Agenda Item: III.c.

USF Board of Trustees
December 5, 2023

Issue: President's 2022–2023 Evaluation

Proposed action: Approval of President Rhea F. Law's 2022–2023 Evaluation and Discretionary Performance Based Compensation

---

Executive Summary:

Section 4.1 of the Contract outlines the evaluation process and provides that the President shall initiate the evaluation process by providing the Board Chair and Governance Committee a self-appraisal of the President's performance from July 1 of the previous contract year and ended on June 30 of the same.

To aid the Board in its performance review, the President may furnish oral and written reports. These materials are attached.

Under section 6.1 of the Contract, the Governance Committee may recommend to the full Board up to seventy (70)% of the total possible performance based compensation.

BOT Committee Review Date: November 16, 2023
Supporting Documentation Online (*please circle*): (**Yes**) **No**
Prepared by: Office of the President

Presidential Goals 2022-2023	
1) Academic Excellence & Student Success	
Bolster academic excellence and student success outcomes by focusing on establishing initiatives that prepare graduates to compete in a 21st-century workforce and driving meaningful engagement and alignment with business and industry; maintaining momentum on Performance-Based Funding and Preeminence metrics and USF's trajectory to Top 25 USNWR; and ensuring a campus environment that is diverse and inclusive, while fostering a sense of belonging and supporting freedom of expression.	
a. Meet or exceed the non-normalized score USF earned in the 2022 PBF assessment.	
Major Milestones/Deliverables	
i. Top 3 of PBF scores	
ii. Non-normalized score of 85	
iii. Normalized score of 90	
Additional Notes/Documentation	The state budget approved by the governor included $85 million increase to the state's investment in university performance-based funding and result in approx. $14million increased PBF award for USF for FY 2023-24.
b. Meet or exceed all Preeminence metrics.	
Major Milestones/Deliverables	
i. Maintained Preeminent status	
ii.	
iii.	
Additional Notes/Documentation	
c. Implement strategies towards achieving USNWR Top 25 including a focus on class size reductions and increasing the six-year graduation rate, the peer assessment score, and the average spend per student.	
Major Milestones/Deliverables	
i. USF continues to remain a Top 50 public institution - the university now ranks ahead of 8 public AAU institutions, up from 5 in the 2023 rankings (2023 does not include ASU that was just invited to the AAU)	
ii. Peer assessment score has improved from 2.9 to 3.0 - the second year of a 0.1 increase, well ahead of the national average of a 0.2 increase every eight years	
iii. Six-year graduation rate improved for 2016 cohort from 74.2% to 74.6% for 2017 cohort	
iv. Total expenses per FTE enrollment has increased from $31,839 in FY21 to $32,688 in FY22	
Additional Notes/Documentation	Class size reduction is no longer part of USNWR criteria
d. Implement best practices and strategies related to freedom of expression including a new civil discourse orientation module.	
Major Milestones/Deliverables	
i. Implemented in summer 2022 for incoming freshmen - orientation featured a new civil discourse module	
ii. The module is to be reviewed annually, along with other orientation materials, to strengthen USF's efforts related to civil discourse	
iii. Module is presented entirely online as part of mandatory modules and is overseen by the Dean of Students and Office of Orientation	
Additional Notes/Documentation	
2) Great Place to Work	

Further USF's commitment as a great place to work through attracting, retaining, and developing high-quality, diverse faculty and staff, and improved administrative infrastructure and systems that drive operational efficiency, transparency, and inclusivity.	
a. Begin year one of Oracle implementation to stabilize the infrastructure around talent planning; streamline processes and build efficiencies for predictive workforce planning; and proactive and predictive to promote diversity, equity, and inclusion best practices.	
Major Milestones/Deliverables	
i. Oracle prep and planning completed with design phase underway with robust stakeholder involvement and input	
ii. Embedded services achieved key accomplishments in test within Executive Services units: 30% faster recruiting actions, 60% faster classification actions and 25% faster employment actions	
iii. Newly created team within CHR is purposely driven to partner with leaders to evaluate and assist in identifying opportunities for process improvement	
Additional Notes/Documentation	
b. Launch and promote an Employee Success Center to ensure employee growth and retention.	
Major Milestones/Deliverables	
i. ESC offers customized services: workshops, executive coaching and certificate and badge programs	
ii. Emphasis on employee wellness and Employee Assistance Program	
iii. Resource for performance management that focuses on values-based process that aligns with university strategy	
Additional Notes/Documentation	
c. Increase employer brand through global recognition of workplace environment.	
Major Milestones/Deliverables	
i. Forbes: No. 15, America's Best Employers for Women	
ii. Newsweek: 4-star score for America's Greatest Workplaces, America's Greatest Workplaces for Diversity, 4.5-star score for America's Greatest Workplaces for Women	
iii. Recruitment Marketing Consultants were added to CHR team and have shown marked improvement in online branding: Glassdoor "open employer" status earned	
Additional Notes/Documentation	
d. Complete leadership searches	
Major Milestones/Deliverables	
i. March 1, 2023: New Provost, Prasant Mohapatra, start date	
ii.	
iii.	
Additional Notes/Documentation	VPDEI search paused pending changes in state legislation

3) In Pursuit of Excellence

Elevate and promote USF's pursuit of excellence by advancing the university's regional, statewide, and national reputation through efforts in planning for an on-campus stadium; brand positioning and marketing; engagement with community, alumni, legislative stakeholders, and business and industry; planning and development of new facilities and strategic initiatives on branch campuses and USF Health; and continued implementation of USF's 2022-2027 Strategic Plan.	
a. Continue to monitor the effective implementation of the University’s Strategic Plan.	
Major Milestones/Deliverables	

i. Institutional strategies were developed and organized into 13 identified themes for the 5 goals	
ii. Detailed data on the implementation status of unit-level strategies been collected and is actively monitored by planning officers	
iii.	
Additional Notes/Documentation	
b. Empower university leaders to meet their strategic goals.	
Major Milestones/Deliverables	
i. Enhanced workflow synergies between units	
ii. Increased coordination of university-wide efforts though increased group discussions and executive coaching	
iii. Develop cascading goals (BOT - President - Cabinet) to ensure collaboration, communication and effectiveness	
Additional Notes/Documentation	
c. Continue to assess feasibility of on-campus stadium.	
Major Milestones/Deliverables	
i. March 7, 2023: BOT approves advancing to design phase	
ii. June 13, 2023: BOT approves $340 million budget for construction	
iii.	
Additional Notes/Documentation	
d. Enhance USF's national reputation by completing a brand research project to develop positioning and messaging to support future marketing and communications.	
Major Milestones/Deliverables	
i. Four brand pillars were created with supporting content from brand research: Our Grit and Determination, Our Tampa Bay Community, Our Legacy of Pushing Boundaries and Our Access to Opportunity	
ii. Pillars are supported bysample headlines - tangible examples already being used in the marketplace and proof points that link back to source data	
iii. Revitalized Digital Asset Management system for Pro-Com partners throughout the institution	
Additional Notes/Documentation	
e. Increase engagement with the Tampa Bay community through targeted outreach	
Major Milestones/Deliverables	
i. Launch of Office of University Community Partnerships as Cabinet-level position led by Senior Vice President	
ii.	
iii.	
Additional Notes/Documentation	
f. Complete the due diligence and begin the design phase on the College of Nursing expansion and the Sarasota-Manatee campus Nursing/STEM building.	
Major Milestones/Deliverables	
i. Due diligence for CON expansion has presented option for hybrid approach of demolition, renovation and new build	
ii. Design phase on track with demolition scheduled to begin mid-spring 2024	
iii. Sarasota-Manatee campus received $2 million in federal earmarks for design	
Additional Notes/Documentation	
g. Obtain approval from the Board of Governors to construct the USF Sarasota-Manatee campus Housing and Student Center Project.	

Major Milestones/Deliverables	
i. September 14, 2022: Approval by Board of Governors	
ii. March 1, 2023: Groundbreaking	
iii. On track for Fall 2024 opening	
Additional Notes/Documentation	
h. Launch President's Global Leadership Council to activate high achieving global USF alumni to engage with USF around issues and activities of international significance.	
Major Milestones/Deliverables	
i. Initial meetings and ideation in tandem with Office of University Community Partnerships, University Advancement and USF World	
ii. Council Chair, Steve Presley, Nestle CEO, vetted and secured with council charge and kickoff meeting set for Fall 2023	
iii.	
Additional Notes/Documentation	
4) Research	
Evaluate the needs/gaps of the Office of Research to better meet the changing university landscape.	
a. Meet or exceed USF's rankings in the top 10% for total research expenditures.	
Major Milestones/Deliverables	
i. Top 10% of 648 ranked institutions, USF is 68th/top 10.49%	
ii.	
iii.	
Additional Notes/Documentation	
b. Drive new proposals by faculty and optimize funding levels to increase active research awards.	
Major Milestones/Deliverables	
i. Proposal count up 23% from last year	
ii. Award dollars up 50% from last year	
iii.	
Additional Notes/Documentation	
c. Assess decentralized vs. centralized research models.	
Major Milestones/Deliverables	
i. Work completed by the Office of Research and General Counsel with plan presented to President and leadership	
ii.	
iii.	
Additional Notes/Documentation	
5) Budget Model	
Implementation of the university's new budget model to ensure a strong, sustainable, and adaptable financial base by identifying, carrying out, and maintaining best practices of judicious resource management.	
a. Finalize the new funds flow model, including developing the 5-year financial plan that aligns with the university's strategic plan.	
Major Milestones/Deliverables	
i. April 27, 2023: Special budget workshop held with BOT, Campus Board members and university leadership	

ii. May 23, 2023: Update provided to BOT Finance Committee taking feedback from budget workshop into account	
iii.	
Additional Notes/Documentation	
b. Identify internal efficiencies to address cost containment to invest in strategic growth areas.	
Major Milestones/Deliverables	
i. Continued piloting of shared embedded services model with key Business and Finance operations expanded to Executive Services offices	
ii. Streamlined budget process to advance calendar to provide figures for leadership allocation	
iii. Improvements in student financial services have led to decreased in manual overrides by staff	
Additional Notes/Documentation	
6) Legislative Support, Fundraising & Commercialization	
Maximize external revenue streams through fundraising/philanthropic targets, research, and other auxiliaries.	
a. Continue strong community and legislative relations to bolster awareness of the unique and personalized strengths across each campus to increase advocacy and secure additional recurring state investments.	
Major Milestones/Deliverables	
i. $63.3 million recurring increase to E&G operational budget	
ii. $24.3 million to fund first phase of EOS building	
iii. $6.5 million to invest in campus life facility projects funded through CITF, $14 million for USF Health research, and $3 million for new fMRI machine	
Additional Notes/Documentation	
b. Raise $125 million or more in total gifts and commitments.	
Major Milestones/Deliverables	
i. $157.4 million in gifts and commitments from over 37,500 donors - a record for financial generosity and number of supporters	
ii. Fifth straight year that annual giving has surpassed $100 million and second straight record-setting year over $150 million	
iii. Record 11,800 new donors	
Additional Notes/Documentation	
c. Diversify, commercialize, and monetize USF intellectual property by expanding beyond patents to data licensing, trademarks, copyrights, and actively engaging consultants to identify suitability for licensing and any infringements.	
Major Milestones/Deliverables	
i. Patent licenses up 14% from last year	
ii.	
iii.	
Additional Notes/Documentation	



2022-2023

EVALUATION

PRESIDENT RHEA F. LAW

NOV. 16, 2023


Invitation to join
ASSOCIATION OF AMERICAN UNIVERSITIES



GOAL ONE

Academic Excellence and Student Success

ACADEMIC EXCELLENCE AND STUDENT SUCCESS

Maintained status as

Preeminent State Research University

TOP 3

Performance-Based Funding scores

Normalized score of 90,
non-normalized score of 85

TOP 50

Public Institution

ranked ahead of 8 public Association of American Universities institutions

30+

USF Graduate Programs
ranked among nation's best by
U.S. News & World Report

Peer assessment score has
improved from 2.9 to 3.0
in latest U.S. News & World Report rankings



GOAL TWO

Great Place to Work

GREAT PLACE TO WORK



National Recognitions

- ✓ *Forbes* **No. 15**, America's Best Employers for Women
- ✓ *Newsweek* **4-star** score for America's Greatest Workplaces
- ✓ *Newsweek* **4.5-star** score for America's Greatest Workplaces for Women



Embedded Services Accomplishments

- ✓ **30% faster** recruiting actions
- ✓ **60% faster** classification actions
- ✓ **25% faster** employment actions



Enhanced Emphasis

- ✓ Employee Success Center
- ✓ Employee Wellness
- ✓ Employee Assistance Program

GREAT PLACE TO WORK



PRASANT MOHAPATRA
begins tenure as new provost and executive vice president for academic affairs

New **CENTRAL HUMAN RESOURCES** team to evaluate opportunities for process improvement

USF Health received **PATENTS FOR HUMANITY** award



GOAL THREE

In Pursuit of Excellence

IN PURSUIT OF EXCELLENCE



INSTITUTIONAL STRATEGIES

were developed and organized into 13 identified themes for the 5 goals of the Strategic Plan



FACILITIES INITIATIVES

- ✓ On-Campus Stadium
- ✓ Sarasota-Manatee Campus Housing
- ✓ Mo-Bull Nurse Medical Clinic
- ✓ Nelson Poynter Memorial Library
- ✓ Porter Family Indoor Performance Facility
- ✓ Judy Genshaft Honors College
- ✓ Student Health & Wellness Center



FOUR BRAND PILLARS

were created

- ✓ Our Grit and Determination
- ✓ Our Tampa Bay Community
- ✓ Our Legacy of Pushing Boundaries
- ✓ Our Access to Opportunity

IN PURSUIT OF EXCELLENCE



Creation of new
OFFICE OF UNIVERSITY COMMUNITY PARTNERSHIPS
under the direction of
Dr. Eric Eisenberg

>> BALDWIN RISK PARTNERS
donate $5 million to grow the risk management and insurance program at USF's Muma College of Business

>> RAPID7
and USF partner to establish the Rapid7 Cyber Threat Intelligence Lab

>> TAMPA ELECTRIC
invests in visionary partnership with Clean Energy Research Center

>> MACDILL AIR FORCE BASE
and USF announce strategic partnership

>> RELIAQUEST LABS
at USF train new crop of cybersecurity threat hunters



GOAL FOUR

Research

RESEARCH



A NEW WORLD RECORD
Joseph Dituri, Ph.D., completes 100-day research mission living underwater

RECORD NUMBER (10)
of Fulbright Scholars

SIX NEW FELLOWS
named to the American Association for the Advancement of Science

TOP 10%
of 648 ranked institutions for total research expenditures

Proposal count
UP 23%
from last year

Award dollars
UP 50%
from last year



GOAL FIVE

Budget Model

BUDGET MODEL

SPECIAL BUDGET WORKSHOP

- ✓ Board of Trustees
- ✓ Campus Board Members
- ✓ University Leadership

Updates provided to Finance Committee for new funds flow model

Continued piloting of **SHARED EMBEDDED SERVICES MODEL** with key Business and Finance operations expanded to Executive Services offices

COLLABORATION CONTINUES on model with key stakeholders across One USF





GOAL SIX

Legislative Support, Fundraising & Commercialization

LEGISLATIVE SUPPORT, FUNDRAISING AND COMMERCIALIZATION

Donor support and enthusiasm remains at record levels



*Record **11,800** new donors*

***$157.4 MILLION** in gifts and commitments from **OVER 37,500 DONORS** (a record for financial generosity and number of supporters)*

- ✓ *Sarasota-Manatee campus earned **LARGEST GIFT IN HISTORY** from BRP Group*
- ✓ ***USF FEDERAL CREDIT UNION** announces new support of endowments and title sponsorships*

*Fifth straight year that annual giving has surpassed **$100 MILLION** and second straight record-setting year **OVER $150 MILLION***

LEGISLATIVE SUPPORT, FUNDRAISING AND COMMERCIALIZATION

Continued strong legislative support



$63.3 MILLION

recurring increase to operational budget

$24.3 MILLION

to fund first phase of Environmental and Oceanographic Sciences building on the St. Petersburg campus

$6.5 MILLION

funded through Capital Improvement Trust Fund

$14 MILLION

for USF Health research



2022-2023

EVALUATION