University Board of Trustees  
Work Group on Academics and Campus Environment  
MINUTES  
January 4, 2007, 1:00 – 3:00 PM  
USF Lakeland Campus, LTB 1124

Workgroup Members Present:  Lee Arnold, Jr., Trustee and Chair; Michael Barber, Trustee and President of the Faculty Senate; Debbie Sembler, Trustee; Jennifer Capeheart-Meningall, Vice President, Student Affairs; Renu Khator, University Provost and Senior Vice President; Kathleen Moore, Associate Vice President for Academic Affairs and Educational Outreach and Principal Staff to the Workgroup; Elizabeth Kaplon, Executive Assistant to the Vice President, Student Affairs; Barbara Sparks-McGlinchy, Associate Director, Intercollegiate Athletics; Paul Spector, Professor, Department of Psychology

Lakeland Campus Board Members Present:  Sherrill Tomasino, Trustee and Chair; Carole Philipson, Member; Kelly Underhill, Member; Paul Colee, Member

Guests:  Kevin Banks, Assistant Vice President and Dean of Students, Student Affairs; Leellen Brigman, Associate Vice President for Enrollment Management and Planning; Barbara Donerly, Architect, Facilities Planning; James Dragna, Associate Vice President, Student Affairs; Delcie Durham, Associate Provost for Research and Dean of the Graduate School; Judy Genshaft, USF President; Marshall Goodman, Vice President and CEO, USF Lakeland; Patricia Haynie, Associate Vice President; USF Health; Tom Kane, Director, University Housing; Hank Lavandera, Associate General Counsel, Office of General Counsel; Rhea Law, Chair, Board of Trustees; Barton Lee, Associate Dean, College of Visual and Performing Arts; Greg Paveza, Program Director, USF Lakeland; John Pheling, Renold, Smith and Hills Construction; Judith Ponticell, Associate Vice President, Academic Affairs USF Lakeland; Steve Prevaux, General Counsel; Dwayne Smith, Vice Provost and Professor, Provost’s Office; Bob Spatig, Director, Admissions; Tracy Tyree, Associate Vice President, Student Affairs; Cindy Visot, Chief of Staff; Karen White, Regional Chancellor, USF St. Petersburg; Ralph Wilcox, Vice Provost, Provost’s Office

Call to Order:

Trustee Arnold opened the meeting at 1:10 p.m.  He welcomed Chair Law and President Genshaft to the meeting.  He congratulated Paul Specter on receiving the Distinguished University Professor Award for 2006.  Trustee Arnold noted that the meeting is a joint meeting of the ACE Workgroup and Lakeland Campus Board to address the USF Lakeland Campus Master Plan.  Trustee Tomasino convened the Lakeland Campus Board and the members introduced themselves.
Facilities Planning

USF Lakeland Campus Master Plan

Dr. Goodman presented the item. President Genshaft asked when USF Lakeland had moved into the LTB building. Dr. Goodman advised they moved in the middle of December and thanked everyone for their help in making the building possible. Dr. Goodman introduced Dr. Paveza who provided a brief history and timeline of the Lakeland Campus Master Plan. He noted that Phase I, Building A would provide the infrastructure needed to support the campus. Dr. Paveza reviewed the comments made by agencies and the responses to those comments. He noted that USF Lakeland and the City of Lakeland are looking at possible partnerships for land use. Chair Law asked if the responses by USF to the agencies’ comments had been accepted by those agencies and what was the process to be followed if there were concerns. Dr. Paveza gave a brief overview of the review process noting that if an agency has concerns it may file an objection. He advised that USF Lakeland would follow the same process as that of USF Tampa. Trustee Arnold commended Dr. Goodman and Dr. Paveza on their hard work on the Master Plan. He requested that this item not be part of the consent agenda for the Board of Trustee meeting.

Trustee Tomasino asked for a motion to approve the Master Plan by the USF Lakeland Campus Board. A motion was made to approve and seconded. The motion was unanimously approved. Trustee Arnold asked for a motion to approve the Master Plan by the BOT Academics and Campus Environment Workgroup. A motion was made to approve and seconded. The motion was unanimously approved.

Provost’s Report

Provost Khator presented the report. She provided an update on enrollment for Spring 2007 noting that USF is moving in the right direction and attracting high quality students. Undergraduate enrollment is up 2% and graduate enrollment is up 14% from Spring of 2006 to Spring of 2007. In January 2006 the Honors College accepted 508 candidates and in January 2007, 1300 candidates had been accepted. Dr. Khator provided an update on faculty recruitment and gave an overview of the diversity of the hires as compared to 5 years ago. She announced that Betty Castor has been appointed as Executive Director of the Patel Center for Global Solutions effective 1/2/07. Dr. Khator provided an overview of executive searches on-going at USF. She advised that Academic Affairs will recruit a Chief Technology Officer and hopes to start that process in the near future.

Faculty Senate Report

Trustee Barber presented the report noting that the Faculty Senate is looking at several issues which include the membership on committees, faculty survey, Outstanding Graduate Education Award, faculty participation at commencement, parking, Strategic Plan, Faculty Handbook, financial code of ethics, faculty peer review, gender gap issues, and encouraging regional campus faculty members to serve on Senate committees.
Trustee Arnold asked about the Graduate Education Award and it was noted that the award is not an item that would need to come before the ACE Workgroup. The Office of the Provost supports the award and guidelines are being developed. Trustee Arnold asked about the code of ethics and it was noted that the faculty are aware of the code and the item is being addressed by the Finance Workgroup.

**Student Affairs Report**

Dr. Meningall presented the report. She noted that the student who fell from the parking garage was improving. He has withdrawn from the University but Student Affairs is working with the family to re-engage. She provided an overview of the Greek eviction noting that the national organization has suspended the organization. Resident Services is working to renovate, upgrade, and reoccupy the building. Dr. Meningall noted that USF had a great Fall commencement with 3,300 students graduating. 1,000 new beds will be available in August 2009. Dr. Meningall announced the appointment of a new Greek Coordinator and one of the things this position will be looking at is the hazing policies. She also announced that Dr. Liz Kaplon has accepted a position as Assistant Director for Academic Initiatives in Resident Services. A search for a new Executive Assistant in Student Affairs will be conducted in the near future. Dr. Meningall introduced Dr. James Dragna Associate Vice President and Dr. Tracy Tyree, Associate Vice President. She provided an overview of the FTIC and transfer student orientation. She announced that Jesse Jackson is scheduled to come to campus for the Martin Luther King Celebration. Student Affairs approved a Student Leader award that will recognize student contributions to USF. They are also working with graduate students to enhance the graduate experience. Dr. Meningall noted that the Tampa resident halls are at 97% occupancy and that USF St. Petersburg occupancy is consistent with Fall 2006. Trustee Arnold asked if USF St. Petersburg was on budget and it was noted that the bond commitment has been met. Trustee Arnold asked about the Living Learning community and Dr. Meningall provided an overview of the program and its efforts. President Genshaft asked about the total number of beds available. It was noted that there are 4,450 at USF Tampa, 350 at USF St. Petersburg, and USF Lakeland plans for 150-200.

**Student Government Report**

Dr. Meningall noted that Trustee Harrison was attending a wedding and that she would update the Workgroup on activities in Student Government. She noted that the main focus for Student Government has been the A&S budget. The deadline to submit requests was December 15. Student Government is reviewing the requests and making recommendations to President Genshaft. Dr. Meningall noted that Trustee Harrison has been very active at the State level. Trustee Arnold commended Trustee Harrison for his efforts noting that Trustee Harrison is doing an excellent job of representing Student Government and USF. Dr. Meningall noted that the Student Government executives’ grades are very strong.
Approval of November 2, 2006 Minutes

The Workgroup unanimously approved the November 2, 2006 minutes.

Academic Affairs

USF System Principles

President Genshaft presented the item. Over the last 6 ½ years USF has moved strongly and quickly in reaching its potential. The principles have a lot to do with how we will work as a system and the whole operation of the University. President Genshaft noted that USF St. Petersburg had achieved separate accreditation this past summer. Part of our ongoing work for SACS is to further formulate the governance of USF as a system. A System Governance Task Force with representation from all campuses worked on a set of principles of development of USF in 2005. The Principles were brought before the Executive Council and President’s Cabinet with the next steps being to establish details of operation. Last year the Board of Governors gave approval for USF to designate itself a system for accreditation purposes with the understanding that Tampa campus has all levels of degree programs including the doctoral level and regional campuses are permitted to have bachelors and masters level programs. President Genshaft reviewed the principles noting that they have implications for each of the campuses. The Principles document is an essential element in the continuing evolution of the University of South Florida, as it:

- Reaffirms the USF Board of Trustees’ primacy and role as the sole, local governing body of the University
- Establishes the University Executive Council (chaired by the President), and University-wide Councils chaired by the appropriate Vice President with representatives from all campuses
- Clarifies that the USF Foundation, USF Research Foundation, and all direct support organizations (DSOs) fulfill University-wide roles
- Establishes that the USF BOT, the President (and their designees) will conduct all interaction with state (e.g. BOG), regional (e.g. SACS), and national (e.g. ACE, NCES and professional accrediting agencies)
- Supports the development of distinctive and complementary missions on each member campus
- Establishes USF Tampa (including USF Health) as the sole doctoral degree-granting campus
- Reaffirms centralized, University-wide authority and responsibility for the offices (and functions) of Diversity and Equal Opportunity; University Relations; Government Relations; General Counsel; Audit and Compliance; Research; Intercollegiate Athletics, Collective Bargaining, and coordination of the USF Library System.
- Establishes the Senior Vice President and Provost as the University’s Chief Academic Officer, with authority and responsibility for functions associated with
The Graduate School; The Office of International Affairs; and the Office of Decision Support

- Supports faculty, staff, and student governance systems at both the University-wide and campus levels
- Reaffirms the values of maximizing student access, transferability, and success across USF

Trustee Arnold noted the Principles are a good first step and offered the following comments on specific Principles:

- The document must do as much as possible to clarify the lines of authority. "Authority" should occur in the document wherever "responsibility" does.
- Principle #2 - Delegation is valuable, and no-one is recommending micromanagement, but all campuses need to be clear about what their level of responsibility/authority is on various issues. Campus Board authority/responsibility in particular needs to be clearly stated.
- Principle #4 - The Principles should state clearly that VPs and Regional Chancellors report to the President, not to a Campus Board or the BOT.
- Principle #5 - Clarify to whom the DSOs report.
- Principle #6 - Consistent terminology is very important. We need a deadline for this. In addition to titles, we need clarification on what we call the various "compacts" (i.e. organizational units).
- Principle #7 - We must be clear about our "political" position. Is there one voice or may campuses/colleges/units separately/independently do business with the Legislature etc?
- Principle #8 - All campus master plans (including Tampa campus) must be consistent with the USF strategic plan.
- Principle #9a - We should specifically state that in order to achieve ARL designation all libraries must report to the Dean of Libraries.
- Principle #9b - Compliance issues must be consistently enforced across campuses. It is important to build economies of scale into the Principles. For example, in purchasing, it often makes economic sense to have a centralized process. And technology should be managed consistently--for example different units have reported different (and uncoordinated) backup plans. This makes no sense.
- Principle #9c - The Dean of the Graduate School has responsibility--does that also mean authority? If so this should be stated. The Chief Technology Officer (which the Provost plans to hire) should be added to the list of university-wide functions reporting to the Provost.
- Principle #10 - It should be clear who makes the final decision about governance groups. The President should decide what governance systems will exist at the campus level.
- Principle #11 - There is no point in duplication of effort and competitive products—better to offer programs in one place and make it easy for students to move around within the system.
• Principle #12 - Add approved by the Board of Trustees to the end of the first sentence.
• Summary statement: Place authority where it can be best used.

President Genshaft noted that these are very important principles that she believes will need approval from the ACE Workgroup and Board of Trustees. The system councils can establish the operational details. Chair Law noted that those were good comments and we need to work toward more specificity. Chair Law also commented that it was previously noted that Academic Affairs is considering hiring a Chief Technology Officer (CTO) and that all of the campuses might benefit for having one CTO and a coordinated technology effort system-wide. The time spent now to clarify the Principles will benefit us in future. We must have one voice for the USF system, and we need a platform and foundation to move forward. President Genshaft noted this is a beginning for developing principles that we can operate from to comply with the requirements of SACS and to show the distinctiveness of USF while striking the appropriate balance. She asked if Trustee Arnold would like the principles re-drafted and he noted he would prefer to have the principles approved with the caveat that they are a starting point for further development.

A motion was made to approve the principles of development with the addition of the Chief Technology Officer to the list in #9c and under #10 “…as deemed appropriate by the President.” There was a second. During discussion, Dr. Spector asked for clarification on the authority of the Graduate School in #9c and this was provided by Graduate Dean Delcie Durham. Approved unanimously.

Tenure Nominations as a Condition of Employment

Dr. Khator presented the item. She noted that she is seeking approval for tenure as a condition of employment for the individual listed. A brief overview of his qualifications was provided. The proper protocol has been followed and approved by all areas. Approval is requested.

A motion was made to approve and was seconded. Approved unanimously.

Information Items:

An Overview of Enrollment Planning and Management at USF – Undergraduate Admissions.

Dr. Khator presented the item and advised that one of the most important things the university does is to educate students. There are two components – student access and student success. She introduced Dr. Leellen Brigman, Associate Vice President for Enrollment Planning and Management and Mr. Bob Spatig, Director of Undergraduate Admissions. Dr. Brigman gave a brief history of recruitment and admission practices. Mr. Spatig provided an overview of the reorganization of the Office of Undergraduate
Admissions, prospective student marketing and parent communications, search initiatives and advertisements. He provided an update on undergraduate admissions data for Spring, Summer, and Fall 2007; FTIC Scholarship offers; Honors College invitations; and, First generation-to-college outreach and access. An overview of the diversity profile was also provided. Planned and proposed events for Spring 2007 were reviewed and recruitment packages were distributed. Dr. Khator and Trustee Arnold recognized Dr. Wilcox and his team for their tireless work and focus.

**Housing Rate Increase**

Dr. Meningall presented the item and noted that the housing rate materials provided will be presented to the Finance Workgroup at their next meeting. Today’s item will be to update the workgroup on the student learning experience which takes place after students are admitted. Dr. Meningall provided a brief overview of the student learning experience initiative. The ultimate outcome will help to increase retention rates to graduation. She introduced Dr. James Dragna Associate Vice President, Dr. Tracy Tyree, Associate Vice President, and Dr. Tom Kane, Director, University Housing. Dr. Dragna provided an introduction and overview of the initiative. He described how the initiative can be implemented. He noted that this is a unique idea and can become a model nation-wide. The process is just beginning. Dr. Kane provided information about how they are recreating the resident life experience and provided examples, such as having a faculty member to mentor students, grouping students on floors by majors, and providing study groups. It was noted that this is a unique initiative and is the first in Florida, possibly in the Southeast. President Genshaft asked for the number of transfer students in the resident halls and it was noted that there are approximately 300. Dr. Meningall advised that the initiative is consistent with the admissions program. Trustee Arnold asked about the need for additional meeting rooms in the resident halls and it was noted that some halls have the space identified and in others the space will identified during renovation – they are designing the new resident halls around the concept. Trustee Arnold commended them on their hard work.

Trustee Arnold asked if there were any new items for discussion. Dr. Paveza advised that they will be offering a tour of the building following the meeting. Hearing no new issues, the meeting was adjourned at 3:25 pm.