5.25	\$ 24.93
8	FSU	\$ 5.25	\$ 24.07
9	USFT	\$ 5.25	\$ 22.57
10	USFSP	\$ 5.25	\$ 22.57
11	USFSM	\$ 5.25	\$ 22.57
12	UCF	\$ 5.16	\$ 30.71
13	FAU	\$ 5.16	\$ 29.85
14	FAMU	\$ 5.16	\$ 24.11

GR Financial Aid Fee			
	<i>PCH</i>	<i>In State</i>	<i>Out of State</i>
1	UF	\$ 22.43	\$ 56.94
2	UNF	\$ 20.40	\$ 46.63
3	FSU	\$ 20.17	\$ 50.23
4	NCF	\$ 19.90	\$ 53.00
5	FPU	\$ 19.25	\$ 49.25
6	FIU	\$ 18.99	\$ 44.99
7	USFT	\$ 17.39	\$ 38.61
8	USFSP	\$ 17.39	\$ 38.61
9	USFSM	\$ 17.39	\$ 38.61
10	FAMU	\$ 16.70	\$ 46.05
11	FAU	\$ 15.18	\$ 46.37
12	UWF	\$ 14.76	\$ 46.17
13	FGCU	\$ 14.52	\$ 58.67
14	UCF	\$ 14.40	\$ 53.65

Variation is mainly due to different tuition rates and out-of-state fees across institutions

The fee is assessed at a maximum of \$1.00 per credit hour to establish or improve the use of renewable energy technologies or energy efficiencies that lower the University's greenhouse emissions.

USF implemented the Green Fee in 2009

The Fee is collectively managed by the Student Green Energy Fund (SGEF) Council, which consists of 15 individuals: 12 regular (voting) members, 2 alternates, and 1 Chair – 6 regular members are appointed by Student Government President and 6 are appointed by the Director of the Office of Sustainability.

Only two other SUS institutions charge this fee – New College and the University of West Florida

Green Fee		
		<i>PCH</i>
1	NCF	\$ 1.00
2	USFSP	\$ 1.00
3	USFT	\$ 1.00
4	UWF	\$ 0.75

MARSHALL CENTER FEE

All students who enroll at USF Tampa shall pay a non-refundable flat fee of \$20.00 per semester and an additional \$1.50 per credit hour fee to facilitate the use of student union facilities.

Funds are utilized for the maintenance and improvements of the Marshall Student Center as well as debt service on the building

Only two other SUS institutions have similar Student Union Center fee – Florida State University and University of North Florida

Student Union Ctr Fee			
		<i>PCH</i>	<i>Flat</i>
1	UNF	\$ 5.25	
2	FSU	\$ 2.00	20.00
3	USFT	\$ 1.50	20.00

The logo for the University of South Florida (USF) is centered on a background of overlapping geometric shapes in shades of green, yellow, and grey. The letters 'USF' are rendered in a large, teal, serif font within a white rectangular box.

USF

UNIVERSITY OF

SOUTH FLORIDA.®

Student Government System Operations



By: Kaeden Kelso
Michael Klene
Moneer Kheireddine

To Begin: The Mission and Role of Student Government

No matter the campus, each Student Government is tasked with the same two charges:

- First, to represent the Student Body and student interests as elected representatives.
- Secondly, to ensure the proper allocation, budgeting and support of the Activity & Service Fee at their particular campus.



How Do We Do It?



- Every year, our Student Governments host elections at our individual campuses to ensure students are able to elect students who they believe can best represent them.
- As these students take office, they gain opportunities to support students through utilization of the A&S fee; whether through proposing bills and budgets, allocating funding to student organizations, or supporting department initiatives on their campus.
- Each campus currently allocates its own A&S Fee a little bit differently, and independently of one another.

Tampa Campus: A&S Allocation Process

- Our allocation process is overseen by the Activity and Service Fee Recommendation Committee, often abbreviated as “ASRC”.
- The committee is made up of the Student Body President, Chief Financial Officer, Senate President, Senate Grants Chair and Senate Finance Chair alongside eight elected senators, 6 of whom are voting members and two of who are alternates.
- ASRC at USF Tampa also designates some of its funding decisions to three Funding Councils: The Sports Club Council (SCC), The College of Medicine Allocation Council (COMAC), Engineering Funding Council (EFC)

THE ORACLE
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A look behind the scenes of the ASRC committee

By Mikki Hibbs
EDITOR IN CHIEF



Mixed in with every student's list of fees and tuition is "the fee ASRC Tampa." The Activity and Service (A&S) fee - which equates to more than \$17.4 million - falls under Student Government's jurisdiction. The funds are allocated to student organizations and offices on campus.

The A&S fee is paid by students each semester. The fee includes a flat fee of \$7 per semester and \$12.08 per credit hour. If a student takes 15 credit hours, they pay \$188.2 in A&S fees.

The ASRC Recommendation Committee (ASRC) is fully equipped with 12 voting members. This includes six voting senators and two alternate members. If one of the six isn't able to attend a meeting, Collectively, the committee receives budget requests for funding parts of campus such as new equipment for Campus Recreation, furniture in the Marshall Student Center and events for student organizations.

"The goal of ASRC would be to receive budget requests from things that are asking for A&S funding, to determine how they provide activities and services to students and to fund them for those activities and services," Sen Aladdin Hibbs, who is serving his fourth term in the committee, said. "With the overall goal of making things better for our USF students, adding activities, adding services."

The larger budget requests, such as the MSC and Campus Recreation, are due in December for the committee to start reviewing when winter break ends.

"We want them to have them to us early on, at least preferably," Hibbs said. "Well, before the deadline happens, we'll be meeting with the departments. We have people communicating with the departments to see this is what the department wants, these are things the department thinks maybe could be cut, these are the directions the department wants to go in." We got a lot of that."

The 2017-18 budget allocated \$19.9 million toward these larger departments for activities and renovations. This is compared to the \$10.8 million that went toward these departments in last year's budget.

"According to Sen. Savani Sison, who is also starting his fourth term on the ASRC committee, departments are coming up with more new initiatives to request funding for and it's part of the committee's job to determine which of those are worth funding. "We don't want to overinvest and over allocate things," he said. "Basically, we look to see if the impact was the best for the student body. Should we decrease that? Should we reallocate funds to a different area or a different program within the department?"

Hibbs said one of the hardest parts of dealing with the budget is having the conversations about what areas or programs need to be cut.

■ See ASRC on PAGE 3

St. Louis protests perfectly justified Page 6

USF looks for revenge Thursday Page 8

ASRC at USF Tampa: A Brief Overview

To summarize quickly and efficiently into three steps:

1. Step one: budget forms are requested from all A&S funded Student Organizations, Funding Councils & Departments. These are submitted or presented to the committee, who either approve or deny changes pending certain standards and needs.
2. Step Two: After deliberations are made, an appeals opportunity is given to all budget requests who would like to see changes. Following appeals and a review of all organizations and budgets, the committee votes on a final budget to send forward.
3. Step Three: If the final budget passes by a majority vote, it is sent to the senate for review and approval. If approved by the Senate, it is sent to the Student Body President, who then can sign it and send it to the USF System President, Dr. Genshaft. The USF System President, or Designee, may then either sign, line-item, or veto the approved budget



USF Sarasota-Manatee Campus: A&S Allocation Process

The allocation process is managed by the Budget Committee in the Legislative Branch. The Budget Committee is comprised of senators, the Chief Financial Officer, and a non-student advisor.

1. All A&S fee funded Student Organizations and Departments submit their proposed budgets, which include funding for professional and student jobs.
2. These are presented to the committee during individual meetings with each group. The committee then makes edits and eventually approves or denies each budget.
3. The committee then votes on a final budget to send forward to the Senate.
4. The Senate can review, edit, and approve the overall budget.
5. Once approved by the Senate, it is sent to the Student Body President, who signs it.
6. If signed, it is sent to the USFSM Regional Chancellor, Dr. Holbrook.
7. Any additional funding is handled through the Senate Appropriations Process.



USF St. Pete Campus: A&S Allocation Process

Activity and Service fee allocation is conducted through the Senate Committee on Appropriations. This committee is made up of Senators, Chief Financial Officer, and Advisor.

- ❖ All A&S fee funded Clubs, Organizations, or Departments submit a proposed budget for the next fiscal year, this includes both operating expenses and wages
- ❖ They will then present to the committee on their proposed budget during the weekly scheduled times of the committee
- ❖ The committee over this time, edits or keeps the budgets and votes to send it toward General Assembly (Senate)
- ❖ The Senate will run through the same process as the Appropriations committee
- ❖ When the Senate approves the budget, it is sent to the Student Body President
- ❖ Once signed, it is sent to our Regional Chancellor



USF System President's Advisory Board: The Agreement (SPAB)

MEMORANDUM OF AGREEMENT BETWEEN THE UNIVERSITY OF SOUTH FLORIDA SYSTEM STUDENT GOVERNMENT ASSOCIATIONS REGARDING THE UNIVERSITY OF SOUTH FLORIDA'S SYSTEM PRESIDENTS ADVISORY BOARD (SPAB) OF TRUSTEES SEAT

The University of South Florida Student Government System Association, representing their respective student bodies of each campus of the University of South Florida, agrees the April 30, 2017 as follows:

WHEREAS, the Student Government Associations of the University of South Florida System are committed to serving their student bodies to the best of their ability in order to facilitate student interests in all aspects of the university,

WHEREAS, the Student Government Associations recognize the importance of the student seat on the University of South Florida Board of Trustees for furthering student interests in the University System as a whole,

WHEREAS, the Student Government Associations also appreciate the value of the seat on the Board of Florida Student Association for the purpose of representing the University of South Florida System's affairs and opinions at the state level,

WHEREAS, the Student Government Associations acknowledge the importance of selecting a qualified Trustee rather than a selection based on campus,

WHEREAS, the Student Government Associations have significantly similar interests in enhancing the quality of life for the students in the University of South Florida System and working with system administration/trustees and state officials to ensure that goals to accomplish this enhancement is met,

WHEREAS, the Student Government Associations at each campus of the University of South Florida has autonomy and should have the rights and privileges to represent the students on the board of Trustees and in the Florida Student Association,

NOW, THEREFORE the parties hereto agree as follows:

Section 1. Agreement

Each of the aforesaid parties hereby approves and enters into this Agreement, and for valuable consideration do hereby agree to be bound by its terms and conditions.

The parties agree to decide which Student Body President represents the University of South Florida System on the Board of Trustees and the Florida Student Association Board (such officer to be known as the USF System Student Trustee and the Chair of the System Presidents Advisory Board). For the purposes of electing the USF System Student Trustee, facilitating communication between the three campuses, and creating cross campus initiatives board (the USF System Presidents Advisory Board) shall be created. It shall be comprised of Student

Government officials from each USF institution/campus in the USF System. Each institution/campus shall have three (3) guaranteed seats on the board consisting of the Student Body President-elect, the current Student Body President and the current Senate President of their respective Student Government Associations or their designees. Each institution/campus shall accumulate additional seats on the board based on population with every ten thousand (10,000) students registered, the institution/campus is allotted one (1) additional seat. Each Student Government Association shall establish its own internal proceedings to elect representative to fill the additional seats allotted. No single institution may have more seats than the combined number of seats from the other two campuses. Each seat yields one vote towards the selection of the Student Body President that will represent the University of South Florida Student Government System Associations as the Student Trustee Position. If no candidate is nominated for the Student Trustee position, the USF, Tampa Campus Student Body President shall assume the role. The board shall be called to order by the USF System Student Trustee, the current Chair of the System Presidents Advisory Board, or their designee, at the earliest possible date but no later than the end of the month of April. The current Chair of the System Presidents Advisory Board shall act as the chairperson of the first meeting alongside the Tampa Campus Student Government Advisor, who shall tally and keep record of all official votes. In the event that the vote concludes in a tie the board shall continue to revote until the tie is broken. The board shall not be permitted to adjourn or recess until the tie is broken. The board may choose to re-enter a discussion/Q&A period but shall not be allowed to post-pone the election of the chair.

Specific responsibilities and requirements of the System Presidents Advisory Board shall include: (a) to elect a student body president as the chairperson of the USF System Presidents Advisory Board, who shall represent the students of the USF System on the Board of Trustees and the Florida Student Association Board, (b) elect a Student Body President as the vice-chairperson of the USF System Presidents Advisory Board, (c) to organize USF System-wide initiatives (including, but not limited to: Day at The Capitol, Athletics, and Homecoming) (d) to host each meeting at a USF institution/campus on rotating basis beginning with USF, Tampa Campus and continuing in descending order based on population and (e) to provide at least one (1) Student Government Advisor at each meeting for consultation (f) to meet at minimum twice per semester (excluding the trustee election meeting). For a vote to take place, quorum must be met at 50% of the board's membership plus one including at least one representative from each campus.

The parties further agree that communication must be facilitated between each institution/campus of the University of South Florida System, especially between Student Government bodies if any autonomy continues to be maintained. This communication shall be managed by a Student Body Presidents' Committee, which shall be comprised of all Student Government Association presidents in the USF System. The committee shall be chaired by the elected chairperson of the System Presidents Advisory Board and said chair shall only have the right to vote in case of a tie. Specific responsibilities and requirements of the Student Body Presidents Committee shall include: (a) review the memorandum of agreement before the first System Presidents Advisory Board meeting of the Spring Semester on a yearly basis. (b) any additional responsibilities as further designated by the committee as a whole.

MOREOVER, the following points are expressly agreed upon:

1. If the USF System Presidents Advisory Board fails to nominate a candidate for position of chairperson, the USF, Tampa Campus Student Body President shall assume that role.
2. The Student Government Association of each institution/campus shall have a Student Body President elected by the end of business on the second Friday of April in order to be considered for the seat on the Board of Trustees and the Florida Student Association Board. If the elected Chair is not certified by the end of the elections process at each respective campus, the Board shall re-vote to elect the chair.
3. The Vice Chairperson of the System Presidents Advisory Board shall assume the seat on the Board of Trustees and the Florida Student Association Board if the position is to become vacant. This person shall be subject to a vote of confidence at the following System Presidents Advisory Board meeting which must be called at least thirty (30) business days from when the seat becomes vacant. The Vice - Chairperson shall serve in the absence of the chair as the Florida Student Association Board meetings and the System President Advisory Board meetings. The Vice - Chairperson may not assume the role of System Student Trustee in the absence of the Chair. System Presidents Advisory Board The Vice - Chairperson shall be responsible for taking summarized minutes of System Presidents Advisory Board meetings.
4. The purpose of the System Presidents Advisory Board is to discuss matters pertaining to the student bodies of the USF System. While the Board may make recommendations to the Student Body President who holds the student Board of Trustees seat, the Student Body President is not bound to the instruction of the Board as it pertains to voting on the USF Board of Trustees.
5. The Student Body President who holds the student Board of Trustees seat shall provide system wide presentation, when appropriate, which include a comprehensive and adequate presentation of the affairs an opinion of each institution/campus.
6. The host institution/campus for the System Presidents Advisory Council shall provide alternative methods of participation, such as conference calling, for the members of the committee.
7. System Presidents Advisory Board
The Chair is subject to a vote of confidence if they violate the terms of the contract. To remove the Chair from their position a vote of 2/3rds of the committee is required. If this occurs the Vice Chair will take the position if the Chair subject to regulation 3.
8. In any case where either the Chair or the Vice Chair is removed from their position the president who does not currently have a position will become the new Vice Chair.
9. Prior to the campus having a Student Body President Elect, the current student body president may appoint a designee.

Section 2. Effective Date, Duration, and Termination

This Agreement shall become effective upon being fully executed and shall remain in effect until May 1, 2020, unless terminated earlier by means of joint written agreement of all members if the committee or if any regional campus/institution ceases to exist or remain part of the University of South Florida system. This Agreement may be amended with the joint written consent of all campus Student Body Presidents and Senate Presidents.

Signed By Each Campus

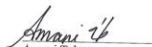
Section 3. Dispute Resolution

The parties to this Agreement acknowledge that each is governed by and acts through the University of South Florida Board of Trustees. As such, neither party shall be liable to the other for any damages whatsoever. The parties agree that any disputes shall be cooperatively resolved, or if necessary, resolved through appropriate administrative processes and procedures within the University. If a dispute cannot be resolved, the parties agree to take the dispute to an impartial administrator mutually agreed upon or to an appropriate USF System office head for final decision and resolution. The parties agree to be bound by any such decision. An impartial attorney in the Office of General Counsel may render interpretations of law that the parties shall accept as binding.

IN WITNESS WHEREOF, the parties hereto execute the agreement intending to be fully bound by its terms, to bind their successors and assigns, and to be effective on the first date written above.




Moneef Kheireddine
Student Body President
USF Tampa



Amani Taha
Senate President
USF Tampa



David Thompson
Student Body President
USF St. Petersburg



Emile Morris
Senate President
USF St. Petersburg



Barry Callahan
Student Body President
USF Sarasota-Manatee



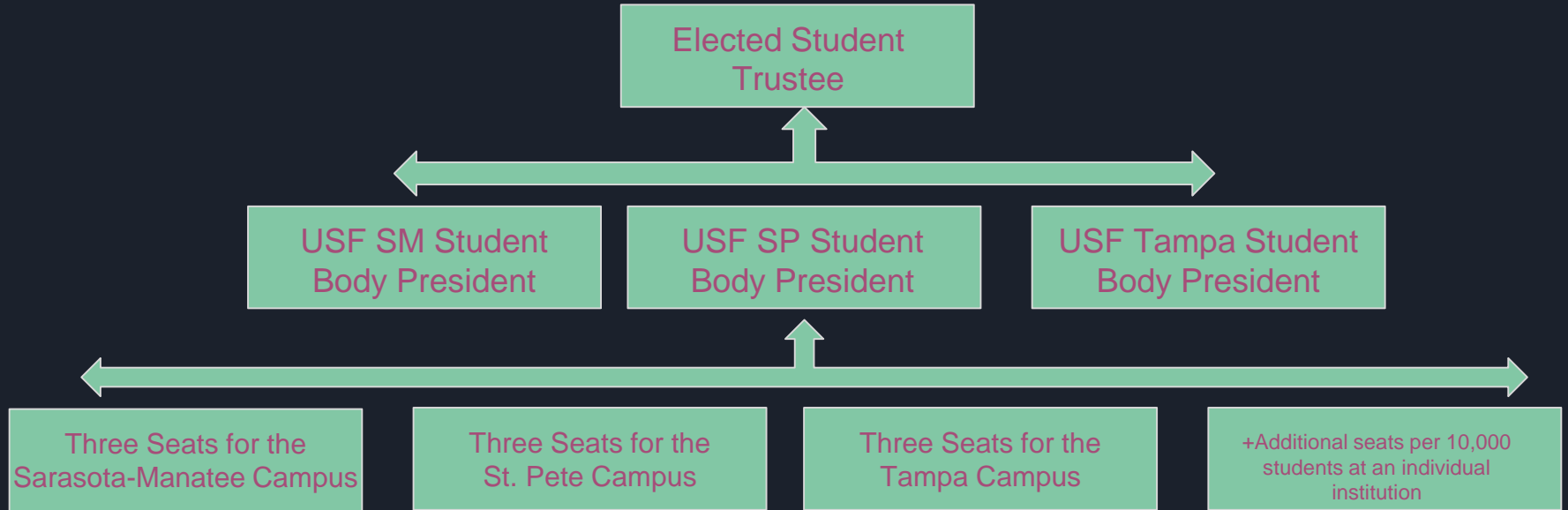
Jean Ziven
Senate President
USF Sarasota-Manatee

Witnessed by:



Gary Mapples
Director of SGATO
USF Tampa

Overview of Current SPAB Structure:



Potential Plan A:



USF System Student Body President

USF SM Student Body President

USF SP Student Body President

USF Tampa Student Body President

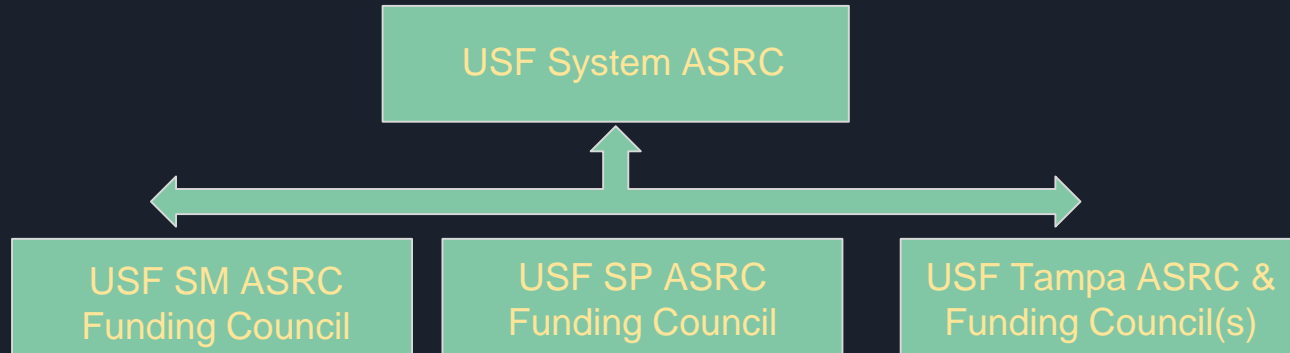
USF St. Petersburg: 5 seats
Student Body President
Student Body Vice-President
Senate President
Senate President Pro-Tempore
Supreme Court Chief Justice

USF Sarasota-Manatee: 5 seats
Student Body President
Student Body Vice-President
Senate President
Senate President Pro-Tempore
Supreme Court Chief Justice

USF Tampa: 5 seats
Student Body President
Student Body Vice-President
Senate President
Senate President Pro-Tempore
Supreme Court Chief Justice

+Additional seats per 5,000 students at an individual institution, but can never amount to more than other two campuses combined.

Potential A&S Funding Process



Biggest Focus Points During Consolidation:



USF Tampa

1. Ensure each campus retains control of their A&S allocation process.
2. Ensure all campus Student Governments are equally represented

USF Sarasota- Manatee

1. Ensure each campus retains control of their A&S allocation process.
2. Ensure each Campus Student Government keeps possession of a level of autonomy.

USF St. Petersburg

1. Each Campus keeps possession of a level of autonomy
2. All Students have a opportunity to share their concerns and make their voice heard



General Thoughts & Questions Q&A!





And, As Always:
GO BULLS



Overview of USF Strategic Planning

For the USF Consolidation Task Force
Shared Governance/Transparency Committee

Gregory B. Teague, Ph.D., Special Advisor to the President

Sept. 11, 2018

Topics

- Strategic planning across the USF System
 - Institutional & other plans: scope & examples
- Current USF System Strategic Plan
 - Historical context & current plan
- USF Tampa Strategic Plan: current draft
- Plans for consolidated USF strategic planning

Levels & time frames for planning

- Tactical
 - Short-range, 1-2 years
 - E.g., USF consolidation planning
- Long-range
 - Typical strategic plan, 3-5 years
- Strategic
 - Longer time horizon, articulation of strategies vis-à-vis trends

Strategic planning across the USF System

- Purview of plans
 - USF System-wide
 - Institutions
 - Colleges
 - Departments
- Typical elements in plans
 - Purpose, Mission, Vision, Values
 - Goals, Strategies, Initiatives, Measures/Indicators
- Plans comport with higher level plans, including BOG plan

USF Tampa: Strategic goals 2013-2018

- Well-educated and highly skilled global citizens through our continuing commitment to student success
- High-impact research and innovation to change lives, improve health, and foster sustainable development and positive societal change
- A highly effective, major economic engine, creating new partnerships to build a strong and sustainable future for Florida in the global economy
- Sound financial management to establish a strong and sustainable economic base in support of USF's continued academic advancement

USF St. Petersburg: Strategic goals 2014-2019

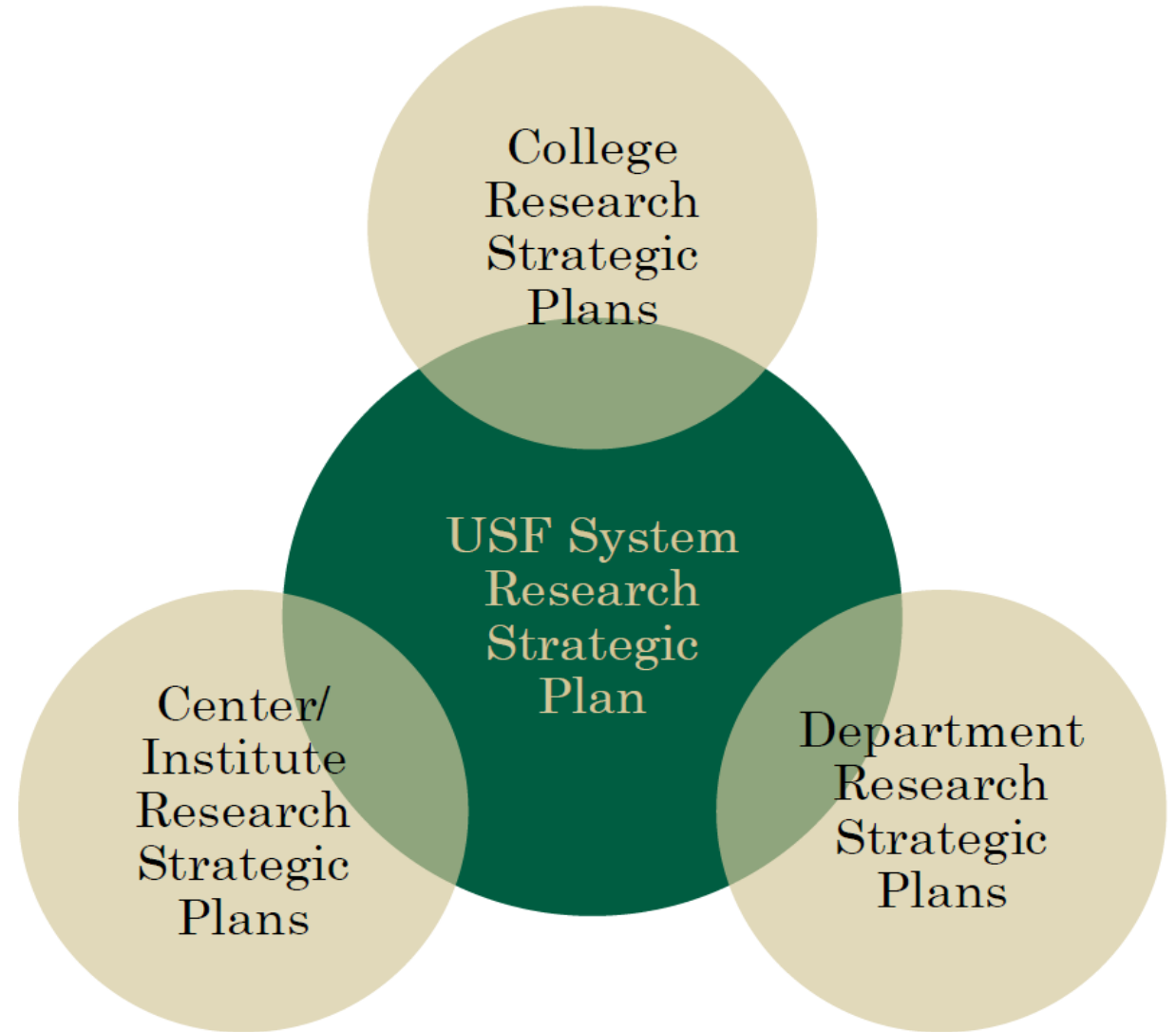
- Distinctive identity
- Student success and culture
- Faculty excellence in teaching and research
- Strategic partnerships
- Infrastructure to meet current and future needs
- Sustainable funding

USF Sarasota-Manatee: Strategic goals 2015-2020

- Student Success
- Campus Life
- Intentional Enrollment Management
- Teaching and Learning
- Scholarly Activity
- Community Engagement
- Resources

USF System Research Strategic Plan

- Research strategic plan ecosystem



USF System Research Strategic Plan

- Goals

- Rankings: Increase USF rankings among public research universities
- Visibility: Increase national and international reputation for research and innovation activities
- Collaboration: Foster a transdisciplinary research culture and productivity, building on strengths, with ... emphasis in ... focus areas
- Impact: Increase the application and economic and social impact of USF research

USF System Research Strategic Plan

- Final recommendations
 - Focus on issues where society urgently needs innovation and change
 - Work across disciplines
 - Break down academic silos

USF System strategic planning: Context

- Articulation of the USF System
 - Institutions & DSOs
 - Interactions/exchanges
 - Emergent phenomena

Key USF System Shared Services/Resources

- Community Engagement and Role of Alumni
- Corporate Partnerships
- Research & Innovation
- Diversity, Inclusion & Equal Opportunity
- Brand Recognition
- Brand Recognition
- Information Technology
- Finance and Administration
- Risk Management
- Athletics
- Government Affairs

USF System strategic planning: Time frames

- 2010-2015 – Formative: *“Stronger Together: Unstoppable”*
- 2016 – Guiding Principles: **BULLISH**
 - **B**old; **U**nited; **L**eaders; **L**oyal; **I**mpactful; **S**tudent-centric; **H**igh-quality (now: **H**eralded)
- 2017-2018
 - Current, now largely paused pending consolidation recommendations
- 2019 +
 - Pending: Consolidated USF Strategic Plan

Current USF System Strategic Plan

- Strategic goals
 - Leverage system capabilities for success of members
 - Activate constituencies to provide value
 - Burnish reputation – be known for excellence
- Process: frequent review & adaptation
- Short-term: progress in defining metrics, anticipating changes in higher education
- Current low level of activity pending consolidation progress

USF Tampa Strategic Plan (Draft)

Purpose

Committed to research and academic excellence, and community engagement, the University of South Florida prepares students for lifelong success in a diverse and inclusive intellectual environment. Driven by outstanding faculty and staff, USF is dedicated to meaningful scholarship and impactful research that positively shapes the future, both locally and globally.

USF Tampa Strategic Plan (Draft)

Mission

USF Tampa is a global leader in innovative research, the delivery of outstanding academic and professional programs, and community engagement, in a multidisciplinary intellectual environment that ensures student learning and lifelong success.

USF Tampa Strategic Plan (Draft)

Vision

As a preeminent research university, USF Tampa will have a global impact in shaping the future by improving the human condition. Through its innovative research, commitment to student success, and as a major socio-economic driver of the metropolitan region, USF will continue to develop a profile consistent with membership in the Association of American Universities.

USF Tampa Strategic Plan: Statement of Values (Draft)

Inquiry through

- *High-impact scholarship, research, and creative pursuits*
- *High-quality, multidisciplinary education and excellence in teaching and learning*
- *Collegiality, collaboration, academic freedom, and professional responsibility*
- *Success and achievement of its students, faculty, staff, and alumni*

Innovation through

- *Exploration of new technologies to create efficiencies and solve problems*
- *A culture of learning, growth, entrepreneurial spirit and partnerships*

- *First-class administrative and physical infrastructure to support the university's education and research mission*
- *An agile, flexible, and proactive community that develops curricula and programs to meet rapidly-changing community and global needs*

Integrity through

- *Shared governance within all components of the institution*
- *Transparency and accountability of the university's operations*
- *Affordable and accessible education for all*
- *Social, economic, and environmental sustainability at the local and global levels*

Inclusion through

- *Diversity of students, faculty, and staff in a safe campus environment*
- *Respect and recognition of each individual*
- *Community engagement and public service*
- *A welcoming campus life with broad academic, cultural, and athletic opportunities*

USF Tampa Strategic Plan (draft)

Goal 1 & Strategies: High-impact Research & Innovation

Creation of high-impact research and innovation to advance frontiers of knowledge, solve global problems and improve lives

- Enhance environment for increased research and innovation
- Increase research capacity by investing in people engaged in research
- Employ processes that accelerate research and innovation
- Increase impact and recognition of research and innovation

USF Tampa Strategic Plan (draft)

Goal 2 & Strategies: Lifelong Student Success

Continued commitment to the lifelong success of well-educated, highly-skilled, and adaptable students who thrive in a dynamic global market

- Support the development of high-impact educational practices to foster meaningful student experiences in and out of the classroom
- Develop globally engaged citizens and leaders to strengthen communities and improve quality of life by bringing teaching, research and service resources to bear in sustainable and reciprocal community partnerships
- Strengthen employer and alumni connections to ensure life-long success

USF Tampa Strategic Plan (draft)

Goal 3 & Strategies: Meaningful Engagement

A major social & economic engine creating meaningful global, national, regional & local collaborations & partnerships to build a prosperous & sustainable future for our community and state

- Deepen and expand existing engagement and partnerships
- Pursue new mutually beneficial partnerships

USF Tampa Strategic Plan (draft)

Goal 4 & Strategies: Vibrant Campus Environment

A vibrant, inclusive, and safe community for learning, discovery, creative activity, and transformative experience enabled through adaptive design of physical, social, and digital environments

- Shape academic programs, campus social environment and instructional initiatives to optimize the university experience
- Ensure the availability of flexible/adaptive instructional environments and research workspaces
- Maintain and foster a skilled, productive, and satisfied workforce within USF by providing opportunities for training, education, and advancement

USF Tampa Strategic Plan (draft)

Goal 5 & Strategies: Sound, Visionary Management

Continuous visionary planning and sound management throughout USF to lead in the field of higher education, ensure a strong and sustainable economic base, and proactively adapt to opportunities in dynamic environments

- Establish & maintain an ongoing capacity for long-range strategic analysis & associated response
- Enhance capabilities for optimal organizational functioning
- Ensure cost-effective use of resources in support of the university mission
- Promote sustained financial support for programs & operations

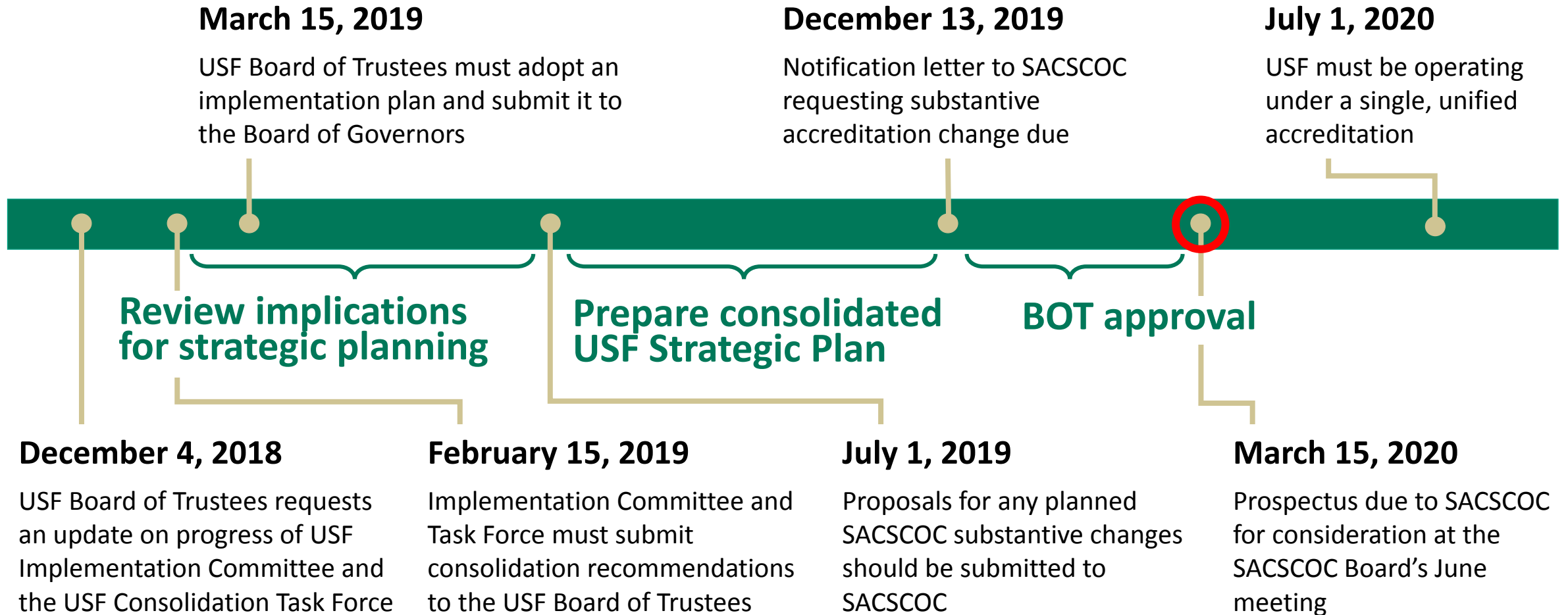
Moving from strategic to tactical/operational

- Estimate the *net* cost of implementing proposed initiatives
 - Financial: cost of new activities minus the savings from old activities replaced or eliminated
 - Human resources: capacities & requirements
- Identify who would do what; how much is needed in net additional start-up & sustaining effort & resources; when and how long; outcomes & measures; link to metrics
- Prioritize, select, and schedule implementation within parameters of available/anticipated resources

Relevant milestones for strategic planning

- March 5, 2019 – BOT submits implementation plan to FL-BOG
- July 1, 2019 – USF Submits proposal for substantive changes to SACSCOC
- March 15, 2020 – USF submits prospectus to SACSCOC
 - Cites single USF mission
- Fall 2020 – Site visit
 - Examines process for evaluation of mission & goals

Consolidation timeline & strategic planning



Anticipated timeline for strategic planning

- Fall-Winter 2018-2019: Preliminary analysis of existing plans
 - Campus & college plans
 - System-level plans: USF System plan, Research plan
 - Implications of trends in higher education
- Winter-spring 2018-2019: Examine existing goals & strategies in relation to implementation plan & consolidation goals
- Summer-fall 2019: Convene multi-campus committee, produce consolidated strategic plan by December 2019 for BOT approval by March 2020