



SUMMARY OF THE

Presidential Search Process

CONDUCTED FOR THE FLORIDA BOARD OF GOVERNORS

JUNE 30, 2022



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SECTION 1

LETTER FROM THE UNF BOARD OF TRUSTEES



June 30, 2022

The Honorable Brian Lamb, Chair
Florida Board of Governors
325 West Gaines Street, Suite 1614
Tallahassee, Florida 32399

Re: Confirmation of the University of North Florida President-Elect

Dear Chair Lamb:

On behalf of the University of North Florida Board of Trustees, I am pleased to request that the Florida Board of Governors confirm Dr. Moez Limayem, the current Dean of the Muma College of Business at the University of South Florida, as the seventh president of the University of North Florida. This request is made following the unanimous vote of our board on May 16 to select Dr. Limayem and pursuant to the Board of Governors Regulation 1.001(5)(c).

Dr. Limayem was one of four finalists presented by the Presidential Search Committee to the Board of Trustees for consideration following an extensive national search that began in the fall of 2021.

The Presidential Search Committee included broad representation from our campus and local business community as well as representatives from the Board of Trustees and Board of Governors. Governors Kent Stermon and Aubrey Edge both served as successive Board of Governors representatives on the committee, and we are so grateful for the valuable insights they provided throughout this process.

UNF's presidential search included broad outreach and engagement from our internal and external communities. Listening sessions were held and more than 2,000 surveys were submitted at the start of the process, designed to develop a leadership profile for our president. Common themes and traits were consistent across constituent groups. It was clear that the UNF community sought a visionary, inclusive and result-oriented leader, who would be a consensus builder and excel in strategic planning, resource development and community engagement. We looked for a forward-thinking candidate with a successful academic and administrative track record leading large organizations, and a deep understanding and appreciation for shared governance and collaboration. At the end of the process, the campus community and various stakeholders had opportunities to meet the finalists and share input.

As we celebrate our 50th anniversary this year, UNF is eager to begin its next chapter with Dr. Moez Limayem as our president. As dean of the Muma College of Business, Dr. Limayem established a strong record as an innovative and accomplished leader in Florida's educational system and gained respect throughout the state. His enthusiastic leadership style is both authentic and engaging, and we look forward to working with him as he grows opportunities for our University, our state and our students. Though not determinative, the Board of Trustees was particularly impressed with Dr. Limayem's extensive involvement and experience with the State University System of Florida. He will immediately put this knowledge and experience to work for the benefit of UNF.

I respectfully request that the Florida Board of Governors confirms Dr. Moez Limayem as UNF's next president at the BOG meeting on June 30, 2022. In compliance with Board of Governors regulations 1.001(5)(c) and 1.002(1)(d)(v), additional information is enclosed.

We are grateful for the Board of Governors' continued support of quality education in Florida and appreciate your consideration of this request.

Sincerely,



Kevin E. Hyde
Chair, Board of Trustees



SECTION 2

PRESIDENTIAL SEARCH COMMITTEE



PAUL McELROY, CHAIR

retired as managing director and CEO of JEA – Jacksonville. Before joining JEA, McElroy served as a vice president and general manager for Bombardier Capital Corporation in Jacksonville and Colchester, Vermont. Prior to that, he served as vice president, Internal Finance Division of Pitney Bowes Credit Corporation in Norwalk, Connecticut. He has previously served on the boards of Florida Electric Power Coordinating Group, Inc. (FCG), The Energy Authority, Inc. (TEA), Florida Reliability Coordinating Council, Inc. (FRCC), Northeast Florida Safety Council, Inc. and the Jacksonville Chamber of Commerce. He holds a Bachelor of Science degree in accounting from St. Joseph's College in Rensselaer, Indiana, and is a graduate of the Advanced Management Program at the Wharton School, University of Pennsylvania. He pursued graduate-level studies at the University of Bridgeport, as well as the University of New Haven in Connecticut. He was appointed to the UNF Board of Trustees by the Board of Governors in 2021 for a second term ending January 6, 2026.



JASON BARRETT

is the former president and CEO of Flagler Health+. Since joining the Flagler organization as vice president of operations in 2003, Barrett has served in several executive roles, including chief administrative officer, chief integration officer and chief operating officer. Barrett is active in the community, having served as the chairman of the St. Johns County Economic Development Council, a board member of the St. Johns County Education Foundation, a mentor in the Take Stock in Children Program and a Board Member of the St. Johns County Planning and Zoning Agency. Barrett holds a Master of Science in systems and engineering management from Texas Tech University and both a Master of Business Administration and Bachelor of Health Science, Health Administration from the University of North Florida. Barrett was appointed to the UNF Board of Trustees by the Florida Board of Governors in 2021, for a term ending January 6, 2026.



SELMA BESIREVIC

is a first-generation college student and served as the University of North Florida's student body president at the time the committee was named. As president, Besirevic oversaw a \$4.5 million budget, representing the interests of over 17,000 students and was responsible for advocating for student interests at the highest levels of the University. Additionally, Besirevic served on the Florida Student Association (FSA), a student advocacy and lobbying organization composed of the 12 student body presidents across the Florida State University System. Besirevic is a political science major, minoring in history. She is a member of Hicks Honors College and Alpha Delta Pi sorority as well as Phi Delta Phi, an international legal honor society. She plans to pursue a career in law, policy and advocacy.



HENRY K. BROWN

is the CEO of Miller Electric Company. Brown is a graduate of Stetson University where he earned a Bachelor of Business Administration and a Master of Accountancy. He is a Certified Public Accountant (inactive) licensed by the State of Florida. After starting his career in Public Accounting with Deloitte and working as a financial analyst in the shipbuilding industry, Henry joined Miller Electric Company in 2001 as the controller and moved up through the company as vice president and later senior vice president of corporate operations. He became CEO of the company in 2012. In addition to his formal education, Brown has had significant continuing education in the electrical contracting industry and broader construction industry. He is a graduate of NECA's Executive Management Institute (EMI) and has previously earned the designations of Certified Construction Industry Financial Professional (CCIFP) and Construction Risk and Insurance Specialist (CRIS).



TRAVIS CUMMINGS

is vice president – Benefits at The Bailey Group. In 2012, Cummings was elected to the Florida House of Representatives for District 18 and served until term limits took effect in November 2020. He was elected four terms and was House Appropriations Chair from 2019-2020. In 2008, Cummings was elected to a four-year term as the Clay County Commissioner for District 3 and was subsequently appointed to serve as chairman of the County Commission in 2009, a position he held until 2011. He also served as mayor and councilman for the Town of Orange Park from 2002-2008. He is a graduate of Leadership Florida and worked as a corporate controller for the YMCA of Florida's First Coast. Cummings received an accounting degree from Valdosta State University and an MBA from the University of North Florida. He received UNF Alumni Association's "2017 Distinguished Alumni Achievement Award," the highest award given to a UNF graduate.



JILL DAVIS

worked as a prosecutor in the State Attorney's Office in the 4th Judicial Circuit from 2004-2007 where she prosecuted over 900 criminal cases, ranging from misdemeanors to life felonies. In 2007, Davis left the State Attorney's Office to start her family and focus on philanthropy and fundraising for many organizations in the North Florida region. Davis graduated cum laude from Salisbury University with a B.A. in political science. She received a J.D. from Florida Coastal School of Law in 2004. Upon graduation, Davis was admitted to the Florida Bar and has remained an active member for 14 years. Davis is currently pursuing a certification as a Title IX Investigator to assist organizations receiving federal funding with sexual assault allegations. She serves as vice chair of the Academic and Student Affairs Committee and the Audit and Compliance Committee.



AUBREY L. EDGE

is a member of the Florida State University System Board of Governors and president and CEO of First Coast Energy. Based in Jacksonville, First Coast Energy is one of the larger distributors of Shell gasoline in the U.S. with an extensive network of approximately 200 stations in Florida and North Carolina. The company has grown from a \$50 million company into one of the largest private companies in Northeast Florida with revenues of approximately \$1 billion per year. First Coast Energy employs over 1,400 individuals at its corporate headquarters and company operated stores. Edge has been presented the Industry Leader award by JaxUSA, the Ultimate CEO award by the Jacksonville Business Journal, and was appointed to the First Coast Business Hall of Fame.



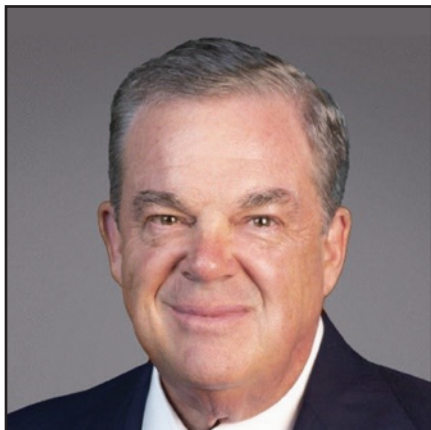
CHUCK GED

is the owner of Advanced Environmental Laboratories (AEL), a state and federal certified environmental testing laboratory headquartered in Jacksonville specializing in the analysis of drinking water, wastewater, groundwater, soil, and hazardous waste. Ged's background includes seven years with the Jacksonville Electric Authority and five years with commercial labs in Jacksonville before starting AEL. In 2007, Ged and his wife Jennifer established the Ray Bowman Endowment in honor of UNF chemistry professor, Dr. Ray Bowman, who was also the founding director of the Institute of Environmental Research and Education (IERE). The endowment supports the IERE with funding for research, scholarships, and curriculum development. Ged is a graduate of the University of North Florida and received his B.S. degree in chemistry. He chairs the UNF Foundation Board of Trustees.



LAKSHMI GOEL, Ph.D.

is the associate dean of the Coggin Graduate and Executive Programs. She is a professor of information systems. She holds an endowed chair in strategic management and has taught various undergraduate and graduate courses on management, information systems, business analytics and strategy. In March 2021, Goel was named the inaugural associate dean of the new Coggin Graduate and Executive Programs department. In this role, Goel works to expand CCB's high-quality graduate program offerings including executive training and customized consulting to businesses while developing industry partnerships for professional mentoring, internship and job opportunities for students. Earlier this year, Goel was named a 2021 Woman of Influence by the Jacksonville Business Journal. Goel holds a doctoral degree in decision and information sciences and a master's in computer science from the University of Houston, a master's in computer applications from the University of Pune, and a bachelor's in commerce from the University of Mumbai.



STEVE HALVERSON

is retired chairman and CEO of The Haskell Company, one of the nation's largest integrated design-build organizations, with operations throughout the United States, Latin America, and Asia and headquarters in Jacksonville. During his tenure as CEO, Haskell grew to become a billion-dollar enterprise, made several acquisitions, and expanded its operations globally in Latin America and Asia. Halverson serves as a corporate director for CSX Corporation, GuideWell Mutual Insurance Holding Company, InProduction, Inc, and Acuren. He is a past chairman of the Florida Council of 100, the Florida Chamber of Commerce, the Jacksonville Civic Council, the Construction Industry Roundtable, the Design Build Institute of America, and the National Center for Construction Education and Research. Florida Trend Magazine named Mr. Halverson as one of Florida's most influential business leaders.



ANN HICKS

is a former president of the UNF Foundation Board. Hicks served as co-chair of UNF's "Access to Excellence" capital campaign and was appointed to the UNF Board of Trustees by then-Governor Jeb Bush in 2001. She was reappointed and served on the board until 2011. UNF named the Hicks Honors College in honor of Ann and David Hicks on Oct. 15, 2015, after the couple generously donated \$7 million to the University. In 2012, UNF named Building 53 Ann and David Hicks Hall, to honor the couple for their dynamic leadership and unselfish support. In 1996, the couple originated and funded the Pathways to Success Scholarship program at UNF, which provides a way for students in HabiJax and public housing to attend UNF. Additionally, Hicks helped with the establishment of the Gray Scholars scholarship program. Hicks received a bachelor's degree from Mount Holyoke College in South Hadley, MA, and a bachelor's degree in liberal studies with a concentration in religion at UNF.



SUSAN M. PEREZ, Ph.D.

is an associate professor of psychology and is serving as the associate vice president of Student Academic Success and Undergraduate Studies and as the director of research for the Center for the Advancement of Women in Engineering. Perez also teaches courses in lifespan developmental psychology, foundations of child and adolescent psychology, and advanced psychology. One line of research focuses on cognitive development with an emphasis on children's opportunities to develop complex cognitive skills, like planning and decision making, while interacting with parents or others who are more skilled than themselves. The second line of research involves interdisciplinary collaboration and examines sociocultural and developmental processes involved in children's, especially girls', interest and skill in STEM areas as well as the recruitment and advancement of women in STEM fields. Perez earned her doctorate in psychology from the University of California, Riverside and holds an M.S. in clinical psychology from California State, Fullerton.



THOBIAS SANDO, Ph.D.

is a professor in the School of Engineering within the College of Computing, Engineering, and Construction. He teaches and conducts research in the area of transportation engineering. His research interests include evaluating emerging technologies in transportation engineering, economic appraisal of intelligent transportation systems, sustainability, connected and autonomous vehicles, transit safety analysis, intermodal facility design, multi-modal operational analysis and sustainability. He has conducted numerous FDOT research projects on a variety of topics. He received his doctoral and master's degrees in civil engineering from Florida State University and a bachelor's degree in civil engineering from the University of Dar Es Salaam in Tanzania.



AUNDRA WALLACE

is the president of JAXUSA Partnership, the regional economic development arm of JAX Chamber. Prior to joining JAXUSA, he served as CEO of the City of Jacksonville's Downtown Investment Authority, where he has directed economic development efforts in the city's downtown, facilitating more than \$150 million in public investment dollars that created more than \$800 million in private capital investments during his tenure. A leader in managing community, housing and economic development initiatives throughout his career, Wallace has held similar leadership positions for agencies in Detroit, Miami and the state of North Carolina. Throughout his career, he has managed more than \$650 million in equity, grants, loans and tax-exempt bonding capacity, in addition to creating and/or retaining 9,500 direct jobs. Mr. Wallace is a Certified Housing Development Finance Professional and a Certified Economic Development Finance Professional.



JOHN WESLEY WHITE, Ph.D.

is an associate professor in the Department of Teaching, Learning, and Curriculum; assistant chair for that department; and serves as president of the UNF Faculty Association (2020-2022). He joined UNF as an assistant professor of education in 2008. He is a recipient of the UNF Outstanding Faculty Service Award (2017), was twice awarded UNF's Outstanding Undergraduate Teaching Award (2012 & 2019) and won the Democracy in Higher Education Award from the National Education Association (2017). He also served for three years as president of UNF's Faculty Union (2014-2017). White completed his doctoral degree in English education and postdoctoral fellowship in literacy at the University of Colorado in Boulder. He has a master's degree in English from Southern Methodist University, a bachelor's in English from the University of North Carolina at Greensboro, and a bachelor's in political science from Wake Forest University.



SECTION 3

SEARCH TIMELINE AND PROCESS



September 23, 2021	Presidential Search Committee announced.
October 4-6, 2021	Subcommittees met to review submittals and recommend an Executive Search firm and Executive Compensation consultant for consideration by the UNF Board of Trustees.
October 6, 2021	First meeting of the Presidential Search Committee held.
October 12, 2021	Online Presidential Search Input Survey launched.
October 2021	Extensive outreach encouraging survey participation.
October 14, 2021	Recommended Executive Search Firm and Compensation Consultant approved by UNF Board of Trustees.
October 21, 2021	Presidential Search Committee meeting held [Separate in-depth discussions with Executive Search firm and Executive Compensation consultant regarding work plan and timeline].
November 8-10, 2021	Listening sessions held with faculty, staff, students, administrators, alumni, Foundation Board, MOCA Board, community business/civic leaders, and other constituents.
November 9, 2021	Presidential Search Input Survey closed.
November 10, 2021	Chair McElroy provided an overview of the search to the Student Affairs Community Council.
November 18, 2021	Presidential Search Committee meeting held [Met with Executive Compensation consultant concerning the executive compensation analysis; met with Executive Search firm concerning position criteria, marketing plan and search timeline].
November 29, 2021	Chair McElroy participated in coffee with faculty.
December 8, 2021	Chair McElroy provided the Hicks Honors College Dean's Council an overview of the search.

December 13, 2021	Presidential Search Committee meeting held [Established a range of compensation for submittal to the UNF Board of Trustees; developed recommended position criteria for submittal to the UNF Board of Trustees; approved a marketing plan for submittal to the UNF Board of Trustees].
December 16, 2021	UNF Board of Trustees approved recommended compensation range and recommended position criteria.
January/February 2022	Extensive marketing of position.
January 18, 2022	Presidential Search Committee meeting held [Executive Search firm updated Committee on recruiting and outreach].
March 3, 2022	Presidential Search Committee meeting held [Executive Search firm updated Committee on recruiting and led discussion of applicant pool screening process].
March 21, 2022	Recommended application submittal date.
April 11, 2022	Presidential Search Committee meeting held [Committee screened applicant pool in accordance with Section 1004.098, Florida Statutes and selected applicants for initial interviews with the Search Committee].
April 20-21, 2022	Presidential Search Committee meeting held [First applicant interviews conducted in accordance with Section 1004.098, Florida Statutes; Committee selected four unranked qualified applicants to submit to the UNF Board of Trustees for consideration and on campus interviews].
April 22, 2022	UNF Board of Trustees reviewed and approved recommended finalists.
April 28-May 13, 2022	Final candidates visited campus and had conversations with external and internal constituents.
May 13-14, 2022	UNF Board of Trustees interviewed the four finalists.
May 14, 2022	UNF Board of Trustees met to review contract terms, approved compensation range and authorized the Chair of the Board to negotiate with the President-Elect once selected.
May 16, 2022	UNF Board of Trustees deliberated on the presidential finalists and selected Dr. Moez Limayem as President-Elect.
May 25, 2022	UNF Board of Trustees approved employment agreement for President-Elect, pending confirmation by the Florida Board of Governors.
June 30, 2022	President-Elect Limayem to appear before the Florida Board of Governors for confirmation as the seventh president of the University of North Florida.



SECTION 4

POSITION ADVERTISEMENT

UNIVERSITY *of* NORTH FLORIDA

PRESIDENT

The University of North Florida, celebrating its 50th anniversary in 2022, is seeking its next president to lead with a clear, inspiring vision for the future.

The University of North Florida (UNF) is a nationally ranked university in Jacksonville, Florida, located on a beautiful campus midway between downtown and the city's beaches. UNF offers students small class sizes and individualized attention from faculty, extensive experiential learning opportunities, strong job placement, an active student life, Division I athletics, and a welcoming and engaged community. A public doctoral institution and member institution of the State University System of Florida, UNF serves 17,000 students. More information can be found at www.unf.edu.

UNF is proud of its Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching, a prominent national distinction recognizing the University's vast community involvement and commitment to making a difference. UNF is also committed to diversity in all its forms and is a place where different cultures and perspectives are welcomed, appreciated and incorporated into the fabric of university life.

UNF's next president will engage the entire community in developing a clear, inspiring vision for the future of the University. Building on its strategic planning efforts to date, the president will be expected to focus on investing in student success programs and outcomes; building and sustaining a diverse, equitable, and inclusive community; strengthening academic excellence through the recruitment, retention and engagement of outstanding faculty and staff; forging sustainable, productive relationships with internal and external constituencies; and expanding the university's fundraising success.

UNF seeks an innovative and results-oriented thought leader who embodies integrity, honesty, and the highest ethical standards. The University president should possess the academic credentials needed to secure the respect of faculty, staff, students, and the community UNF serves.

Interested individuals can find a copy of the complete Position Statement under Related Documents. All applications, nominations and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest and should be submitted to the candidate portal using the buttons below.

For fullest consideration, candidate materials should be received by March 21, 2022. Nominations and inquiries may be directed to: Lucy A. Leske, John Thornburgh, Charlene Aguilar, and Jessica Herrington at PresidentUNF@wittkieber.com.

The University of North Florida encourages applications from qualified persons and does not discriminate on the basis of race, color, religion, national origin, sexual orientation, veteran's status, disability, age, marital status, or gender.

Florida's "Sunshine Law" requires that all search committee business be open to public review.



SECTION 5

PRESIDENTIAL PROFILE DESCRIPTION

ABOUT THE UNIVERSITY OF NORTH FLORIDA

The University of North Florida, celebrating its 50th anniversary in 2022, is seeking its next president to lead with a clear, inspiring vision for the future of UNF.



The University of North Florida is a nationally ranked university in Jacksonville, Florida, located on a beautiful campus midway between downtown and the city's beaches. UNF offers students small class sizes and individualized attention from faculty, countless opportunities to gain real-world experience while in school, strong job placement, an active student life, Division I athletics, and a welcoming and engaged community. A public institution and member institution of the State University System of Florida, UNF serves 17,000 students. More information can be found at www.unf.edu.

UNF HALLMARKS



- ***Small Class Size/Individualized Attention:*** 19-to-1 student-to-faculty ratio helps ensure student success
- ***Transformational Learning Opportunities:*** life-changing experiences outside the classroom — undergraduate research opportunities, meaningful civic engagement and more
- ***Community Focus:*** research and learning aimed at making the community stronger; UNF holds the Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching, a designation held by only 5% of universities in the U.S.
- ***Global Perspective:*** UNF study abroad participation ranks in the top 5 among all universities in Florida, giving students a competitive edge in the global marketplace
- ***Real-World Experience:*** professionally relevant learning experiences prepare students for the workplace; approximately 90% of seniors engage in real-world experiences before they graduate
- ***Post-Graduation Success:*** No. 1 in the State University System in the percentage of graduates employed in Florida in the first year following graduation

STRATEGIC GOAL

University of national prominence with North Florida as our catalyst and student success as our mantra.



MISSION STATEMENT

Our student-centered mission is to create the next generation of thinkers, leaders, and problem solvers with the knowledge and experience to uniquely change the world.

VISION STATEMENT

We will be the higher education nexus where diverse students, faculty, and organizations from around the world collaborate and creatively innovate for the advancement of society.

ACADEMICS

Initially designated as an upper-division institution for juniors and seniors, UNF first opened its doors to 2,027 students in the fall of 1972. The University was accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACS) in 1974 and is currently accredited by SACS to award baccalaureate, master's, and doctoral degrees. UNF began admitting freshmen in 1984.

The University has developed a wide range of offerings over the years, which include many areas of strategic focus such as healthcare, advanced manufacturing, logistics, financial services, coastal initiatives, and technology. UNF currently offers 64 bachelor's degrees with 78 areas of concentration, 43 master's degrees with 81 areas of concentration, a specialist degree, and six doctoral degrees with three areas of concentration.

THERE ARE SIX COLLEGES AT UNF:

BROOKS COLLEGE OF HEALTH

**COLLEGE OF COMPUTING,
ENGINEERING AND
CONSTRUCTION**

COGGIN COLLEGE OF BUSINESS

**COLLEGE OF EDUCATION AND
HUMAN SERVICES**

COLLEGE OF ARTS AND SCIENCES

HICKS HONORS COLLEGE

SUPPORTING STATE AND REGIONAL NEEDS

The University of North Florida maintains a strong focus on experiential learning, student research and problem solving, career advising and counseling, faculty engagement, and producing graduates who support Florida's talent needs and state initiatives. Healthcare is just one example where UNF is having an impact. North Florida is a top destination for quality healthcare, including highly specialized services, and UNF is at the center of this medical ecosystem. [UNF MedNexus](#) connects healthcare providers and educators across the region to address Florida's growing healthcare needs and advance research.



RESEARCH

High-quality scholarship is expected from every tenure-track faculty member at UNF, and the University features an enviable portfolio of basic, applied and translational research activity that in many disciplines enjoys an international reputation. A Carnegie R2 doctoral university, UNF also emphasizes the engagement of undergraduates in research. Many students who receive bachelor's degrees at UNF graduate having been directly involved in faculty-mentored research — and often as collaborators with faculty on conference papers and published articles.

UNF invests in research activities that are responsive to a wide range of community partners — research that meets local needs while contributing solutions to global challenges. This includes interdisciplinary research on topics such as transportation and logistics, coastal sciences, advanced manufacturing, applied health, and advanced data analytics. Supporting these efforts are 20 centers and institutes and dedicated administrative units that proactively help faculty and students secure the resources needed to conduct impactful research.

UNF's research standing is improving rapidly. Since 2013-14, the value of external funding awards made to the University has increased by more than 50% (to more than \$14 million) resulting in UNF surpassing more than 100 other universities on the NSF Higher Education R&D rankings. External support includes competitive grants from the National Science Foundation, National Institutes of Health, the



National Oceanic and Atmospheric Administration, the U.S. Department of Education and the Small Business Administration, among other federal and state agencies. Partnerships with industry account for a growing percentage of externally funded research, anchored by major collaborative agreements with companies such as Johnson & Johnson, Crowley Maritime and Mayo Clinic. Since 2015, research and development spending at UNF has increased 335%, and patented inventions, spinoff companies and licenses on UNF intellectual property have quadrupled.


RECOGNITION

The University of North Florida consistently receives national recognition and ranks high for quality and value. UNF is increasingly seen as a high-caliber institution and a great place for students, faculty and staff.

- UNF is nationally ranked at No. 132 among public universities by U.S. News & World Report, having moved from unranked to 140 to 136 to 132 over the past four years. UNF is in the top 100 among nationally ranked public universities in each of the four primary outcome categories tracked by the publication.
- UNF was ranked in six other top lists by U.S. News & World Report recognizing undergraduate business, computer science, engineering and nursing programs, and listed as a “Top Performer in Social Mobility.”
- For the seventh consecutive year, UNF received the Higher Education Excellence in Diversity (HEED) award and was named a Diversity Champion by INSIGHT Into Diversity magazine recognizing the University’s steadfast commitment to diversity and inclusion.
- For the 13th consecutive year, UNF was included among the “Best in the Southeast” by The Princeton Review, where only 143 colleges and universities in 12 Southeastern states make the list.
- For the 12th consecutive year, UNF was designated one of the most military friendly schools in the nation by Military Friendly, honoring educational institutions nationwide that embrace military students and dedicate resources to ensure success both in the classroom and after graduation.
- For the 13th consecutive year, UNF has received the Platinum Level Healthiest Companies Award from the First Coast Worksite Wellness Council recognizing the University’s commitment to the health and well-being of the campus community.
- UNF was named one of the Top 10 Most Affordable LGBTQ-friendly institutions in the U.S. by Student Loan Hero. UNF scored high on the Campus Pride Index that examines LGBTQ acceptance on college campuses based on policies, administrative support, campus community involvement and other factors.
- UNF ranked in the Top 50 on U.S. News & World Report’s Best Online Programs list for best online bachelor’s programs. The ranking evaluates graduation rates, faculty credentials and support services. The University also made the list for its online master’s in education program.
- UNF’s Information Technology Services was the recipient of the FBI Director’s Community Leadership Award for its efforts to protect and keep the University campus digitally safe and secure.

WHO WE ARE

STUDENTS



UNF currently enrolls nearly 14,250 undergraduate students and more than 2,400 graduate students. Sixty percent of UNF students are white, 15% are Hispanic or Latino, and 11% are Black or African American. Fifty-nine percent are female. UNF students represent 79 different countries. More than 37% of UNF students come from the Jacksonville area, and about 55% are from other parts of Florida. Nearly 3,300 students live on campus in six residence halls, representing a 93.5% occupancy rate for Fall 2021.

In general, the academic profile of incoming freshmen has continued to rise over the last several years, as has the success of the freshman classes. In 2021, the incoming freshman class had an average high school GPA of 3.92. The four-year graduation rate has risen from 26.2% for the 2010 freshman class that graduated in 2014 to 48.3% for the 2016 class that graduated in 2020.

EMPLOYEES

The University currently employs 660 full-time faculty members, of which 550 have a Ph.D. or terminal degree. Less than 1% of classes at UNF are taught by graduate assistants.

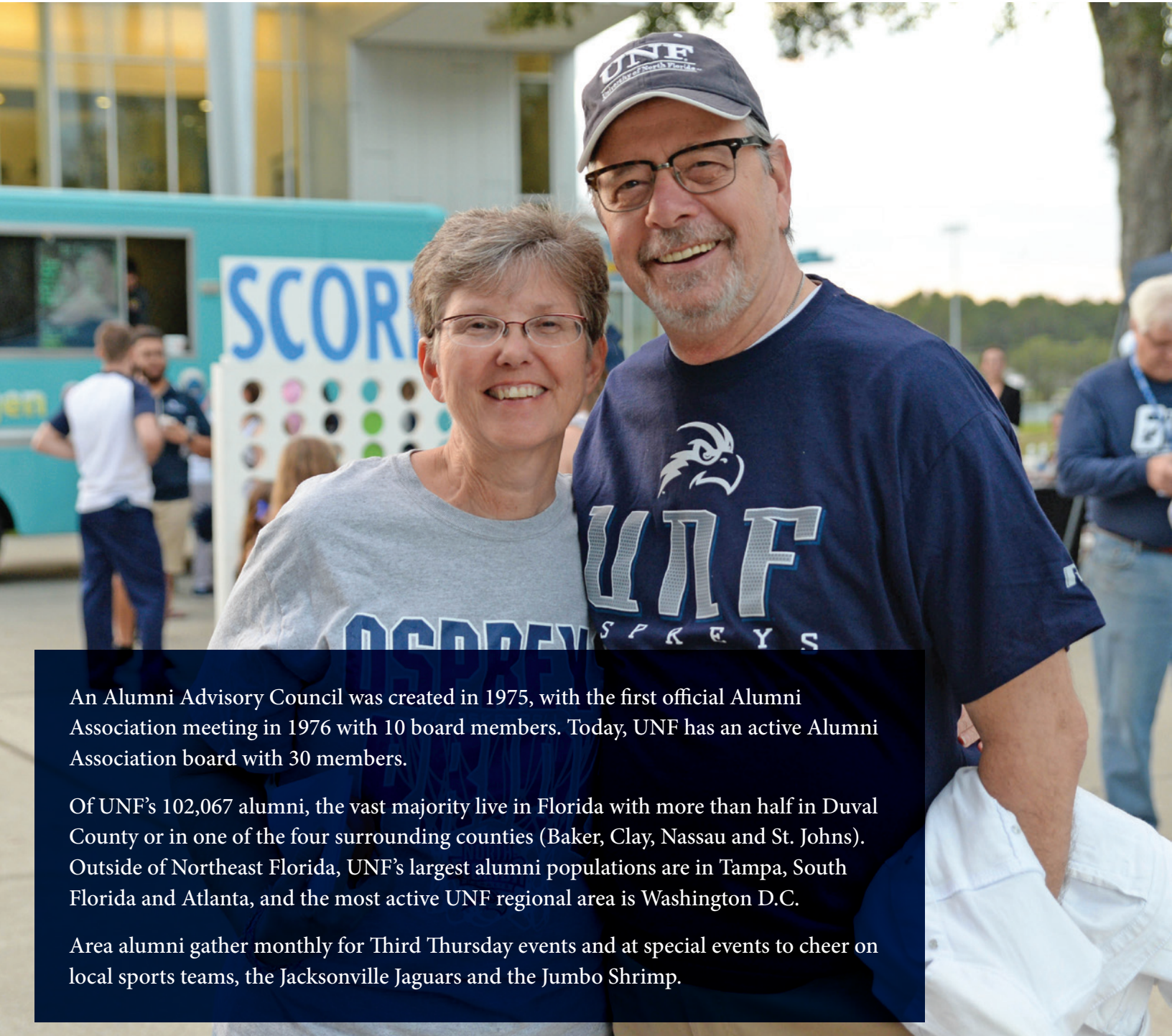
Within the shared system of academic governance, the Faculty Association is concerned with faculty appointment, retention, promotion, and development; academic programs, organization, and standards; academic services and continuing education; and such other matters as may pertain directly to the University instruction, service, and research programs. Decisions reached by the Faculty Association are forwarded to the vice president for academic affairs and then to the president. When approved by the UNF president, the decisions become the policies, practices, and regulations of the University.

In addition, faculty members are represented by the United Faculty of Florida UNF chapter, which serves as the bargaining agent of the faculty. UFF-UNF represents all UNF tenure-line faculty, instructors and lecturers, and visiting professors on all labor-related contract negotiations.

There are nearly 1,200 staff members at UNF. University staff falls into three groups: the Administrative and Professional (A&P), the University Support Personnel System (USPS), and Executive Service.



ALUMNI



An Alumni Advisory Council was created in 1975, with the first official Alumni Association meeting in 1976 with 10 board members. Today, UNF has an active Alumni Association board with 30 members.

Of UNF's 102,067 alumni, the vast majority live in Florida with more than half in Duval County or in one of the four surrounding counties (Baker, Clay, Nassau and St. Johns). Outside of Northeast Florida, UNF's largest alumni populations are in Tampa, South Florida and Atlanta, and the most active UNF regional area is Washington D.C.

Area alumni gather monthly for Third Thursday events and at special events to cheer on local sports teams, the Jacksonville Jaguars and the Jumbo Shrimp.

ON AND OFF CAMPUS

Located between the St. Johns River and Intercoastal Waterway, UNF's 1,380-acre core campus is a few miles from the Atlantic Ocean. The nature-rich campus includes freshwater lakes, miles of hiking trails and a nature preserve. The university mascot, the osprey, is routinely spotted on campus.

UNF recently received a donation of 1,050 acres of pristine saltmarsh wetlands located along the Intracoastal Waterway and established the William C. Webb Coastal Research Station. The wetlands expand hands-on learning and research opportunities for students, particularly those in the coastal sciences.

Eleven recently constructed or renovated campus buildings have been LEED®-certified, demonstrating UNF's commitment to green construction and environmental sustainability.

CAMPUS LIFE



Students get involved on campus through more than 200 clubs and organizations and 31 fraternities and sororities.

The UNF campus also includes facilities designed to promote a vibrant campus life. The 150,000-square-foot Student Union was ranked among “25 Best Student Union Centers” in the nation, one of only two Florida institutions to make the list. The outdoor Osprey Plaza serves as a meeting place for students and is home to Market Days on Wednesdays.

The Student Wellness Complex is a state-of-the-art, comprehensive wellness facility and LEED®-Gold certified building that houses the largest fitness center in Northeast Florida at 27,000 square feet, a 34-foot climbing wall, a 1/8-mile indoor track and several group fitness rooms. The unique building has received several awards from chapters of the American Institute of Architecture, including Outstanding Design for an Athletic Facility and an Excellence in Design Award.



DIVISION I ATHLETICS

The University has participated in the NCAA Division I since 2009-10, and its athletic teams are known as the [North Florida Ospreys](#).

All 19 intercollegiate sports compete in the ASUN Conference except for swimming and diving, which compete in the Coastal Collegiate Sports Association (Swimming). UNF men's teams include baseball, basketball, soccer, cross country, tennis, golf, and indoor and outdoor track. Women's teams include basketball, soccer, softball, swimming, tennis, beach and indoor volleyball, cross country, golf and indoor and outdoor track.

Since 2009, the Ospreys have won 48 ASUN Championships, 43 ASUN Player of the Year awards, 34 ASUN Coach of the Year Awards, 21 ASUN Scholar-Athletes of the Year Awards, made 82 NCAA Championship appearances, and have won the River City Rumble against hometown rival Jacksonville University eight times. The Athletics Department boasts a 3.46 cumulative GPA from Fall 2020 and Spring 2021. North Florida Athletics has totaled cumulative department GPAs of 3.0 or higher for 20 consecutive semesters.



STUDENT GOVERNMENT

The purpose of the University of North Florida Student Government is to represent all student concerns in all universitywide matters while developing and promoting programs and activities of practical value and interest to students. This includes but is not limited to the following: the allocation of the Activity and Service Fee Budget; the evaluation and establishment of student programs; the support and development of student activities, clubs and organizations, publications and services; the representation of concerns for student morale, welfare, responsibility, and integrity; and other activities that pertain directly to students.



COMMUNITY ENGAGEMENT

UNF is proud of its Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching, a prominent national distinction recognizing the University's vast community involvement and commitment to making a difference. Every day, students and faculty are immersed in community projects, seeking solutions to local problems and working together to make Jacksonville even stronger. As a large public institution in the heart of Jacksonville, the University of North Florida is also an intellectual and cultural hub for Northeast Florida. MOCA Jacksonville and OneJax are two examples of how UNF is making an impact locally.

The [Museum of Contemporary Art Jacksonville](#), an established downtown museum, became a cultural institute of UNF in 2009. As a result, MOCA works closely with the University to expand learning opportunities for students while providing professional enrichment for faculty and staff. On a programmatic level, MOCA hosts faculty-curated exhibitions in the UNF Gallery, as well as classes in its classrooms and auditorium. Moreover, the partnership enables students and faculty to collaborate with visiting artists and scholars, as well as work directly with artworks from the Museum's permanent collection. As the only contemporary art museum in the region, MOCA serves the community through exhibitions, collections, educational programs and publications designed to enhance an understanding and appreciation of the art, artists and ideas of our time.

[OneJax](#), another institute of UNF, is a nonprofit organization that seeks to promote diversity as the foundation for a strong community. OneJax works to increase respect and improve relationships among people who represent the rich menagerie of religious, ethnic, racial, and cultural groups throughout the community. This partnership with the University has brought numerous benefits to both OneJax and UNF. The University has positioned itself to strengthen its community partnerships to play an even more significant role in Northeast Florida's conversations about diversity and inclusion.



FINANCES AND FUNDRAISING

BUDGET

The University's total operating budget for Fiscal Year 2021-22 is \$333 million, of which \$203 million is the Education & General (E&G) budget, \$78 million is auxiliary funds and student fees, \$12 million is contract and grants, and \$40 million is financial aid. Of the projected E&G operating budget, approximately \$126 million comes from state general revenue and lottery appropriations. Tuition accounts for \$77 million or 38% of the operating budget.

The Florida Board of Governors, which governs the operation and management of the State University System's 12 public institutions, approved a [Performance-Based Funding Model](#) in January 2014. The Performance-Based Funding Model evaluates universities on 10 metrics. The model impacts the amount of funding that institutions receive from the state.

UNF FOUNDATION

The [UNF Foundation](#) is a nonprofit, tax-exempt entity that provides financial support and counsel to the University and enables it to achieve critical elements of its mission. The Foundation's dynamic and distinguished board provides leadership in obtaining and managing private funding for the First Coast's only public university. Gifts to the Foundation enable UNF to fund new programs and enhance existing ones far beyond what is possible using state allocations alone. The University's accomplishments have been achieved by diligent stewardship.

Through careful planning, maximum benefit is derived from every dollar donated. The Foundation Board is proud of the many scholarships, professorships, programs and community outreach initiatives funded by these gifts.

FUNDRAISING AND ENDOWMENT

The UNF endowment includes funds for scholarships, fellowships, professorships and center/program support. At the end of the last fiscal year, the endowment portfolio reached a historic high of \$149 million. Of the 12 institutions in the State University System, UNF ranked third in endowed portfolio return in fiscal year 2021.

During FY 2021, more than \$17 million was raised in private support. UNF's last multi-year campaign, The Power of Transformation, was the most successful in UNF's history, raising \$130 million. Over 27,000 donors contributed to the campaign, including alums, corporations, foundations, and friends. UNF's previous successful campaign Access to Excellence raised more than \$100 million.

GOVERNANCE

BOARD OF GOVERNORS

The Florida [Board of Governors](#) has constitutional authority for the entire State University System and is comprised of 17 members, 14 of whom are appointed by the Florida Governor and confirmed by the Florida Senate for a term of seven years. The remaining members include the Chair of the Advisory Council of Faculty Senates, the Commissioner of Education and the Chair of the Florida Student Association.

BOARD OF TRUSTEES

The [UNF Board of Trustees](#) is responsible for cost-effective policy, implementing and maintaining high-quality education programs consistent with the University's mission, performance evaluation, meeting state policy, budgeting and education standards. The UNF Board of Trustees was established in Florida's Constitution in 2001.

Each university in the State University System has a 13-member board — six members appointed by the Governor and five appointed by the Florida Board of Governors. The remaining two members are the president of the Faculty Association and the president of Student Government.



DIVERSITY AND INCLUSION

UNF is committed to diversity in all its forms and is a place where different cultures and perspectives are welcomed, appreciated and incorporated into the fabric of university life. The University of North Florida strives to be an environment rich and fluent in the exchanges of ideas, experiences and outlooks — a place where students and faculty learn from one another and value differences. In 2020, UNF appointed its first Vice President and Chief Diversity Officer, responsible for advising leadership on diversity, inclusion and racial equality pertaining to strategies and policies, learning and research, community relations and the recruitment, retention and admission of faculty, staff and students of color.

STATEMENT OF UNITY

UNF stands in unity and solidarity with all members of our community, regardless of genetic information, race, color, religion, age, sex, disability, gender identity and expression, sexual orientation, marital status, national origin, or veteran status. We are proud of the diversity in our students, faculty, and staff.

We strongly condemn acts of hate and bigotry as antithetical to the university's core values of mutual respect and civility. Actions and words that seek to deny human beings full membership in the broader moral community on the basis of arbitrary characteristics are intolerable. We stand opposed to violence in language or in action, and we see these as a threat to the mission of UNF as a public university that is committed to intellectual and cultural growth and civic awareness.

We pledge to stand with and for those who are the most vulnerable members of our community and to take actions that help our students and fellow employees feel safe and know that they are safe. We affirm UNF's unreserved commitment to student success within a diverse, supportive

campus culture. We seek to embody the ideals of a free and democratic society, and we fully support and value each member of our community.



ABOUT JACKSONVILLE, FLORIDA



At 875 square miles, Jacksonville is the largest city (in landmass) in the contiguous U.S. The city boasts the most expansive urban park system in the U.S. with more than 80,000 acres of parkland including two national parks, seven state parks and more than 400 city parks. With a cost of living below the national average, the Jacksonville area provides residents an exceptional quality of life. The city offers a spectacular climate, abundant outdoor recreational opportunities and sporting events, concerts, numerous arts and cultural amenities, and is home to the NFL's Jacksonville Jaguars.

Over 1.8 million people live in Northeast Florida, and there are more than 95 industry headquarters in the region including Fortune 500 and Fortune 1000 companies, thriving businesses and startups. Jacksonville is growing twice as fast as the rest of the nation and is ranked the No. 7 Best City for Job Seekers by Money magazine.

Jacksonville has seen tremendous growth in the financial services industries; 20 major banks, insurance companies, and investment services firms have operation centers in the city. The region is a leader in healthcare with more than 20 hospitals — including one of only three Mayo Clinics in the country and one of five MD Anderson Cancer Network partner members. One in every six jobs is in the Health & Life Sciences sector in Northeast Florida.

Jacksonville also has a strong military presence. More than 25,000 active-duty military personnel are stationed in Northeast Florida and over 3,000 skilled veterans choose to stay in Jacksonville each year, providing a skilled, reliable workforce for local businesses.

THE SEARCH FOR THE NEXT UNF PRESIDENT

ROLE OF THE PRESIDENT

The president shall be the chief executive officer of the University and shall be responsible for the entire administration and supervision of the University, subject to the Florida Statutes and Board of Governors' regulations. Additionally, the president derives [authority as delegated by the Board of Trustees](#).



Reporting to the president are the following members of the [Cabinet](#):

- Provost and Vice President of Academic and Student Affairs
- Vice President of Administration and Finance
- Vice President of Data Analytics
- Vice President of Government and Community Relations
- Vice President for University Development and Alumni Engagement
- Vice President of Marketing and Communications
- Vice President and General Counsel
- Vice President and Chief Information Officer
- Vice President and Chief Diversity Officer

LEADERSHIP OPPORTUNITIES AND EXPECTATIONS

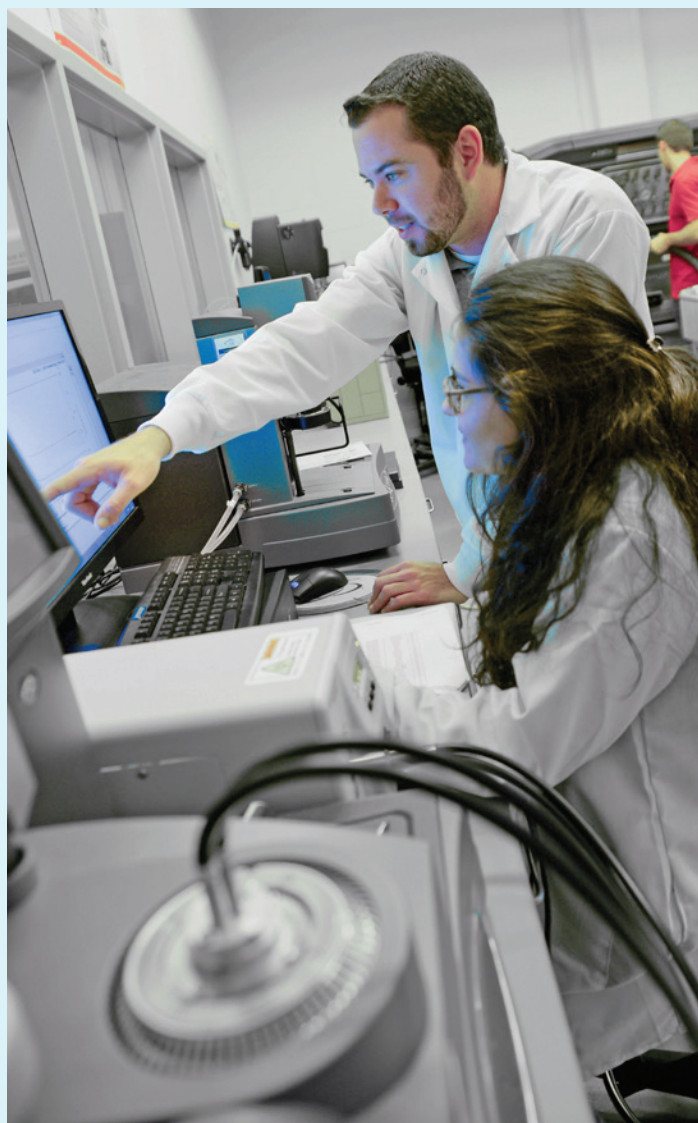
In the fall of 2021, the UNF [Presidential Search Committee](#) asked the community through a survey and extensive listening sessions to identify short- and long-term priorities for the next president. More than 2,000 members of the community participated. Consensus emerged around the following themes:

VISION

First and foremost, UNF welcomes a new president who can engage the entire community in building on its strategic planning efforts to develop a clear, inspiring vision for the future of the University. The University benefits from a community of passionate supporters who care deeply about the University and its mission. UNF is proud of and wants to continue its remarkable trajectory of growth and success that reflects the dynamic city of Jacksonville — an exciting, diverse, culturally and environmentally rich community in Northeast Florida. One of 12 institutions in the State University System of Florida, UNF plays an important role in contributing to the region and the state, as well as providing access to outstanding education, research, and cultural opportunities that will form the basis of a vision to take the University forward.

STUDENT SUCCESS

Fundamentally, the University of North Florida is all about the students – talented, passionate, representing a rich mosaic of backgrounds, nationalities, cultures and interests. Improving engagement and success of these students is among the top three priorities of all constituents. The president must engage the entire community in creative solutions to ensure university resources and efforts are invested effectively in student support programs and infrastructure that will improve student satisfaction and outcomes.



DIVERSITY, EQUITY AND INCLUSION

Equally important as a top priority across all constituents is building and sustaining a diverse, equitable and inclusive community. The next president will be expected to integrate and advance inclusive excellence within all aspects of the University by accomplishing the following goals in [UNF's Strategic Plan for Inclusive Excellence 2021-2025](#):

- Improve recruitment of students and employees from underrepresented communities, to better align with that of the Northeast Florida community.
- Create an inclusive university climate to support the retention and success of all students and employees.
- Provide innovative and transformative learning experiences enabling all students and employees to advance inclusive excellence.
- Communicate to all stakeholders the University of North Florida's accomplishments, initiatives and innovations as the University advances inclusive excellence.
- Lead Northeast Florida in diversity education by establishing and sustaining relationships with businesses and organizations who will partner with the University of North Florida in championing inclusive excellence.

ACADEMIC EXCELLENCE

As a Carnegie R2 institution, UNF must continue strengthening its academic profile through recruitment, retention and engagement of outstanding faculty. The faculty seek a productive collaborative relationship with the president built on meaningful two-way communication as they work together to build academic excellence. The University's existing and emerging strengths in STEM, healthcare, advanced manufacturing and logistics, as well as community engaged scholarship, offer a strong foundation for continued investment and growth. An important area for attention is improving the resource base to provide funding for investment in technology, infrastructure, laboratory and classroom facilities, and faculty and staff compensation.

COMMUNITY ENGAGEMENT



UNF deeply values its closely knit community of staff, faculty, students, alumni and friends. People on campus expect their leaders to know them, care about them, and engage them in dialogue about the University's challenges. Leaders succeed at UNF by building strong relationships and connections with people, exercising authentic listening and communication skills, and establishing a visible presence on campus.

One of the president's most important responsibilities is to build sustainable, productive relationships with external constituencies including but not limited to the Governor's office, the SUS and its Board of Governors, the Board of Trustees, leaders and influencers in the Jacksonville community, legislators, and more. It is essential that these groups understand UNF's unique strengths, its role contributing to the state and region's well-being, its resource needs, and ways that UNF can better serve the community.

FUNDING AND OPERATIONAL EXCELLENCE

- **Performance metrics:** Like all members of SUS, UNF's budget is determined by the State in accordance with a set of Performance-Based Funding Metrics. In recent years, UNF has made considerable progress in all metrics. Increases in budget depend on further improvement in persistence and graduation rates. The next president must engage leaders across the University at all levels in finding ways to increase success in these key areas.
- **Resource development:** UNF has benefited from the extraordinary generosity of its alumni and community members. Armed with a vision, strategic priorities and enthusiastic commitment to leading the effort, the president can expect strong support for launching the University's first capital campaign in 10 years. With strategic investment, the University's success in attracting research grants also offers potential to add to its resource base.
- **Budget:** Having experienced a drop in enrollment due to COVID-19 in 2020-21, UNF must grow in order to increase its tuition and fee resource base. The University would benefit from targeted strategic enrollment efforts that tap markets beyond the region as well as nontraditional students through online and other programming. As in all public higher education, every member of the SUS of Florida must find ways to control if not reduce costs or identify alternative sources of revenue besides tuition and fees in order to attract funds for investing in new programs and innovation.
- **Talent management** – The new president will want to assess and strengthen the University's ability to attract and retain its talent. The University would benefit from adopting contemporary best practices in talent management by instilling a culture of recognition, empowerment, and professional growth and development.

INSTITUTIONAL VISIBILITY

The University of North Florida is a relatively young institution that will be celebrating its 50th anniversary in 2022. The University competes not only with local private institutions in the Jacksonville area but also with its fellow SUS members in a challenging resource environment. The University must identify ways to raise its profile through promoting its distinctive characteristics, research strengths, and location as well as its substantial contributions to the region, state and nation. The University's assets and successes are a strong platform for building an aggressive, successful marketing strategy.

PROFESSIONAL QUALITIES AND PERSONAL CHARACTERISTICS

The president of the University of North Florida has historically been a leader on campus, in the Northeast Florida region and in the state of Florida. To continue this tradition, the University of North Florida seeks an innovative and results-oriented thought leader who possesses integrity and honesty, and exhibits the highest ethical standards. The University president should possess the academic credentials needed to secure the respect of faculty, staff, stakeholders and the community UNF serves.

The successful candidate must be a proven strategic thinker who, in conjunction with the Board of Trustees, is able to develop, articulate and execute a well-defined academic and research vision for the future of UNF and its role in the region. In addition, the next president will demonstrate the following characteristics:

LEADERSHIP

- Inspirational, bold servant leadership philosophy combined with exceptional communication skills, accessibility, approachability, and a passion for higher education.
- A caring, supportive and compassionate persona coupled with exceptional listening skills.
- A principled yet creative and innovative approach to problem-solving.
- Ability to engage the community and build relationships and partnerships in the region and beyond.
- Ability to advocate eloquently for the value of higher education for the public good.
- Respect for and ability to steward the natural environment.
- A collaborative leadership style that enhances ability to recruit and retain a strong leadership team.
- Commitment to Division I athletics and the arts.



ADMINISTRATIVE EXPERIENCE

- A successful track record in administrative leadership of large, complex organizations, ideally in higher education. Understanding of the central role of faculty and students within the university community and personal engagement in the education process.
- Senior-level experience, with a track record of creating forward-thinking strategies and implementing change to carry out and sustain the vision.
- The ability to cultivate relationships with alumni, volunteers, donors, and governmental officials to marshal support for UNF.
- A demonstrated ability to obtain and develop new funding sources.
- Strong, transparent communications skills, with the ability to promote UNF's hallmarks and unique niches, with the ultimate goal of elevating UNF to national prominence.

RESOURCE DEVELOPMENT

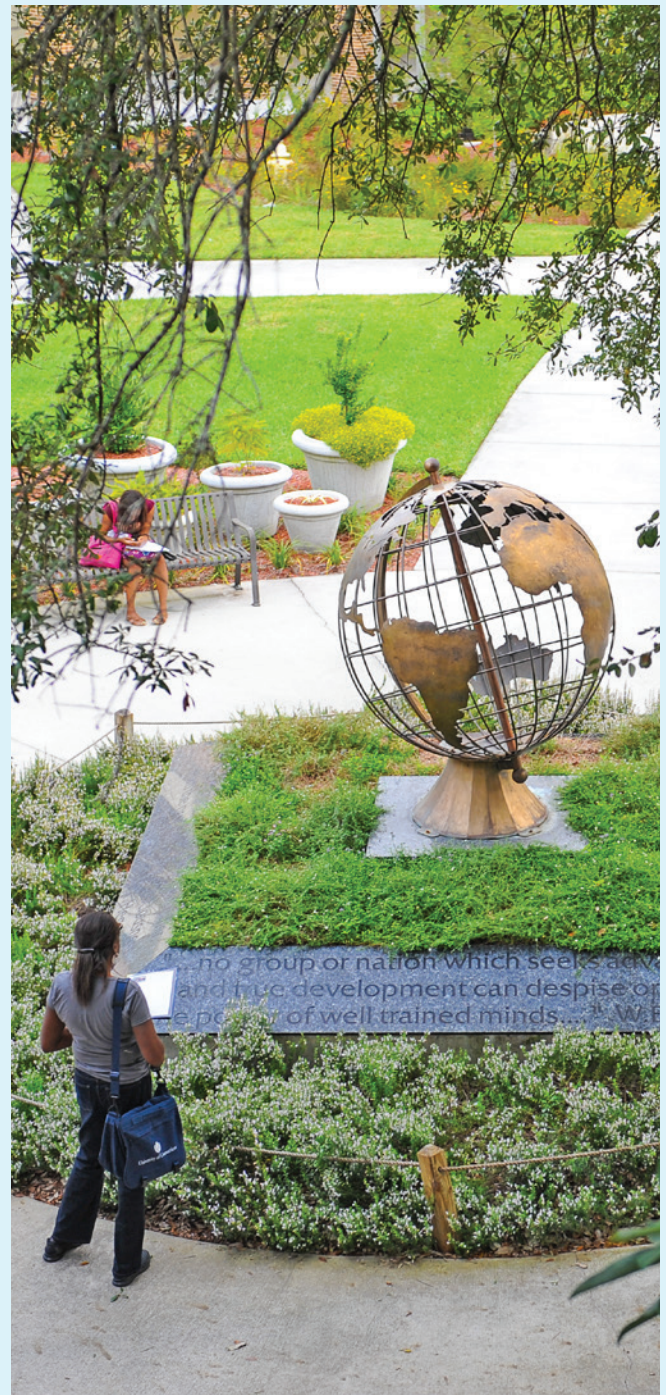
- The ability to increase resources for the University. This includes working successfully with the Governor, the Legislature, and the Florida Board of Governors on funding. The ability to elevate UNF's standing in performance-based funding is key.
- Strong fundraising skills to grow the UNF endowment.
- The ability to increase and diversify UNF's research portfolio, and to support and expand scholarly and creative excellence in all areas.

COMMITMENT TO STUDENTS

- Student-focus with a demonstrated passion for higher education; evidence of ability to create a quality academic experience, both inside and outside the classroom that leads to the success of all UNF students.
- The ability to build and lead an organization that enrolls, retains, and graduates gifted and diverse students in a timely manner.
- A vision for increasing and broadening career opportunities for all students and graduates and for increasing research, internship, international study, and work opportunities for students.
- A demonstrated record of developing and enhancing community engagement.

MANAGEMENT

- Decisive management skills as demonstrated by a history of showing leadership in making difficult decisions with competing agendas and finite resources.
- A successful record of attracting, retaining and compensating highly qualified and diverse personnel.
- Experience engaging an entire organization in facilitating and managing change; a commitment to a talent management philosophy that values and supports the professional growth of employees.
- The ability to excel within the multifaceted landscape of higher education.
- A deep understanding and appreciation for shared governance through policy, procedures and best practices, and a commitment to academic tradition.
- A true and demonstrated commitment to diversity and inclusion.
- Extensive financial experience working with complex budgets.
- Demonstrated consensus-building abilities to work with groups such as the UNF Board of Trustees, the Florida Board of Governors, the Faculty Association, students, unions, business partners, community organizations and the leaders and elected officials in the Northeast Florida region.
- The desire to embrace new technologies to elevate UNF.



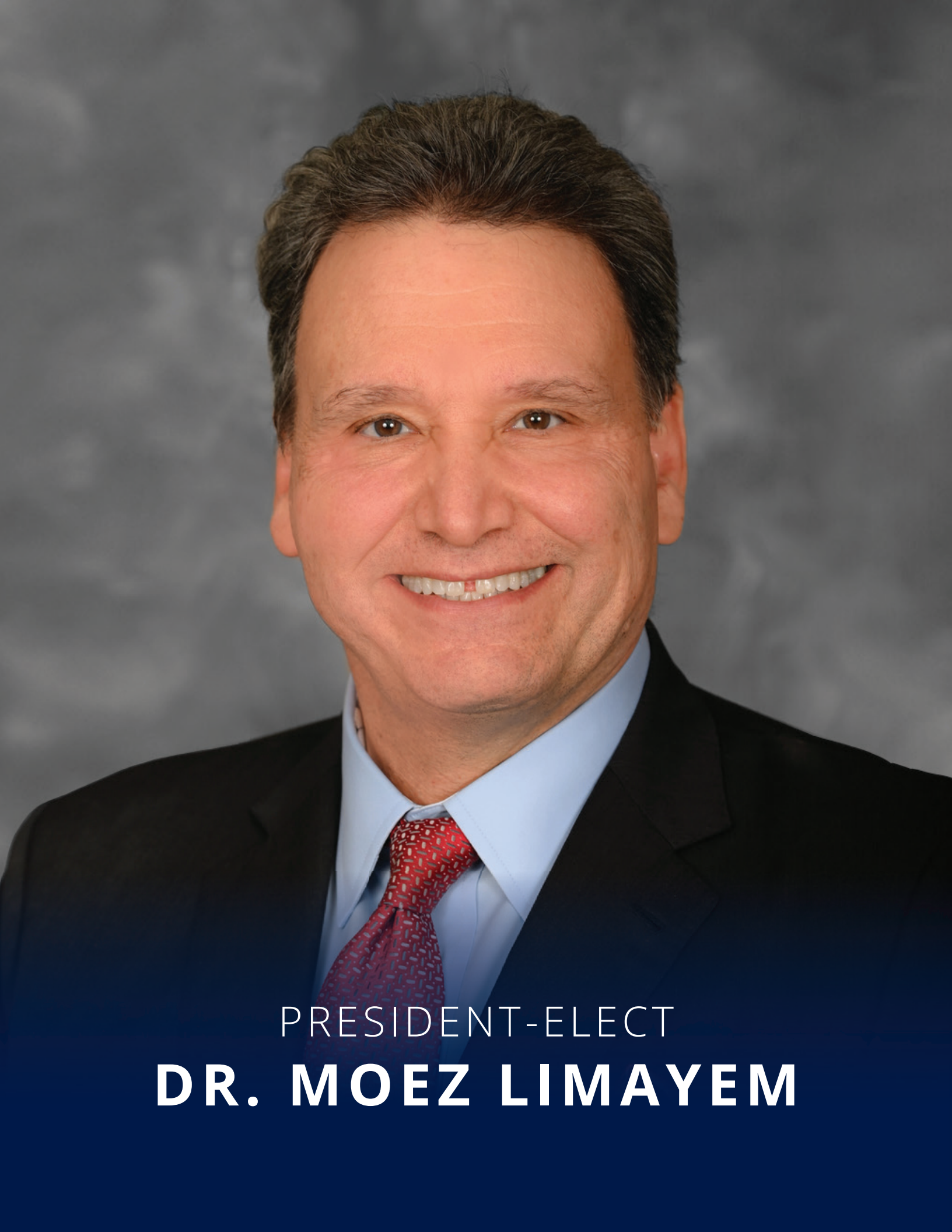


Uniquely  **UNF**
UNIVERSITY of
NORTH FLORIDA.



SECTION 6

BIO, LETTER AND CURRICULUM VITAE



PRESIDENT-ELECT
DR. MOEZ LIMAYEM

Moez Limayem was selected to become the University of North Florida's seventh president, following a unanimous vote by the University's Board of Trustees.

Dr. Limayem has served as the Lynn Pippenger Dean in the Muma College of Business at the University of South Florida (USF) since 2012. He is responsible for the administration, strategic planning and fiscal management of the college, which serves students on three campuses.

As dean, Limayem has enhanced the college's profile and, with his team, raised more than \$126 million, which includes numerous multimillion dollar gifts to support the success of students, career readiness and entrepreneurship.

Student success has been one of the hallmarks of Limayem's deanship at USF. With the addition of a student success center and various initiatives, the freshman retention rate has risen to 95% and the college boasts strong job placement rates. Since 2021, Limayem has also led university-wide efforts relating to career preparation and placement, internships and talent development of students.

Prior to his time at USF, Limayem served as the associate dean for research and graduate programs at the University of Arkansas Sam M. Walton College of Business, where he oversaw all business graduate programs including master's, doctoral and executive education programs. He also served as the academic director for MBA programs.

Limayem has published numerous articles, many of which focus on the intersection of technology with the consumer, academic and business worlds. He is the recipient of many academic and professional awards including two honors recognizing efforts to foster diversity and inclusion — the Excellence in Diversity Award at the Sam Walton College of Business at UA and the Diversity Award, presented at the USF System Diversity Summit. In March, he was named among the Power 100: Tampa Bay's Most Influential Business Leaders of 2022 by the Tampa Bay Business Journal.

Limayem serves on the Board of Directors of the Greater Tampa Bay Chamber of Commerce and the Association to Advance Collegiate Schools of Business International. He earned his MBA and Ph.D. in business administration from the Carlson School of Management at the University of Minnesota. Prior to his career in academics, he worked in the private sector as a systems analyst and computing consultant.

March 22, 2022

Mr. John K. Thornburgh
Senior Partner, WittKieffer

Dear John,

Thank you for sharing the news that I have been nominated as a possible candidate for the position of President of the University of North Florida (UNF). I believe my credentials merit consideration. Please consider this letter my application for the position. While I very much enjoy serving as the Dean of the Muma College of Business at the University of South Florida (USF) and the executive in charge of university-wide student talent development, internships, career preparation and placement, I am ready to embrace a new set of challenges for a president of UNF, as I believe my background and experiences lend themselves well to those challenges. The position leadership profile suggests several required and preferred attributes for leading candidates. Although my resume elaborates on many of them, I would like to briefly discuss my fit for the position:

Background information:

I hold an MBA and a Ph.D. in Business Administration from the Carlson School of Management at the University of Minnesota. In addition to receiving numerous professional awards, I have published numerous articles in leading journals, many of which focus on the intersection of technology with the consumer, academic and business worlds. I am also the coauthor of a scholarly book, "Understanding the Use of Technology-Based Self Service: The Consumers' Point of View".

I have held administrative positions at all universities where I have worked in North America, Asia, and Europe. Specifically, I was a Department Chair at Laval University (Quebec, Canada); the Director of the E-commerce program at City University of Hong Kong; Information Systems (IS) Graduate program director at Lausanne University (Lausanne, Switzerland); Department Chair at the Sam M. Walton College of Business (Fayetteville, Arkansas) and then Associate Dean of Research and Graduate Programs; and Executive Director of the Information Technology Research Institute (ITRI) and the Radio Frequency Identification (RFID) Center.

I have lived, studied, or worked on four different continents and I am fluent in multiple languages. Throughout my international career, I have gained a rich understanding of the best practices in higher education in different parts of the globe. In addition, I have developed an extensive network of colleagues at multiple universities all over the world. I have been using this knowledge and these international contacts to develop new partnerships and strengthen existing ones to benefit students, faculty, and staff. I am also a member of the AACSB Board of Directors and member of the Initial Accreditation Committee and have chaired several Peer Review Teams for initial accreditation and reaccreditation in North America, Asia, Africa, and the Middle East. Recently, I have been selected by the Tampa Bay Business Journal among the top 100 most influential leaders in Tampa Bay to illustrate my involvement in the community.

Leadership Experience at the University of South Florida

The University of South Florida (USF) is a large urban and complex multi-campus University. It is classified by the Carnegie Classification of Institutions of Higher Education as R1 and one of 56 public research universities nationwide classified both as a Doctoral University with “Highest Research Activity” and as a “Community Engaged” institution. It is the only urban Preeminent State University in Florida. USF is the fastest-rising university in America, according to U.S. News and World Report’s (U.S. News) 2021 Best Colleges rankings. Over the past 10 years, USF has risen 78 spots among all universities and 54 spots among public universities, more than any other university in the country. This is the second consecutive year USF is among the top 50 public universities in the nation, according to U.S. News.

USF’s main campus is in Tampa, but together with its branch campuses in St. Petersburg and Sarasota-Manatee, nearly 50,000 students are enrolled, with more than 10 percent studying business. Like UNF, USF is very diverse, with 41 percent of students representing ethnic minorities, and more than 40 percent of undergraduate students receiving Pell Grants. Adding to the diversity, international students come from 128 nations and account for 10 percent of the total enrollment. As it is the case for UNF, more than one-third of USF undergraduate students are first in the families to attend college.

USF is a top university in the nation for student success, for completely bridging the achievement gap, and realizing the #1 rank among US public universities for improvements in the 6-year graduation rate over a five-year period. In addition, USF is among the top 25 universities for research expenditures and in the 2017-18 academic year, it spent \$592 million on cutting-edge research in medicine, science, engineering, the arts and more.

As the dean of the Muma College of Business, I oversee a college offering stellar programs with more than 9000 students on three campuses. The USF Center for Entrepreneurship, an interdisciplinary program housed in the Muma College of Business, has been ranked in the Top 8 of The Princeton Review, while the on-campus Technology Incubator has created hundreds of jobs locally. The Vinik Sport and Entertainment Management program at the Muma College has been ranked 4th best in the world by Sport Business International. Moreover, USF is the top producer of Fulbright Scholars in the nation over the past two years and the Muma College of Business has 10 current faculty members who are Fulbright scholars. The business college is a leader in interdisciplinary initiatives, offering programs and entrepreneurial opportunities involving several other colleges on campus and serves as a model for forging successful relationships with outside business partners.

USF underwent a major consolidation effort and I have provided proactive leadership in the mandated merger of the three University of South Florida campuses in Tampa, St. Petersburg, and Sarasota-Manatee. I have overseen the efforts of the other business college deans in ensuring a smooth transition from three separate colleges into one by the July 1, 2020 deadline. I have fostered an atmosphere of camaraderie and teamwork to make sure the 8000 business students on the three campuses are able to take any courses they wish on the campus of their choice. I have also led several town hall meetings at various locations to allay any fears the faculty, staff and administrators had about the consolidation and wrote a blog, along with the other business deans, discussing the efforts to achieve a smooth transition into one Business College. Consequently, the new consolidated college organizational structure and processes are used by the university as a model to follow for all other units. Since July 1, 2020, I have been overseeing three consolidated colleges of business and a college of hospitality management with 4 deans reporting to me.

Recently, I have been appointed as the executive in charge of providing visionary and innovative leadership for university-wide student talent development, internships and career preparation and placement on USF three campuses. Moreover, I participated in developing and implementing the university strategic plan for the next 5 years. I have also been playing a leadership role in rethinking the USF budgeting model to make it more strategic, transparent, and predictable.

Fostering student success:

When I took over as the dean in 2012, our 6-year graduation rates were less than 60% and we had a significant achievement gap. Our freshmen retention rate was also hovering around 80%. I have since then worked with the central administration at USF and the Muma College undergraduate office to make student success one of the hallmarks of my deanship. Consequently, we have implemented several innovative programs and initiatives related to student success. Thanks to some of transformative gifts received during my tenure at USF, we have been able to move the needle on student success. The Collier Student Success Center established under my watch, is a center of excellence on student success. The center has implemented a number of programs and continues to unveil new initiatives that ensure our students have every opportunity to succeed. The Muma College of Business now enjoys a 95 percent freshmen retention rate and a 75 percent six-year graduation rate. Further, 86 percent of all bestowed bachelor's degrees are earned without excess credits and the achievement gap has been completely eliminated.

Sandler's training certification is now available to all students so they are able to learn the soft skills that are so important in the business world, and we now partner with Nielson, ReliaQuest, Jabil, the Tampa Bay Lightning and KnowBe4 and many others to prepare students for what awaits them after graduation. The outside business community has embraced the Florida Business Analytics Forum, sponsored by the Muma College of Business Center for Analytics and Creativity that was established under my watch. We have made data analytics and creativity, our distinctive identity. We do so by infusing analytics and creativity in all our programs, and by ensuring that every business major is certified as a Citizen Data Scientist.

Student success, which is embedded in the culture of the Muma College, dictates the team dynamics in which faculty, administrators and advisers work together to achieve this mantra of student success. Here are some programs the Muma College of Business has put into place over the past few years to ensure success for each business student:

- Sophisticated algorithms now let advisers know if a student is struggling in real time, and if they are, interventions are made by the college's professionals who are part of the student-success committee, and specially trained to assist those students within a "case management approach." Just a few years ago, those students may have been lost. Now, with the help of a dedicated staff, struggling students are able to overcome challenges and continue on their path to success.
- The inaugural Bulls to Business Summer Program targets high school seniors who have been admitted to USF but opt to start over the summer semester immediately following high school graduation. The program offers courses and experiences over the short summer session to get these freshmen acclimated to college life before the fall semester. Many students enrolled in the inaugural program take a special math course developed in partnership with the USF College of Arts & Sciences, to address deficiencies detected on placement exams that predict difficulty in passing the required

Business Calculus course. In the end, the program was a rousing success. All participating students were retained, and 96 percent passed Business Calculus on the first attempt.

- The best measure of success is on-time graduation with a rewarding career waiting for graduates on the other side. To that end, the Muma College of Business led the state in number of graduates placed in positions within three months of graduation, earning at least \$40,000 annually.
- The college's Vinik Sport & Entertainment Management Program boasts a near 100 percent job placement rate of its graduates, who have earned a master's degrees and an MBA.
- A dedicated recruiter has been added to the college's staff for the college's first generation-in-college and transfer students and strong mentorship and career resource programs. Open houses for parents and prospective students are now scheduled each semester.
- Under a new program, incoming freshmen are assigned two advisers for their first year. The advisers continue to track students throughout their time at the Muma College of Business. They advise their charges on what courses to take and assist them with registration plans. If a student is struggling, that student is then required to meet with the adviser to work out a solution.
- The college has invested significant resources to ensure that all the advisers are certified as career counselors.
- The college now hosts numerous recognition events for the students throughout the academic year, including dinners and lunches with college leaders. The college also strives to have its administrators, faculty and department chairs engage with these students especially during their first two years at the college.
- Career placement also is an important part of the Muma College of Business, which focuses on providing the tools students need to land rewarding, well-paying jobs. We have implemented a career-placement program in which potential employers engage with students at various venues throughout their college careers.
- Engagement with outside business partners has grown exponentially over the past several years and most of them are eager to become involved with the Muma College of Business, assisting students in a variety of ways, including preparing résumés, participating in elevator and pitch competitions and assisting in polishing interview techniques.

Closing the achievement gap:

USF was ranked by Eduventures Student Success Ratings at No. 4 in student success among 1,100 public research and doctoral universities, and the Muma College of Business, share this point-of-pride: Students graduate and achieve success no matter what their socio-economic situation may be. USF also was recognized by The Education Trust as being No. 6 in the nation for eliminating the completion gap between black and white students, No. 4 in the nation for Latino student success and No. 1 in Florida for both. A wide array of scholarships is available to students across the board. Here's how we closed the achievement gap:

- The amount of scholarship money available for business students has grown to an incredible amount

and each year it grows more. The gifts come from large corporations, local businesses, philanthropists, and private individuals, all who have bought in on this student success mission. Some of the business college's donors are recent graduates who have achieved success in the real business world and wanted to start their own scholarship funds for deserving students.

- Several hundred first-generation students currently take advantage of the college's Corporate Mentor Program, mentioned above, creating, in many instances, long-term relationships between students and business leaders.
- To further ensure the success of business students, the robust internship program has proven to be a critical component of the business college's mission. More than 90 percent of USF business students who received job offers upon graduation had prior internships and work experience.

Advancing research and innovation:

USF ranks No. 25 in the nation among public universities for total research expenditures by the National Science Foundation. This year alone, USF was awarded a record \$592 million in research contracts and grants, supporting more than 5,900 jobs and generating more than \$1 billion in local economic growth. The research being conducted in the Muma College of Business mirrors that commitment. The business faculty is outstanding in its research capabilities:

- The competitive grants awarded to the college faculty almost doubled over the past seven years and the number of publications in top business journals also improved significantly over the same period.
- Ten of the current faculty in the Muma College of Business have been awarded Fulbright scholarships since 2015. They have traveled the world collaborating with the best educators and researchers on the globe and have returned to pass on to their students, material that is both relevant and essential for student success.
- The college has increased its summer support for productive faculty and has started a workload policy that incentivizes faculty to produce research at the highest level.
- Consistent with the college's mission and vision to be a leader in data analytics and creativity, we created a research center in this area. The Center for Analytics and Creativity now stages the Florida Business Analytics Forum to discuss cutting edge research in this area and the prevailing trends in the industry as presented by a slate of internationally known keynote speakers and panel participants.
- The college has helped organize and now plays a major role in the "State of the Region" an initiative of the Tampa Bay Partnership which prepares an exhaustive annual study that compares the Tampa Bay region with others of similar size and demographics. The Center for Analytics and Creativity uses business analytics and predictive modeling to benchmark the region with other cities around the nation.
- The research the college produces and incentivizes is impactful and relevant. It is used by companies to solve real problems and improve bottom lines. The college's research also is cited all over the world, not only by other researchers, but also by news agencies.

Promoting diversity and enhancing equity and inclusion:

For years, I have worked with my colleagues to foster diversity and inclusion, with the stated goal to ensure diversity of the faculty and staff in terms of not only race and ethnicity but also in terms of gender, areas of expertise and research backgrounds. I believe diversity and inclusion are critical to the success of the college, its students and for our outside business partners. Having an institution of higher learning in which everyone speaks the same language, thinks the same, looks the same and prays the same is antithetical to the overall mission of higher education.

Diversity enriches the educational experience and strengthens the bonds among students, faculty, and outside partners. Everyone learns from those whose experiences, diverging beliefs and perspectives are unfamiliar. These lessons are most effective when delivered in a diverse intellectual and social environment. I was fortunate to receive two important awards that recognized my contributions to diversity and inclusion in two separate universities. One, the Excellence in Diversity Award at the Sam M. Walton College of Business at the University of Arkansas, I received in 2010 and the other, the Diversity Award presented at the USF System Diversity Summit, I received in 2017. Of all the numerous awards I have received throughout my career, these two are the ones of which I am proudest.

The number of minority students, including many international students from all around the world, enrolled in the Muma College of Business this academic year rose from last year and has held steady over the years at about 35 percent. USF in general was recently recognized as No. 1 in Florida and No. 6 in the nation for the success of the university's black students. The ranking was in recognition of USF's elimination of the completion gap between black and white students, according to The Education Trust. To further make the point of diversity, the faculty in the business college represents many ethnicities from Asian to Hispanic to black to American Indian. Regarding gender, the business faculty is nearly split, with 46 percent female educators and researchers, reflecting the university's overall success regarding diversity.

Recently, we partnered with the Tampa Bay Lightning and Jabil to offer a unique certificate on Diversity, Equity and Inclusion in the workplace. More than 135,000 participants from all over the world participated in this program and more than 70,000 finished all the requirements to earn the certificate. This program was deemed by many experts as timely, relevant, transformational and impactful.

Nurturing partnerships with external constituents:

A good part of the success at my current and my prior institutions is how I have always worked with my colleagues to forge important relationships with outside business partners. For example, the Muma College of Business, executives and entrepreneurs from the business community are included in so many of the college's programs that on any given day, a CEO from a major company may show up to lecture to an MBA class as a Distinguished Guest Speaker or the atrium is filled with company representatives interviewing students for internships and offering other opportunities to network with business leaders in the real world. The Executive Advisory Council, which works closely with the business college's leadership team on all sorts of matters, is made up of corporate executives from all avenues, from Steve Griggs, president of the Tampa Bay Lightning; to Arnie Bellini, co-founder of ConnectWise; to Bonnie Wise, chief financial administrator of Hillsborough County; to Les Muma, co-founder of Fiserv, whose name is above the door of the college. They are so plugged in, so engaged with the college that they

often give students, faculty and administrators advice on what the real world is looking for in graduates nowadays and how that may change in the years to come.

Moreover, the college has several boards, including a Personal Financial Planning Advisory Board, the Accounting Circle and the college's Junior Advisory Board. They represent a wide swath of corporate interests with a common theme of supporting the Muma College of Business. Other ways the college engages with outside partners include the Corporate Mentor Program, which pairs students with mentors from the corporate world. This year the program featured 153 mentors representing 37 companies. The Conversation with a CEO series is gaining in popularity and the college has hosted a number of local and not so local corporate executives to talk about their careers, work and lives. In all, the Muma College of Business has working relationships with more than 80 outside business partners, who offer a range of support from transformative gifts to funding scholarships to offering internships, tours and valuable networking opportunities for both students and faculty. We have built strong relationships with our corporate collaborators, including the Tampa Bay Lightning, Nielson, Jabil and ReliaQuest. The college is always looking for the win-win-win, in which students, the college and our outside business partners achieve success.

Meeting regional workforce demands:

Student success means more than just ensuring a proper education and to this end, it is critical that students are given the tools they need to succeed in their lives after college. To make this happen, it is the focus of our college's leadership team to engage the outside business community to form meaningful partnerships that benefit the university, the Muma College of Business, its students, and the outside business partners themselves. The college's administrators, faculty and I are in constant contact with the business community and industry experts to determine the latest trends and needs across the wide spectrum of commerce. The result: new and innovative programs that provide students with the knowledge they need to go from the commencement stage directly into the outside business world already aware of those trends. The education those students receive at the Muma College of Business is never stale, rather it looks forward not only to what's emerging, but also to what's on the horizon years down the road. To achieve this insight, students must succeed in the classroom, thereby providing the college's corporate partners with a steady stream of talent that is well versed in the world of commerce. And since commerce is constantly in flux, the college must be proactive with its approach to the education offered. Here is how:

- The Muma College of Business' diversified curriculum reflects the demands of the workplace. Just recently, the college introduced a new major in personal financial planning through its Finance Department to produce young professionals who are able to fill a growing demand in that field. As baby boomers enter retirement, they will need professionals to advise them on retirement options and the industry has sounded an alarm that there is an approaching serious shortfall of professionals in this field. The U.S. Bureau of Labor Statistics says the need for financial planners is expected to grow by 30 percent over the next several years. More than 50 percent of financial advisers in the country are over 50 years old, while only 4 percent are under 30. So, the college's leadership worked with the wealth management industry to create a state-of-the-art personal financial planning program that will graduate a new breed of adviser who is ethical, understands business, knows how to sell professionally, is technologically savvy and can convert data to meaningful insights for better decision making.

- The college also recognizes that supply chain management is a critical emerging industry, especially in Florida, which is poised to become a global hub of commerce with its deep-sea ports, airports, railways and highway systems. The Monica Wooden Center for Supply Chain Management & Sustainability now is preparing students to enter this growing and complex field to fill the widening demand for fresh, talented minds.
- The college now offers concentrations, at both the undergraduate and graduate levels, on cyber-security and digital marketing, all implemented after hearing what representatives of those industries have reported. In short, the college listens to its external partners.
- We created a unique multidisciplinary master's degree in Cybersecurity with the participation of the USF Psychology Department, the School of Information, the Criminology Department and the colleges of engineering, public health and education.
- Recently, we designed an interdisciplinary doctoral degree in data sciences with the collaboration of five other colleges: art and sciences, engineering, education, medicine and public health.
- The college's anti-money-laundering program is the only program of its kind in the nation. This came about after seeking feedback from and listening to our partners in financial institutions who are under pressure from regulators to have qualified professionals monitoring their transactions to guard against money-laundering. The demand is growing, and the Muma College of Business is responding by providing the fresh young talent the field sorely needs.
- Scores of businesses and corporations participate in the college's internship programs, which benefit not only the college, but participating students and the corporate partners themselves. They help mold these students into future leaders within their industries.
- The USF Federal Credit Union is a great partner of the Muma College of Business. Students participate in internships, are paid and earn course credits. In fact, the credit union branch in the USF Marshall Student Center is managed and operated by Muma College of Business students.

The Muma College of Business is a proven leader in the engagement of the outside world in the halls of education, an endeavor that is a model for colleges in every university.

Fundraising:

Public university leaders across the nation and world know they cannot offer a premium education just with government funding. Private donations are key to the success of any university, college, school and program. It is essential that a goal-oriented, efficient and ambitious fundraising campaign be established to succeed. The Muma College of Business is fortunate in that its alumni, its external business partners and its friends have donated throughout the years to strengthen the quality of the business education. Since 2012, when I was appointed dean, the business college has raised more than \$120 million in private donations. The result is amazing, with the establishment of new programs, new centers of excellence, new certificate programs and much more. The college can now afford to supplement student costs for study-abroad programs and establish partnerships with universities in Italy, England and Peru. The college has assembled a development team that is plugged into an alumni base and corporate partners to field and process all gifts.

Over the past several years, the college has embarked on numerous campaigns. College leaders have set goals and worked hard to meet them. Here are some milestones just over the past five years:

- In 2014, the business college was the recipient of a \$25 million gift from Pam and Les Muma, the largest single gift USF has ever received. The donation resulted in the naming of the Muma College of Business and has funded scholarships, programs, externships for business professors and many other enhancements the business college needs to keep pace with the changing world. In 2017, the Mumas contributed an unsolicited \$5 million to the college to show their satisfaction with the initial gift's return on investment.
- In 2015, Lynn Pippenger, a retired executive with Raymond James, donated \$10 million, raising her total investment to more than \$22 million, and resulting in her name being attached to the school of accountancy. She is the only female patron to have her name on an accounting school or program in the world and her gift has helped countless accounting majors complete their education and move into successful careers.
- In 2015, a \$10.85 million gift from Barron Gift Collier III and his wife, Dana, named a unit of the business college that focuses on student success and career preparedness programs. The gift created the Collier Student Success Center and is a critical component of the college's strategic plan.
- In 2016, Naples entrepreneurs Frank and Ellen Daveler donated \$2.9 million to the Muma College of Business to spearhead a state-wide effort to educate entrepreneurs. The gift established the Frank & Ellen Daveler Entrepreneurship Program to help undergraduate students launch prosperous and sustaining businesses.
- In 2017, Jeff Vinik, owner of the Tampa Bay Lightning, donated more than \$6 million to the sport & entertainment management program, which now is named after him. The Lightning also is heavily involved in offering internships and other opportunities for students in that graduate-level program.
- In 2018, ReliaQuest donated \$1 million to create the ReliaQuest Cybersecurity Labs at the Muma College of Business, providing experiential education for students focusing on entering that field. Many students who participate in the labs, continue on with jobs at ReliaQuest after graduation.
- In 2019, KnowBe4 donated \$1.75 million to anti-phishing research and to train Information Systems and Decision Sciences students for a widening job market. Graduates with this training are on the front lines of the ever-challenging battle with cyber threats.
- In 2019, Monica Wooden donated \$5 million to the college's supply chain management program, attaching her name to the center of excellence. She is considered a pioneer in the industry and is the founder of MercuryGate. She also returns to the Muma College of Business to offer guest lectures.
- In 2019, Jabil donated \$1 million, creating the USF Jabil Innovation Institute, offering new collaborative efforts in innovative research, community engagement and talent development with the Muma College of Business and the USF College of Engineering.

- In July 2020, retired Raymond James executive Lynn Pippenger made a gift of \$5 million to the Muma College of Business to establish an endowed deanship.
- In 2021, Kate Tiedemann and Ellen Cotton donated \$12M to the Muma College of Business to establish the College as a Hub of Excellence in Fintech education and Entrepreneurship.
- In 2022, Arnie Bellini, co-founder, and former CEO of ConnectWise, and his wife, Lauren contributed close to \$11 million to the Muma College of Business to establish the Bellini Center for Talent Development, focused on increasing the number of internships and enhancing opportunities for students.

The list goes on, but suffice to say, when a business college sets its bar high for student success, corporate partners who play a big part in that mission through donations and engagement, reap the benefits as well. While students benefit from the largesse of the college's patrons, universities are taking note as to how the Muma College of Business leadership develops these critical sources of revenue that result in true transformation. Because of the college's success in transformational philanthropy, I have been called upon to give several keynote speeches and workshops to deans and fundraisers.

In Conclusion:

I have been part of several fine universities in North America, Europe and Asia, and as a faculty member and administrator, I have worked at each school with my colleagues to advance the mission of these great institutions. I am confident I can leverage on my long leadership experience and the recent amazing successes of UNF to work with all its stakeholders to elevate it to the highest level in academic excellence, student success, diversity, equity and inclusion, community engagement, innovation, institutional visibility, fundraising, successful partnerships, and interdisciplinary programs. I very much appreciate your consideration of my candidacy.

Sincerely,

A handwritten signature in black ink, appearing to read 'Moez Limayem', with a stylized, flowing script.

Moez Limayem, Ph.D.
Dean, Muma College of Business
University of South Florida

MOEZ LIMAYEM, Ph.D.

Lynn Pippenger Dean • University of South Florida
Muma College of Business

ACADEMIC ADMINISTRATION EXPERIENCE

Lynn Pippenger Dean

University of South Florida Muma College of Business

Tampa, Florida, United States, 2012 – Present

Responsible for establishing long-range goals, strategic planning, and detailed administrative and fiscal management for an AACSB-accredited business school serving more than 8,000 students on three campuses. I serve as senior executive for the consolidated business college and my primary duties include:

- **Consolidation** – Provide proactive leadership in the mandated consolidated effort of the three University of South Florida campuses in Tampa, St. Petersburg and Sarasota-Manatee. Oversaw the efforts of the other business college deans in ensuring a smooth transition from three separate colleges into one on July 1, 2020. Foster an atmosphere of camaraderie and teamwork to make sure the 9,000 business students on the three campuses are able to take any courses they wish on the campus of their choice. Led several town hall meetings at various locations to allay any fears the faculty, staff and administrators had about the consolidation and wrote a blog, along with the other business deans, discussing the efforts to achieve a smooth transition into one Business College. Consequently, the new consolidated college organizational structure and processes are used by the university as a model to follow for all other units. Starting July 1, 2020, I now oversee three consolidated colleges of business and a college of hospitality management.
- **Strategic Planning** – Lead and provide long-range vision and specific strategies to achieve its goals. Provide detailed administrative oversight and financial provisions to ensure the excellence of the USF Muma College of Business. Oversee its teaching, research programs, both disciplinary and interdisciplinary. Measure impact and the college's performance and effectiveness using key metrics established by state and university leadership. Work with the provost, president and other deans to plan university-wide funding priorities and goals and execute college-level plans. Work closely with the university's senior officers and colleagues to develop and promote cross-university strategic initiatives.
- **Faculty Appointments and Scholarship** – Serve as academic leader of the USF Muma College of Business and lead faculty recruitment, appointment, retention, promotion and tenure. Ensure diversity of its faculty and staff not only in terms of race and ethnicity, but also in terms of gender, areas of expertise and research backgrounds. Foster a research culture and maintain the highest standards of scholarship among the faculty. Handle onboarding of new faculty (both regular rank and non-regular rank), educate them on university policies and procedures and work with associate

deans and department chairs to develop annual recruiting plans for the Muma College of Business, with the approval of the provost.

- **Budgetary and Administrative Oversight** – Oversee \$27 million budget and ensure that the college follows appropriate operational and financial procedures and protocols. In addition to budgetary oversight, the other principal areas of administrative responsibility include the allocation of academic facilities and building operations, planning for future academic facility needs, overseeing non-faculty staffing decisions and operation and financial management of all Muma College of Business centers, including the Florida Small Business Development Center at USF, the USF Center for Entrepreneurship, and newly created centers such as the Center for Analytics and Creativity, the Monica Wooden Center for Supply Chain Management & Sustainability and the Center for Marketing and Sales Innovation.
- **Fundraising and Stewardship** – Interact with constituents at all levels, including regional, national and international groups, focusing primarily on alumni relations and stewardship with regional and national business leaders. Build relationships with the USF Board of Trustees and the USF Foundation Board of Directors. Articulate the development needs of the Muma College of Business in conjunction with the long-range plans of the college and the university. Work with the provost, president and others to determine university-wide funding priorities and goals and cooperate with university and the college-level development staff to execute those plans.
- **Educational Leadership** – Lead the USF Muma College of Business student community. Develop and implement curriculum changes to keep educational programs relevant and timely. Evaluate and enhance “beyond-the-books” programming to provide educational and professional development opportunities for students. Establish career placement goals and oversee career and employer relations programs and services at the college level.
- **External Visibility and Community Engagement** – Promote the Muma College of Business among prospective students, recruiters, media, business organizations and alumni. Represent the college as part of AACSB accreditation review teams and represent the college at various functions led by community and civic organizations. Serve on the AACSB Board of Directors and the Greater Tampa Bay Chamber of Commerce Board of Directors.
- **Global Engagement** – Build partnership with global institutions, launch overseas programs, and recruit international students. Serve on the AACSB Initial Accreditation Committee, chairing several Peer Review Teams for initial accreditation and reaccreditation in North America, Asia, Africa and the Middle East. In 2019. Serve, also on the AACSB Board of Directors.
- **At the University Level** – As a member of the university’s leadership team, play a major role in the university’s budgetary initiative and serve on search committees for other deans and vice presidents. Participate in multiple important university strategic initiatives such as the decentralized budgeting system utilizing Responsibility Center Management. Co-chair the textbook affordability initiative resulting in millions of dollars in savings for students; serve as member of the USF Research

Foundation Governing Board of Directors and the university-wide Strategic Partnership Advisory Committee.

Major Accomplishments to date:

Fundraising:

The USF Muma College of Business has been on a steep upward trajectory since 2012. Its recognition on the national and international stage has risen dramatically, as several programs have made remarkable gains in some of the most prestigious rankings. The college also is among the leaders in fundraising at the University of South Florida. Since 2012, more than \$120 million has been raised by the Muma College of Business, funding scholarships, internships, externships and other programs that support the college's vision of student success. Additionally, a number of naming gifts were received, representing significant investments by donors who want to support this forward-thinking business school:

- In 2022, Arnie Bellini, cofounder and former CEO of ConnectWise, and his wife, Lauren contributed close to \$11 million to the Muma College of Business to establish the Bellini Center for Talent Development, focused on increasing the number of internships and enhancing opportunities for students.
- In 2021, Kate Tiedemann and Ellen Cotton donated \$12M to the Muma College of Business to establish the College as a Hub of Excellence in Fintech education and Entrepreneurship.
- In July 2020, retired Raymond James executive Lynn Pippenger made a gift of \$5 million to the Muma College of Business to establish an endowed deanship.
- In 2019, the Muma College of Business received a \$5 million gift from Monica Wooden, cofounder of MercuryGate International and a pioneer in the supply chain industry. She recognized our efforts to research the complex issues involving supply chain management and sustainability. Her generous donation not only funds cutting-edge research into the emerging field, but helps fill the demand for talented graduates well qualified for the high-paying jobs in the industry. In response to the gift, a center within our Marketing Department is now named the Monica Wooden Center for Supply Chain Management & Sustainability.
- In 2017, Jeff and Penny Vinik, owners of the Tampa Bay Lightning, donated more than \$5 million to the college's sport and entertainment management program, which awards graduates an MBA and a master's degree in the ever expanding field of sports and entertainment. The program boasts a near 100 percent job placement rate for graduates within three months of commencement. Many of the program's students either intern with the Lightning or one of the Viniks' properties, or end up taking full-time jobs there. For their generosity, the program was named the Vinik Sport & Entertainment Management Program.
- In 2016, Naples entrepreneurs Frank and Ellen Daveler donated \$2.9 million to the Muma College of Business to spearhead a state-wide effort to educate entrepreneurs. The estate and cash gift established the Frank & Ellen Daveler Entrepreneurship Program to help undergraduate students

launch prosperous and sustaining businesses. The Davelers, accomplished entrepreneurs in the aerospace, engineering and scientific instrument manufacturing arenas, chose to make the donation to USF because of its proven history of graduating successful students and entrepreneurs.

- In 2015, Lynn Pippenger, whose total giving to the USF Muma College of Business exceeds \$26 million, donated \$10 million to help USF address a projected shortfall of accountants. The gift was intended to help prepare more students to earn additional accounting credentials beyond Certified Public Accountant, such as Certified Internal Auditor or Certified Management Auditor. Through her philanthropy, additional scholarships have been created for accounting majors and the school will provide stipends for students who participate in internships. The gift also supports the infrastructure of the school, now named the Lynn Pippenger School of Accountancy.
- Also in 2015, a \$10.85 million gift from Barron Gift Collier III and his wife, Dana, named a unit of the business college that focuses on student success and career preparedness programs. The gift created the Collier Student Success Center at USF's Muma College of Business. An additional gift of \$180,000 expanded the college's Corporate Mentor Program, considered an integral part in achieving student success before and after graduation.
- In 2014, the college received a \$25 million gift from Pam and Les Muma, the single largest individual gift in USF's history. The landmark donation was ear-marked to bolster faculty engagement in the business community and to help students become better prepared for the workplace. It also established the Muma Leadership Program, designed to help place students on a professional development track from their first moments at USF and launch new initiatives such as a faculty externship program.
- The financial support of our donors has resulted in the profile of the Muma College of Business rising precipitously over the past several years. The USF Center for Entrepreneurship, ranked in the top 25 for more than a decade, was named No. 8 in the nation this fall by The Princeton Review. Our Vinik Sport & Entertainment Management Program was ranked fourth best in the world by SportBusiness International and our faculty consistently receives accolades for their research. We currently have 10 faculty on staff who are Fulbright scholars.

Student Success and Outcomes:

The college's emphasis on student success while in class and their outcome when they graduate is more than a catchphrase and focuses on metrics to identify areas where more can be done to help students graduate on time and find jobs. The results:

- The Muma College of Business now enjoys a 95 percent freshmen retention rate and a 75 percent six-year graduation rate. Further, 86 percent of all bestowed bachelor's degrees are earned without excess credits and the achievement gap has been completely eliminated.
- The college has seen a significant increase in the number of first-time-in-college students who graduate in a timely fashion – a 9 percent increase in our four- and six-year graduation rates over

the last several years and the trend continues to rise. Our second-year retention rate for first-time-in-college students rose to 95 percent in 2018.

- The college has the highest business-job-placement rate among schools in the state of Florida with 66.4 percent of graduates starting out in positions making at least \$40K a year.
- The USF chapter of accounting honor society Beta Alpha Psi has been consistently recognized for excellence at a national level: It has earned the superior designation from its international organization for 42 consecutive years and is one of only two schools to have received the KPMG Gold Award from Beta Alpha Psi for 10 years running.
- The college is ranked No. 16 nationwide in Military Times' Best for Vets Roster in 2016 for business education.
- USF is striving for 100 percent job placement and the business college has some key programs that go a long way in achieving that goal. The dual-degree MBA-MS in the Vinik Sport & Entertainment Management program boasts a near 100 percent job placement for its graduates. The Corporate Mentor Program has reported 100 percent job placement for each of the past four semesters for students who participate in internships and work experiences while undergrads. Students in the Student Managed Investment Fund have reported 100 percent job (or graduate school) placement and are earning salaries that are more than 50 percent higher than the salaries other finance graduates report. The Business Honors Program has had 100 percent job placement rate for the past several years. And last year, 98 percent of the graduates who had participated in internships or other work experience programs landed jobs in various business fields.
- Hundreds of businesses have been launched by students or graduates from USF's nationally ranked Center for Entrepreneurship. The center hosts several business plan competitions each year and has been in the Top 25 for the last 12 years and in 2017, was ranked among the top 15 programs in the world by the AACSB.

Research:

USF ranks No. 25 in the nation among public universities for total research expenditures by the National Science Foundation. This year alone, USF was awarded a record \$592 million in research contracts and grants, supporting more than 5,900 jobs and generating more than \$1 billion in local economic growth. The research being conducted in the Muma College of Business mirrors that commitment. The business faculty is outstanding in its research capabilities:

- The competitive grants awarded to the college faculty almost doubled over the past seven years and the number of publications in top journals also improved significantly over the same period.
- The college has increased its summer support for productive faculty and has started a workload policy that incentivizes faculty to produce research at the highest level.
- Consistent with the college's mission and vision to be a leader in data analytics and creativity, administrators have created a research center in this area. The Center for Analytics and Creativity

now stages the Florida Business Analytics Forum to discuss cutting edge research in this area and the prevailing trends in the industry as presented by a slate of internationally known keynote speakers and panel participants.

- The college has helped organize and now plays a major role in the “State of the Region” an initiative of the Tampa Bay Partnership that prepares an exhaustive annual study that compares the Tampa Bay region with others of similar size and demographics. The Center for Analytics and Creativity uses business analytics and predictive modeling to benchmark the region with other cities around the nation.
- The research the college produces and incentivizes is impactful and relevant. It is used by companies to solve real problems and improve bottom lines. The college’s research also is cited all over the world, not only by other researchers, but also by news agencies.

Diversity and Inclusion:

- In 2021 and in collaboration with two business partners, designed and delivered a free certificate on Diversity, Equity, and Inclusion in the workplace. More than 300,000 participants registered for this program that has seen an unprecedented success and received glowing reviews.
- I received two important awards that recognized my contributions to diversity and inclusion in two separate universities. One, the Excellence in Diversity Award at the Sam M. Walton College of Business at the University of Arkansas, I received in 2010 and the other, the Diversity Award presented at the USF System Diversity Summit, I received in 2017. Of the numerous awards I have received throughout my career, these two are the ones of which I am proudest.
- The number of minority students, including many international students from all around the world, enrolled in the Muma College of Business this academic year rose from last year and has held steady over the years at about 35 percent. USF in general was recently recognized as No. 1 in Florida and No. 6 in the nation for the success of the university’s black students. The ranking was in recognition of USF’s elimination of the completion gap between black and white students, according to The Education Trust. To further make the point of diversity, the faculty in the business college represents many ethnicities from Asian to Hispanic to black to American Indian. With regard to gender, the business faculty is nearly split, with 46 percent female educators and researchers, reflecting the university’s overall success regarding diversity.

New Innovative Programs:

Several innovative, new programs have been launched in the USF Muma College of Business of Business since 2012:

- The creation of the Personal Financial Planning Program took place in 2018. The college listened to its outside business partners in the financial industry who predicted a shortfall in certified financial planners in the field. Students now graduate into a field that needs talent for jobs with starting salaries of nearly \$60,000.

- The college has recognized the need for supply chain managers. Florida is on the cusp of becoming a global hub of commerce and a growing need for graduates with knowledge of logistics is essential in that growth. So, the Muma College of Business created a Center for Supply Chain Management & Sustainability, the first of its kind in Florida, in which globally recognized faculty teach undergraduate and graduate students the science of logistics.
- The college has created the Center for Marketing and Sales Innovation to address student success and constructed a marketing research lab that is designed to develop insights from focus groups, digital behavior, product innovation and virtual reality.
- The Information Systems and Decision Sciences Practice Center was established to provide experiential learning for students and to engage faculty members in meaningful ways with different businesses and organizations. The center works with real world businesses that have encountered various challenges and assigns teams of students to work with executives to overcome those challenges.
- Executives returned to the classroom in 2015, part of the inaugural cohort of USF's Doctor of Business Administration program. Designed exclusively for C-suite executives and business leaders with at least a dozen years of upper-level industry experience, the DBA is intended for working professionals with extensive managerial experience who are looking to transform business practice. The traditional Ph.D. in Business Administration, which USF also offers, is intended for those who want to pursue research-focused careers in academia while the DBA provides senior-level business leaders an opportunity to develop rigorous research skills that can be applied to contemporary business problems.
- The Muma College of Business now offers a General Business Certificate, allowing non-business majors a chance to develop business skills without incurring extra credits that might delay their graduation.
- The Muma College of Business was the first university in the nation to offer a graduate certificate focusing on compliance, risk and anti-money laundering and now certificates are available in cybersecurity and digital marketing. USF's graduate certificates focus on several additional niche areas: entrepreneurship, analytics and business intelligence.
- The Muma College of Business has established four centers in three years: Monica Wooden Center for Supply Chain Management & Sustainability, the Florida Center for Cybersecurity, the Center for Analytics & Creativity and the Center for Marketing and Sales Innovation.

Several programs have been ranked:

- The Muma College of Business graduate program in entrepreneurship is currently ranked No. 8 in the United States by The Princeton Review and in 2019, the Entrepreneurship Education Program at USF was ranked among the Top 15 in the world by the AACSB's Entrepreneurship Spotlight Challenge.

- The part-time MBA program ranked No.58 among public schools in the 2019 Best Graduate Schools issue of the U.S. News and World Report. In addition, according to CEO Magazine, the Executive MBA program was ranked No. 44, globally.
- The Best Schools ranking of the 50 best online MBA programs in the nation put the Muma College of Business program at No. 29 in a list released in 2018.
- The Vinik Sport & Entertainment Management Program was ranked No. 4 in the world by SportBusiness International in 2018 and 2019 in a list of the top 40. The program was No. 3 in North America.

Faculty Success:

Current faculty have received international awards and honors:

- Nine Core Fulbright Awards
- One Fulbright Specialist Award
- One Association of Information Systems Fellow Award

One National Academy of Inventors Fellow

- One Schoeller Senior Fellow
- Two Distinguished University Professor Awards

Global Engagement:

- Articulation agreements have been signed with the Mediterranean School of Business, Tunisia; Manipal International University, Malaysia; Manipal University, India; Narsee Monjee Institute of Management Studies, India.
- An MoU has been signed to deliver USF program in Casablanca, Morocco.
- An agreement has been signed to deliver an analytics certificate in Mumbai, India in partnership with Narsee Monjee Institute of Management Studies.
- USF's Muma College of Business has new study abroad programs in London and Panama and existing programs worldwide. Hundreds of business majors have participated in study abroad programs over the past several years.
- The Muma College of Business partners with Broward College and the Center for American Education at Universidad San Ignacio de Loyola to allow students an opportunity to earn a four-year American degree in Lima, Peru. The arrangement also allows USF's stateside students an avenue to study abroad and take USF classes – taught by USF faculty who also teach in Tampa – while in Peru.

New partnerships:

- The Muma College of Business is partnering with CareerSource and other entities in the community on a \$3.8M grant announced by the White House to train workforce in IT.

- In 2018, the Muma College of Business partnered with ReliaQuest, which donated \$1 million to fund a five-year, first-of-its kind cybersecurity certification program to draw more students into the emerging field.
- In 2019, prominent cybersecurity training company KnowBe4, donated \$1.75 million in cash and software to train business students to become “cyber-threat warriors” in the field. The training translates into well-paying jobs upon graduation.
- In partnership with two other state universities in Florida, the college has undertaken activities to attract, educate and place students in high demand areas such as accounting and IT as part of multimillion-dollar grant.
- In partnership with Citigroup, the college hosts boot camps to train students for jobs in anti-money laundering.
- The college has partnered with Jabil to train its employees to be citizen data scientists and in 2019, Jabil announced a \$1 million partnership to launch the USF Jabil Innovation Institute to benefit students in both the Muma College of Business and the USF College of Engineering.

Accreditation:

- The University of South Florida Muma College of Business of Business and Lynn Pippenger School of Accountancy were recognized for excellence in 2018 when the Board of Directors of AACSB International – the Association to Advance Collegiate Schools of Business – reaffirmed their accreditation, a move that kept USF on a list of just 186 institutions worldwide certified for quality in both overall business and accounting programs.

Responsible for University-Wide Student Talent Development, Internships, and Career Placement

University of South Florida

Tampa, Florida, United States, 2021 – Present

In charge of Providing visionary and innovative leadership for the entire university in terms of student talent development, internships and career preparation and placement on three campuses. Specifically, responsible for:

- Assessing the strengths, weaknesses, opportunities and threats associated with the Career Center at USF and restructure as needed to optimize investments and outcomes across all 3 campuses and at USF Health.
- Reviewing the sufficiency of resources within the Career Center to meet the statewide mandate and best serve the needs of ALL USF’s students/graduates and employers and develop/present a budget request as needed for the future.

- Recruiting a national leader as Director (or like title) to head-up the USF Career Center.
- Optimizing and fill existing positions in the Career Hub across USF campuses and USF Health,
- Establishing, launching, and chairing the USF *Council on Student Talent Development, Internships and Career Placement*. Purpose/Charge, Membership, Organizational Structure, and Meeting(s) Calendar.

**Associate Dean for Research and Graduate Programs,
Edwin & Karlee Bradberry Chair in Information Systems
University of Arkansas Sam M. Walton College of Business
Fayetteville, Arkansas, United States, 2010 – 2012**

Primary responsibility: oversee all graduate programs including master's, Ph.D. and executive education programs and serve as academic director for the MBA programs.

- Supervised 11 outreach and research centers including the Center for Retailing Excellence, the Applied Sustainability Center, the Center for Business and Economic Research, the Garrison Financial Institute, the Small Business and Technology Development Center, the Center for Management and Executive Education, the Supply Chain Management Research Center, the Information Technology Research Institute, the Radio Frequency Identification Center, the Tyson Center for Faith and Spirituality in the Workplace and the Bessie B. Moore Center for Economic Education.
- Provided oversight of the Global Engagement Office that covers all international collaborations and activities.
- Led efforts to foster research in the college.
- Coordinated reviews for college-endowed chairs and coordinated AACSB accreditation reviews for the college.

Key Accomplishments:

- Led development of innovative multi-disciplinary programs such as a graduate certificate in cross-sector alliances and a graduate certificate in sustainability.
- Launched several executive education programs such as a Certificate in Business Intelligence and a Certificate in RFID.
- Created several international programs, including the Certificate in Entrepreneurial Excellence in Panama and a Certificate in Supply Chain Management in China.
- Led expansion of college-level partnerships with Historically Black Colleges and Universities with targeted visits with regional and national HBCUs, which led to a 100 percent increase in the diversity of the students in the full-time MBA program.

- Expanded a professional development program for master's-level students and created a communication plan to ensure better communication with these students upon admission.
- Supervised the creation of the first nationally-focused MBA Campus Visit Day. More than half of all MBA students now come from outside the state, while more than 70% of MBA graduates are employed in Arkansas.
- Supervised the creation of a communication plan program to ensure better communication with new graduate students upon admission into the program.
- Helped with the expansion of the professional development program which is available to all master's level students.
- Led the effort to enhance the Clinton-Walton MBA-MPS collaboration (a multi-disciplinary program).
- Led negotiations with a Chinese university to explore the possibility of starting a Sam M. Walton College campus in south China.
- Played a major role in the creation of the Association of Latino Professionals (ALPFA) Institute at the Walton College.
- Helped all 11 outreach and research centers to work together to achieve financial sustainability.
- Took part in the core team that developed a proposed strategic and financial plan to create the School of Retail at the Walton College.
- Started the Walton Outreach Center Newsletter to better promote research in the college.
- Streamlined the process of faculty summer grant applications resulting in a significant reduction in the cycle time.
- Revamped the governance structure of the Business Behavioral Business Research Laboratory.
- Helped prepare the college for an upcoming capital campaign. Participated in several development trips and visits, built new relationships and strengthened existing ones.

**Executive Director of the Information Technology Research Institute (ITRI)
and the Radio Frequency Identification (RFID) Center
University of Arkansas Sam M. Walton College of Business
Fayetteville, Arkansas, United States, 2010 – 2012**

**Managed both the Information Technology Research Institute and the
Radio Frequency Identification Center.**

- Managed the budget and staff of the ITRI and RFID
- Evaluated the vision and mission of both centers and set strategic priorities for each.
- Fostered strong relationships between the two units and regional industry leaders.

- Improved the visibility of the institute and the center.

Key Accomplishments:

- Raised \$904,000 for the two units, mostly in cash donations and sponsorships.
- Increased the number of retail supplier partners and bolstered board membership for the RFID Center.
- Raised profile of the RFID Center, expanding activities so that it took on a leadership role in the RFID community and helped organize and execute many new standards and best practices in organizations. RFID Testing operations have expanded tremendously since early 2011, and many retailers are now requiring the RFID Center's approval of RFID products before they can be used in a store environment. The RFID Center conducted a Retail Supply Chain study with 10-15 partner companies to study the value of RFID to product manufacturers in an international open loop supply chain.
- Successfully conducted and published Phase 1 of an important study aimed at investigating Supplier RFID ROI.
- Helped implement strategic programs targeting high school and junior high involvement in the Walton College of Business, including tours, outreach programs, and an IT Day for 500 high school students, mostly from under-represented groups.

Chair of the Information Systems Department
University of Arkansas Sam M. Walton College of Business
Fayetteville, Arkansas, United States, 2007 – 2010

Responsible for developing goals and implementing plans to achieve departmental and college objectives including leading research initiatives, curriculum development, and outreach, as well as other administrative activities such as personnel recruitment, evaluation and course scheduling.

Key Accomplishments:

- Increased the number of IS majors by nearly 300 percent.
- Helped raise \$33,555,215 cash and gifts-in-kind gifts.
- Raised departmental profile; it was consistently ranked among the top five departments worldwide in terms of publishing in the two most prestigious IS journals and its Enterprise Systems Program is now a leader in the nation.
- Revived the Professional Master in Information Systems by revamping its curriculum and changing its format to meet customer needs.
- Streamlined department processes for class scheduling, resource allocation, Graduate Assistant assignment and reimbursement.

ACADEMIC TEACHING EXPERIENCE

Consistently received the best teaching evaluations in all departments; topics taught include:

- E-Government
- Management Information Systems for MBA and EMBA
- Business Process Reengineering
- Customer Relationship Management
- IS Research
- IS Theories
- Electronic Commerce Security
- IT-Based Business Transformation
- Change Management and Leadership
- Electronic Commerce
- Decision Support Systems
- Knowledge Management
- Management of IT

Professor and Director of the Information Systems Master Program Lausanne University Lausanne, Switzerland 2005 – 2007

- Led the redesign of the Master in IS program, resulting in a 400 percent increase in enrollment (and the placement rate of the students doubled).
- Developed and implemented effective strategies to increase students' enrollment in this program.
- Worked with companies to ameliorate the placement of this program's graduates.

Professor & Director of the Electronic Commerce Undergraduate Program City University of Hong Kong Kowloon Tong, Kowloon, Hong Kong 1998 – 2005

- Designed and launched the first bachelor degree in Electronic Commerce in Hong Kong.
- Bachelor in Electronic Commerce was, for many years, ranked the best program in Electronic Commerce in Hong Kong.

**Management Information Systems Department Chair
Laval University
Quebec City, Quebec, Canada 1996 – 1998**

- Set the strategic orientation of the department (at that time the biggest IS department in Canada; the undergraduate program in IS was ranked among the top programs in Canada).
- Managed the department budget.
- Managed the human resources of the department in terms of recruitment and evaluation.
- Oversaw the curriculum revisions of the undergraduate and graduate programs.
- Coordinated the redesign of all undergraduate and graduate programs in the department (enrollment of the MBA in IS increased dramatically).
- Spurred increased in research output of the department improved in terms of publications in top journals and research funding from provincial and federal agencies.

**Associate Professor | Laval University
Quebec City, Quebec, Canada 1995 – 1996**

**Assistant Professor | Laval University
Quebec City, Quebec, Canada 1992 – 1995**

**Lecturer at the Department of Information and Decision Sciences
University of Minnesota
Minneapolis and St. Paul, Minnesota, United States 1990 – 1992**

**Research Assistant, Group Decision Support Systems Research Project
University of Minnesota
Minneapolis and St. Paul, Minnesota, United States 1988 – 1990**

BUSINESS EXPERIENCE

- 1992 – Present** International expert in IT UNESCO.
- 1986 – 1988** Consultant, West Bank Computing Services, University of Minnesota.
- 1985 – 1986** Systems Analyst, SNC, Inc.

EDUCATION

Ph.D. Business Administration, Carlson School of Management, University of Minnesota, 1992 MBA,
University of Minnesota, 1988

B.S., Computer Science Applied to Management, Institut Supérieur de Gestion, 1985

PUBLICATIONS

Publications in refereed journals:

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Fullion, G., Limayem, M., Laferriere, T., Mantha, R., “Integrating ICT into Higher Education: Investigation Onsite and Online Professors’ Points of View”, *International Journal on E-Learning*. Volume 8 Issue 1, 2009, pp. 17-55.

Fillion, G., Limayem, M., Laferriere, T., Mantha, R., “Integrating Information and Communication Technologies into Higher Education: Investigating Onsite and Online Students’ Points of View”, *Open Learning*. Volume 24 Issue 3, 2009, pp. 223- 240.

Niederman, F., Larsen, T., Limayem, M., Chan, J., “UML: A Complex Technology Embedded in Complex Organizational Issues”, *Information Systems Journal*. Volume 19 Issue 1. (2009). 83-117.

DeSanctis, G., Poole, S., Zigurs, I., Limayem, M., Associates, O., “The Minnesota GDSS Research Project: Group Support Systems, Group Processes, and Outcomes”, *Journal of AIS*. Vol. 9 Issue 10, 2008, pp 551-608.

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Hendaoui, A., Limayem, M., Thompson, C. W., “3D Social Virtual Worlds: Research Issues and Challenges, *IEEE Internet Computing*, Vol. 12 Issue 1. 2008, pp. 88-92.

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Rouis, S., Limayem, M. and Salehi-Sangari, E (2011) “Social Media and students’ achievement: The role of culture and personality”, Annual conference of the Association of Marketing Science (AMS), Florida, 24-27 May 2011.

Limayem, M., Boukef, C., Nabila, C., Mohamed, H., “Toward Understanding the Barriers to the Global Data Synchronization Networks Standard Adoption”, Academy of Management Annual Meeting - Division Program: Organization Communication and Information Systems (OCIS), Academy of Management, San Antonio, TX, April 16, 2011.

Cronan, P., O. A. (Presenter & Author), Douglas, D. E. (Author Only), Limayem, M. (Author Only), “Healthcare Professionals’ Reactions to Health Enterprise System Implementations: A Theory of Cynicism Perspective”, Hawaii International Conference on System Sciences (HICSS-44), IEEE Computer Society, Kauai, Hawaii, January 6, 2011.

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Conway, C. M., & Limayem, M., "Time Management and Temporal Dissonance in Global Virtual Teams", Proceedings of the International Conference on Information Systems (ICIS 2008), Paris, France, 14-17 December, 2008.

Goyal, S., Davis, F.D., Limayem, M., "Psychological Contract Violation in Recommendation Agent Use", Proceedings of the Seventh Annual Workshop on HCI research in MIS (Pre-ICIS), Paris, France, December 13, 2008.

Hendaoui, A. and Limayem, M., "Understanding Consumer Virtual Shopping Behavior in 3D Virtual Worlds: A Theoretical and Empirical Investigation", Proceedings of the International Conference on Information Systems (ICIS 2008), Paris, France, 14-17 December 2008.

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Meliane, R., Limayem, M., "What makes consumers repeat their purchase from the same e-store", Proceedings of the 13th Conference of the Association Information and Management, Paris, France, December 14, 2008.

Chan, J., Limayem, M., Niederman, F. and Larsen, T. J., "IT Project Risk in Hong Kong", Proceedings of the Fourteenth European Conference on Information Systems (ECIS 2006), Goteborg, Sweden, 12-14 June 2006.

Hendaoui, A. and Limayem, M., "Idea Consolidation Process in Face-to-Face Meetings: A New Approach to Organize and Integrate Individuals Perspectives", Proceedings of the Fourteenth European Conference on Information Systems (ECIS 2006), Goteborg, Sweden, 12-14 June 2006.

Larsen, T. J., Niederman, F., Limayem, M. and Chan, J., "UML: A Complex Technology Embedded in Complex Organizational Issues," Proceedings of the IFIP WG 8.6 Transfer and Diffusion of IT for Organisational Resilience, Galway, Ireland, 7-10 June 2006.

Hendaoui, A. and Limayem, M., "E-Collaboration et Systemes d'Aide a la Decision de Groupe: Une Nouvelle Approche pour la Consolidation des Idees", Proceedings of the Eleventh AIM Conference, Grand-Duchy of Luxembourg, Luxembourg, 7-9 June 2006.

Cheung, C. M. K. and Limayem, M., "The Role of Habit in IS Continuance: Examining the Evolving Relationship between Intention and Usage", Proceedings of International Conference on Information Systems (ICIS 2005), Las Vegas, USA, 11-14 December 2005.

Cheung, C. M. K. and Limayem, M., "Understanding Continuance of Advanced Internet-based Learning Technologies: The Role of Satisfaction, Prior Behavior, and Habit", Proceedings of the Ninth Pacific Asia Conference on Information Systems (PACIS 2005), Bangkok, Thailand, 7-10 July 2005.

Cheung, C. M. K. and Limayem, M., "Drivers of University Students' Continued Use of Advanced Internet-based Learning Technologies", Proceedings of the Eighteenth Bled eConference, Bled, Slovenia, 6-8 June 2005.

Cheung, C. M. K. and Limayem, M., "The Role of Habit and the Changing Nature of Relationship between Intention and Usage", Proceedings of the Thirteenth European Conference on Information Systems (ECIS 2005), Regensburg, Germany, 26-28 May 2005.

Niederman, F., Larsen, T. J., Limayem, M. and Chan, J., "Conceptual Mapping: A Key Methodology for 21st Century MIS Research", Proceedings of the Gordon B. Davis Symposium, Management Information Systems Research Center, Carlson School of Management, University of Minnesota, Minneapolis, Minnesota, USA, 13-14 May 2005.

Limayem, M., Cheung, C. M. K. and Chan, G. W. W., "Online Consumer Behavior: What We Know and What We Need to Know", Proceedings of the 12th European Mediterranean Conference on Information Systems (EMCIS 2004), Tunis, Tunisia, July 25-27, 2004.

Limayem, M., "A Comparison Between Human and Automated Facilitation in the GDSS Context", Proceedings of the 9th AIM Conference, INT Evry, France, May 26-28, 2004.

Limayem, M., Cheung, C. M. K. and Chan, G., Explaining Information Systems Adoption and Post-Adoption: Toward an Integrative Model. Proceedings of the 24th International Conference on Information Systems (ICIS 2003), Seattle, Washington, December 14-17, 2003. **This Paper won the Best Paper Award for ICIS 2003.**

Limayem, M., Hirt, S. and Cheung, C. M. K., "Habit in the Context of IS Continuance: Theory Extension and Scale Development", Proceedings of the 11th European Conference on Information Systems (ECIS 2003), Naples, Italy, June 16-21, 2003.

Cheung, C. M. K., Zhu, L., Kwong, T., Chan, G. and Limayem, M., "Online Consumer Behavior: A Review and Agenda for Future Research", Proceedings of the 16th Bled eCommerce Conference, Bled, Slovenia, June 9-11, 2003.

Limayem, M., Cheung, C. and Chan, G., "A Meta-Analysis of Online Consumer Behavior Empirical Research", Proceedings of the 8th AIM Conference, Grenoble, France, May 21-23, 2003.

Khalifa, M., Abidi, R. and Limayem, M., "Effects of Electronic Customer Relationship Management on Online Shopping Satisfaction", Proceedings of the Pre-ICIS Meeting on French Speaking World IS Research, Barcelone, Spain, December 15, 2002.

Limayem, M., Khalifa, M. and Ma, S., "Human Versus Automated Facilitation in the GDSS Context", Proceedings of the 2002 IEEE International Conference on Systems, Man and Cybernetics, Vol. 5, Hammamet, Tunisia, October 6-9, 2002.

Limayem, M., Banerjee, P. and Ma, L., "Impact of GDSS: Opening the Black Box", Proceedings of the 6th Pacific Asia Conference on Information Systems (PACIS 2002), Tokyo, Japan, September 2-4, 2002.

Kwong, T., Cheung, C. M. K., Zhu, L., Limayem, M. and Viehland, D., "Online Consumer Behavior: An Overview and Analysis of the Literature", Proceedings of the 6th Pacific Asia Conference on Information Systems (PACIS 2002), Tokyo, Japan, September 2-4, 2002.

Skik, M. and Limayem, M., "Intention to Buy from the Web: A Comparative Study Between Canada and Tunisia", Proceedings of the 7th AIM Conference, Hammamet, Tunisia, May 30 - June 1, 2002.

Limayem, M. Zhu, L. and Rowe, F., "An Empirical Study of Online Shopping in China", Proceedings of the Information Resources Management Association International Conference 2002 (IRMA 2002), Seattle, USA, May 19-22, 2002, pp. 447-448.

Limayem, M. and Khalifa, M., Coombes, J. and Zhu, L., "Understanding the Impact of GSS: The Role of Anonymity and Culture", Proceedings of the Information Resources Management Association International Conference 2002 (IRMA 2002), Seattle, USA, May 19-22, 2002, pp.617-618.

Limayem, M. and Khalifa, M., "The impact of GDSS: A Process Oriented Approach", Proceedings of the 12th Mini Euro Conference on DSS, Brussels, Belgium, April 2-5, 2002.

Lee F. S. L., Vogel D. and Limayem, M., "Virtual Community Informatics: What We Know and What We Need to Know", Proceedings of the 35th Annual Hawaii International Conference on System Sciences (HICSS-35), Big Island, Hawaii, January 7-10, 2002, pp. 2863-2872.

Limayem, M. and Rowe, F., "Factors Affecting Intentions to Buy Through the Web in Hong Kong and in France: The Role of Social Uncertainty Avoidance", Proceedings of the 5th International Conference on the Management of Networked Enterprises (CIMRE'2001), Mahdia, Tunisia, October 25-27, 2001.

Limayem, M. and Khalifa, M., "Electronic Commerce: Winning Strategies", Proceedings of the 6th IEEE Symposium on Computers and Communications (ISCC 2001), Hammamet, Tunisia, July 3-5, 2001.

Limayem, M., Hirt, S. and Chin, W., "Intention Does Not Always Matter: The Contingent Role of Habit on IT Usage Behavior", Proceedings of the 9th European Conference on Information Systems (ECIS 2001), Bled, Slovenia, June 27- 29, 2001.

Khalifa M., Limayem, M. and Liu, V., "Manager Satisfaction with Internet EDI", Proceedings of BITWorld 2001, Cairo, Egypt, June 4-6, 2001.

Khalifa M., Limayem, M. and Liu, V., "Online Consumer Stickiness: A Longitudinal Study", Proceedings of the 5th Pacific Asia Conference on Information Systems (PACIS 2001), Seoul, Korea, June 2001.

Hirt, S. and Limayem, M., "Integrating Three Theoretical Perspectives to Explain Internet-Based Technology Usage by University Students: A Qualitative Study", Proceedings of the 21st International Conference on Information Systems (ICIS 2000), Brisbane, Australia, December 10-13, 2000.

Frini, A. and Limayem, M., "Factors Influencing Web-Purchasing Intentions: A Comparative Study of Buyers Versus Non- Buyers", Proceedings of the 5th AIM Conference, Montpellier, France, November 2000.

Limayem, M. and Khalifa, M., "Business-to-Consumer Electronic Commerce: A Longitudinal Study", Proceedings of the 5th IEEE Symposium on Computers and Communications (ISCC 2000), Antibes, France, July 3-6, 2000, pp. 286-290.

Limayem, M. and Hirt, S., "Internet-Based Teaching: How to Encourage University Students to Adopt Advanced Internet- Based Technologies". Proceedings of the 33rd Annual Hawaii International Conference on System Sciences (HICSS-33), Maui, Hawaii, January 4-7, 2000.

Limayem, M., Khalifa, M., and Chin, W. "Factors Motivating Software Piracy: A Longitudinal Study", Proceedings of the 20th International Conference on Information Systems (ICIS 1999), Charlotte, NC, USA, December 13-15, 1999.

Limayem, M., Chin, W. W., Poisson, M. A. and Hichem, D., "Investigation of the Relationship Internet Usage - Organizational Performance (Modelisation de la relation Utilisation d'Internet - Performance Organisationnelle)

Proceeding of the 26th Administrative Sciences Association of Canada (ASAC) Conference, Saskatoon, Saskatchewan, May 30 - June 2, 1998. **This paper won the Best IS Paper Award.**

Limayem, M. and Khalifa, M., "CASE Tools Use and Impact", Proceedings of IEEE International Conference on Systems, Man and Cybernetics - Computational Engineering in Systems Applications (IEEE SMC - CESA), Hammamet, Tunisia, 1998.

Limayem, M. and Chelbi, A., "Improving Multicriteria Group Decision Making with Automated Decision Guidance", Proceedings of the 1997 IEEE International Conference on Systems, Man, and Cybernetics, Vol. 2, October 12-15, 1997, pp. 1890-1895.

Chelbi, A., Ait-Kadi, D. and Limayem, M., "Optimal Periodic Replacement Strategy for Non-Self-Announcing Failure Equipment", Proceedings of the 4th International Conference on Computer Integrated Manufacturing, October 1997.

Limayem, M. and Chabchoub, N., "Les Facteurs Motivateurs de l'Utilisation du Reseau INTERNET", Proceedings de Comptes Rendus, 3eme Colloque de l'Association Internationale de Management (AIM), May 1997.

Rowe, F. and Limayem, M., "Richesse et Perception des Medias: Effets sur l'Exclusion dans un Service Public", Proceedings de Comptes Rendus, 3eme Colloque de l'Association Internationale de Management (AIM), May 1997.

Khalifa, M. and Limayem, M., "Perceived Effects of Telecommuting", Proceedings of the 1st Tunisian Scientific Society (TSS) and the Network of Arab Scientists and Technologists Abroad (ASTA) International Conference on Technology Park and Transfer of Knowledge, Tunis, Tunisia, July 22-24, 1996.

Limayem, M. and Khalifa, M., "La Mise a Niveau Passe Par la Reingenierie des Processus d'Affaires", Proceedings of the First Tunisian Scientific Society (TSS) and the Network of Arab Scientists and Technologists Abroad (ASTA) International Conference on Technology Park and Transfer of Knowledge, Tunis, Tunisia, July 22-24, 1996.

Limayem, M. and Khalifa, M., "Impacts of GSS on Participation and Influence Behavior", Proceedings of the TIMS XXXIII, Singapore, June 25-28, 1995.

Limayem, M. and DeSanctis, G., "Automating Decision Guidance in a Group Decision Environment", Proceedings of the 14th Annual International Conference on Information Systems (ICIS 1993), Orlando, Florida, December 5-8, 1993.

Limayem, M., Lee, J.-E., Dickson, G. and DeSanctis, G., "Enhancing GDSS Effectiveness: Automated vs. Human Facilitation", Proceedings of the 26th Hawaiian International Conference on Systems Sciences (HICSS-26), Vol. IV, Maui, Hawaii, January 5-8, 1993, pp. 95-101.

Presentations at Conferences:

Limayem, M. (Panelist), Academy of Management Annual Meeting 2011, Academy of Management, San Antonio, "Personal Experiences in Transcending the West-East Divide: Challenges, Opportunities and Lessons Learned by Seasoned Scholars", Presented. (2011, date: August 11, 2011).

Limayem, M. (Keynote Speaker), MWAIS, Association of Information Systems, Omaha, Nebraska, "When IT helps people fight for their freedom: The e-Revolution in the Middle-East", Accepted, Not Yet Presented. (2011, date: May 20, 2011).

Limayem, M., International Conference on Information Systems (ICIS 2010), AIS, Saint-Louis, MO, "Revisiting the AIS Basket of Top Journals", Presented. (2010, date: December 2010).

Conway, C., Limayem, M., European Conference on Information Systems 2011, "Temporal Dissonance in IT Workers", Submitted. (2010, sub: 2010).

Conway, C., Limayem, M., for European Academy of Management Meeting 2011, "Temporal Dissonance in Teams", Submitted. (2010, sub: 2010).

Conway, C., Papadopolou, P., Limayem, M., Proceedings of the International Conference on Information Systems, St. Louis, MO, "Coloring in the Lines: Using Color to Change the Perception of Quality in E-Commerce Sites", Presented. (2010, date: December 12, 2010).

Kumi, R., Conway, C., Goyal, S., Limayem, M., Proceedings of the Decision Science Institute 41st Annual Meeting, Decision Science Institute, San Diego, CA, "Impact of Color on Computer-Mediated Communication", Presented. (2010, date: November 20, 2010).

Hassell, M. D., Limayem, M., Proceedings of the Sixteenth Americas Conference on Information Systems, Lima, Peru, "Working In the new way: A preliminary study of media synchronicity and job satisfaction", Presented. (2010, date: August 13, 2010).

Conway, C., Limayem, M., Proceedings of the Academy of Management Annual Meeting 2010, Academy of Management, Montréal, QC, Canada, "Adrift in the Sands of Time: A Theory of Temporal Dissonance in the Individual", Presented. (2010, date: August 6, 2010).

Limayem, M., 15th Annual Conference of the Association of Information and Management (AIM), AIM, La Rochelle, France, “Research in Virtual Worlds: Opportunities and Challenges”, Presented. (2010, date: May 20, 2010).

Limayem, M., AIM International Conference, AIM, Marrakesh, Morocco, Publishing in Top Journals: Lessons I learned the Hard Way”, Presented. (2009).

Limayem, M., Association of European CIO's Conference, Association of European CIO's, Paris, France, “Using Virtual Worlds for Competitive Advantage”, Presented. (September 22, 2009).

Submitted Articles:

Bhattacharjee, A., Limayem, M. “User Switching of Information Technology: A Theoretical Synthesis and Empirical Test” MIS Quarterly (Under review).

Limayem, M., Cheung, C. M. K. and Chan, W. W. G. “Understanding Information Systems Usage from Adoption to Post- Adoption,” submitted to Journal of the Association of Information Systems (First Round Review).

Limayem, M., Cheung, C. M. K. and Chan, G. “Empirical Research of Online Consumer Behavior in IS: In Search of Theory and IT Artifact,” submitted to Information & Management (Second Round Review).

Limayem, M., Zhu, L., Ma, L. and Rowe, F. “Explaining Chinese Consumers Intentions to Buy Online: An Empirical Study,” submitted to Journal of Global Information Management (Second Round Revision).

Lee Z., Wagner C. and Limayem, M. “The Effect of Decision Support System Expertise on System Use Behavior and Performance,” submitted to JMIS.

Limayem, M., Cheung, C. M. K. and Chan, G. “Investigating IS Usage from Adoption to Post-Adoption: An Integrative Model,” submitted to Journal of AIS. (Third revision).

Niederman, F., Larsen, T. J., Limayem, M. and Chan, J. “UML: A Complex Technology Embedded in Complex Organizational Issues,” submitted to European Journal of Information Systems (Second revision).

Cheung, C. M. K. and Limayem, M. “Understanding Continuance of Advanced Internet-based Learning Technologies: The Role of Satisfaction, Prior Behavior, and Habit,” submitted to Information & Management (Second Round Review).

Cheung, C. M. K. and Limayem, M. “Drivers of University Students’ Continued Use of Advanced Internet-based Learning Technologies,” submitted to IEEE on Education (Second Round Review).

Research Grants:

Limayem, M., “RFID in Retail: The Value Proposition”, sponsoring organization WALMART, awarding organization is Corporate, \$150000, Awarded. (start: July 1, 2011, end: December 31, 2011).

Limayem, M., “The Business Case for RFID”, sponsoring organization WALMART, awarding organization is Corporate, \$150000, Awarded. (start: January 1, 2011, end: July 1, 2011).

Limayem, M., "The Business Case for RFID", sponsoring organization Wal-Mart, awarding organization is Corporate, \$74943, Awarded. (Start: August 15, 2010, end: December 31, 2010).

Conoco-Phillips Faculty Sponsorship Award (2010). Funded by COP for \$25,000.00.

Understanding Online Swiss Consumer Behavior (September 2006 - August 2008): Funded by the Swiss Science Foundation for 300,000 CHF.

Explaining IS Adoption and Continuous Usage: A Longitudinal Study (June 2004 - August 2006): Funded by Research Grant Council of Hong Kong (RGC) Competitive Earmarked Research Grant (CERG) for HK\$329,280.

An Interactive Resource Portal for the Latest Information Technology Development (May 2004 - June 2005): Funded by City University of Hong Kong Teaching Development Fund (TDF) for HK\$78,000.

The Role of Habit in IS Continuance: Scale Development and Theory Extension (September 2003 - November 2005): Funded by City University of Hong Kong for HK\$180,000.

A Longitudinal Study of Students' Internet-based Technology Adoption and Usage Behavior in the Hong Kong Educational Context. Funded by the Research Grant Committee of Hong Kong (RGC) for HK\$47,194,100. Dr Sabine Hirt and Professor Lynne Markus are co-investigators in this project.

Business & Engineering Knowledge Communities: A Synergetic Environment for Life-long, Collaborative and Experiential Learning (November 2002 - December 2005): Funded by the University Grants Committee of Hong Kong (UGC) Teaching Development Grant (TDG) for HK\$2,000,000. Dr. Mohamed Khalifa is the principle investigator. Co- investigators include Drs. Christian Wagner and Khaled Ben Letaief.

Factors Affecting Internet Purchases: A Longitudinal Study in Hong Kong and France (1999-2001): funded by the Research Grant Committee of Hong Kong in the context of PROCORE: France / Hong Kong Joint Research Scheme for \$66,000.00.

Impacts of Group Decision Support Systems: Opening Up the Black Box (February 1999 - July 2001): Funded by City University of Hong Kong for HK\$254,800.00.

Internet-Based Teaching: How to Encourage University Students to Adopt Advanced Internet-Based Technologies (June 1999, August 2001): Funded by City University of Hong Kong for HK\$139,480.00. Dr. Sabine Hirt is a co-investigator in this project.

Impacts of Group Decision Support Systems: A Process-Oriented Approach (June 2000 - June 2002): funded by the Research Grant Committee of Hong Kong (RGC) for \$277,817.00. Dr. Mohamed Khalifa is a co-investigator in this project.

Software Piracy Behavior: A Hong Kong Longitudinal Study (July 2000 - September 2002): Funded by City University of Hong Kong for HK\$250,000. Dr. Mohamed Khalifa is a co-investigator in this project.

Impact of Facilitation on Group performance: Government of Quebec (Fonds pour la formation des chercheurs et l'aide à la recherche): CAN\$49,000.

Development and evaluation of a Tool for Idea Integration: Natural Sciences and Engineering Research Council of Canada: CAN\$30,000.

Articles in Professional Journals:

Limayem, M., "A Practical Guide to E-Commerce Security," Financial Post, October 2001.

Awards and Distinctions

- Tampa Bay Business Journal 2022 top 100 most influential leaders in Tampa Bay.
- Junior Achievement National Bronze Leadership Award, 2022.
- Junior Achievement National Silver Leadership Award, 2020.
- Association for Information Systems Technology Challenge Award for 2020.
- 2020 Association for Information Systems Vision Award, given to those who have contributed to the technology vision and who have articulated a strategic thrust for the association.
- Diversity and Inclusion Award, University of South Florida, 2017.
- Nominated for the Outstanding All Around Faculty Member, Sam M. Walton College of Business, University of Arkansas, 2012.
- Excellence in Diversity, Sam M. Walton College of Business, University of Arkansas, 2010.
- Member of the Referee Hall of Fame, Information Systems Journal, March, 2004.
- Best paper Award, ICIS 2003. Seattle, USA, December 2003.
- Best Teacher Award, Information Systems Department, City University of Hong Kong, January 2003.
- City University of Hong Kong 2000-2001 Teaching Excellence Award, November 2001.
- 3M Best teacher in Canada award, November 1998.
- Best MIS teacher award, Laval University, April 1998.
- Best MIS paper award, ASAC, 1998.
- Nominated for the Financial Post award for the best teacher in business administration, December, 1998.
- Nominated for the best teacher award in the executive MBA program, Concordia University, 1997.
- Best MIS teacher award, Laval University, 1995.
- "Hermès award" of the best teacher, faculty of business administration, 1994.
- "Dissertation Fellowship Award," University of Minnesota, 1991.

Boards Memberships

- Member of the AACSB board of directors
- Member of the board of director and executive committee of Junior Achievement Tampa Bay
- Member of the board of directors of the Tampa Bay Chamber of Commerce
- Member of the board of directors of Florida Synapse
- Member of board of directors of Course of Action

Affiliations

- Association for Information Systems
- The Institute of Management Sciences
- The Association for Computing Machinery
- Society for Information Management
- Association of Information and Management (Past President and member of the Board of Directors)

Editorial and Service Activities

- Co-Chair, European Conference on Information Systems, June 2021
- Co-Chair, European Conference on Information Systems, September 2019
- Committee Member, International Conference on Information Systems (ICIS), Executive Committee, Appointed, International. (December 2007 - Present).
- Committee Member, ICIS Site Selection Committee, Appointed, International. (December 2007 - Present).
- Co-Chair, Task Force to explore the Information Systems Field Grand Research Challenges, Appointed, International. (December 2010 - Present).
- Conference Chairperson, Big XII Plus Conference on Information Systems, National. (April 2010 - Present).
- Track Co-Chair, Hawaiian International Conference on Systems Sciences (HICSS), Appointed, International. (January 2010 - Present).
- Co-Chair, Information Systems Senior Scholars Consortium, Elected, International. (December 18, 2009 - Present).
- Member of the Board of Directors, Association of Arkansas Users of Telecommunications and IT, Member, Appointed, Regional. (October 23, 2009 - Present).
- Associate Editor for MIS Quarterly (since 2004-Present).
- Editor, General, AIS, "Journal of AIS", International, One-Time Editorship (Edited One Issue, Edition, Etc.) Papers, Appointed, Discipline-based Scholarship. (October 1, 2009-Present).
- Co-editor of a special issue of JAIS on collaboration virtual worlds.
- President of the Association of Information Management. 2006-2008.
- Conference Chairperson, Mediterranean Conference on Information System. 2007-2008.
- Editorial Board Member, "Information and Management", International, Standing Editorship (Jan 1, 2007- Present).
- Editorial Board Member, "International Journal of web-based Learning and Teaching Technologies", International Jan 1, 2004 – Present).

- Editorial Board Member, “Système d’Information et Management”, International, Standing Editorship (January 1, 1996 – Present).
- Program co-chair for ICIS 2008 held in Paris, France.
- Chair of the AIM 2007 conference held in Lausanne, Switzerland in June 2007.
- Editor and co-founder of the first francophone IS journal “Système d’Information et Management”. This journal was founded in 1996 and is considered now as the leading IS journal in the French speaking world.
- Associate editor of the international journal “Sciences de Gestion”
- Guest editor of a special issue of “Science de Gestion” on Electronic Commerce. This issue includes excellent articles written by leading researchers in this area (e.g. Efraim Turban, Vladimir Zwass, Yannis Bakos and Frantz Rowe).
- Guest Editor for JMIS (Special issue on Electronic Commerce)
- Associate Editor ICIS 2006
- Associate Editor ICIS 2003
- Program chair of the 7th international conference of the Information and Management Association (<http://www.aim2002.univ-montp2.fr/>). Keynote speakers for this conference are professor Lynne Markus and Professor Doug Vogel.
- Chair and of the Pre-ICIS Meeting on French Speaking World IS Research, December 2002, Barcelona, Spain. (This conference is sponsored by AIS).
- Co-chair of the International Conference on the Collaboration between North America and Developing Countries. Tunis, July 27-18, 1999.
- Member of the program committee of several international conferences such as the Pacific Asia Conference on Information Systems (PACIS), the Information Resources Management Association International Conference (IRMA), the Workshop on Information Technologies and Systems (WITS), the European Conference on DSS, and the IEEE International Conference on Systems Man and Cybernetics.
- Member of the team bidding for ICIS 2006 in Paris (proposed as a track chair).

Reviewer for the following journals (non-exhaustive list):

- *Information Systems Research*
- *Journal of AIS*
- *Management Science*
- *Organization Science*
- *Group Decision and Negotiation*



SECTION 7

PROPOSED EMPLOYMENT AGREEMENT

EMPLOYMENT AGREEMENT

This Employment Agreement (“Agreement”), is entered into by and between the University of North Florida Board of Trustees (the “Board,” or the “Board of Trustees”), and Moez Limayem (“Dr. Limayem” or “President”) and shall become effective on August 1, 2022. The Board and Dr. Limayem may hereinafter be collectively referred to as “the Parties.”

RECITALS

WHEREAS, the Board of Trustees has conducted an extensive nationwide and public search for the next President of the University of North Florida (“UNF” or University); and

WHEREAS, the Board has offered Dr. Limayem the position of President of UNF and Dr. Limayem has accepted such offer subject to execution of this Agreement and confirmation by the Florida Board of Governors; and

WHEREAS, the parties desire to memorialize the terms and conditions of Dr. Limayem’s employment as President of UNF in this Agreement.

NOW, THEREFORE, in consideration of the mutual promises, covenants, and conditions contained herein, and other valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

Section 1.0 Term. The Board shall employ Dr. Limayem as its President for a term of five (5) years, subject to confirmation by the Florida Board of Governors, in accordance with Board of Governors Regulation 1.002. This Agreement will begin on August 1, 2022 and end on July 31, 2027. This Agreement may be extended by mutual agreement of the parties following review of the President’s performance by the Board and confirmation of reappointment of the President by the Florida Board of Governors in accordance with applicable laws and regulations.

Section 2.0 Powers and Duties. Dr. Limayem shall be the President of the University, subject to UNF regulations and policies, and supervision by the Board. Dr. Limayem shall have the powers and duties reserved to the position of President by the Florida Statutes, Regulations of the Florida Board of Governors, Regulations of the University Board of Trustees, University policies, and the Board’s delegated authority to the President as established by the Board (collectively, the “Duties”). The Parties acknowledge and agree that the Duties hereunder shall be consistent with those customarily performed by Presidents of top-tier state universities comparable in size and type to the University, including, without limitation, educational leadership, faculty relations, budgeting, strategic planning and visioning, fundraising, development, community relations, public relations, student services, primary control and responsibility for the intercollegiate athletics program, recruitment of personnel, appointment, promotion, termination and dismissal of all faculty and staff members, and such other duties as may be mutually agreed upon by the Board and President.

Section 3.0 Goals and Evaluation.

Section 3.1 Annual Goals. On or before July 1 of each year of this Agreement, Dr. Limayem shall provide to the Chair of the Board of Trustees ("Chair") a list of proposed goals and objectives for the twelve (12) month period beginning on July 1. The Board or a committee thereof (referred to in this section as "the Board") and Dr. Limayem shall discuss Dr. Limayem's proposed goals and objectives, after which time the Board and Dr. Limayem shall agree upon finalized goals and objectives for the upcoming year. Dr. Limayem shall provide the proposed goals and objectives for the first year of the term to the Chair as soon as practicable after his first day of employment as President. The Chair shall present to the Board and discuss with them the goals for the first year of the term. The Board shall approve or reject the goals and continue discussing the goals until such time as agreement is reached.

Section 3.2 Annual Evaluation. On or before July 1st of each year calendar year, Dr. Limayem shall initiate the annual evaluation process for the period that began July 1st of the previous fiscal year by submitting to the Board a self-appraisal of his performance during that period. This self-appraisal shall address performance related to each of the goals agreed upon by the Board and Dr. Limayem in the preceding year. After Dr. Limayem has submitted the self-appraisal to the Board, the Board shall evaluate his performance for the previous year based on his achievement of mutually agreed upon goals, and to a lesser extent, such other criteria the Board deems appropriate. To aid the Board in its annual performance review, the President agrees to furnish to the Board such additional oral or written reports as it may request.

Section 4.0 Compensation.

Section 4.1 Annual Base Salary. As compensation for the services to be performed by Dr. Limayem pursuant to this Agreement, the Board shall pay Dr. Limayem an initial annual base salary of \$500,000. No more of this amount than is allowed by Florida Statutes shall be paid from public funds. The base salary shall be payable according to the pay plan for executive service employees at the University, with appropriate deductions for taxes and benefits. The Board shall review Dr. Limayem's compensation in connection with the annual evaluation of his performance, as set forth in Section 3.2 of this Agreement, and in its discretion may increase (but not decrease) the Annual Base Salary.

Section 4.2 Deferred Compensation. While employed as University President, Dr. Limayem shall receive annual deferred compensation equal to 20% of base salary, payable quarterly. To the maximum extent possible, this sum shall be provided through qualified plans (e.g., 403(b), 457, etc.). The material terms of the plan document shall provide for credited deferred compensation to be payable: (1) at the end of the initial contract term; or (2) upon the President's involuntary termination without cause; or (3) the President's death or permanent disability while in office; and shall further provide that the credited deferred compensation will be entirely forfeited if the President were to voluntarily resign prior to the end of the initial contract term or in the event the President were terminated for cause.

Section 4.3 Incentive Compensation. At the time of the President's annual evaluation by the Board as provided in Section 3.2, the Board may award Dr. Limayem an annual performance bonus of up

to \$100,000 contingent upon the availability of funds, based on the Board's evaluation, in its sole discretion, of Dr. Limayem's achievement of written goals and objectives mutually agreed upon by Dr. Limayem and the Board for that year. During the first year of this Agreement, Dr. Limayem must be employed on or about August 1, 2022 to be eligible for incentive compensation for the current fiscal year ending June 30, 2023. Thereafter, Dr. Limayem must be employed on July 1 of any year during the term to be eligible for incentive compensation for the prior 12-month period.

Section 5.0 Benefits.

Section 5.1 Standard Benefits. While employed as University President, Dr. Limayem shall be eligible to participate in all present and future benefit plans maintained by the University for executive service employees. Such benefits shall include, without limitation, health care, disability and life insurance programs, retirement plans, tax-deferred savings plans, flexible spending accounts, and vacation and sick leave.

Section 5.2 Business/Travel Expenses. While employed as University President, the University shall cover the cost of Dr. Limayem's reasonable business expenses, including professional dues, meetings, business travel, and entertainment, including travel for the President's spouse or partner where attendance of same is in the best interests of the University. All travel expenses paid with state funds shall conform to the laws of the State of Florida, University regulations and University travel policies.

Section 5.3 Automobile. While employed as University President, the University shall provide Dr. Limayem with a monthly automobile allowance of \$2,000.

Section 5.4 Relocation Expenses. The University shall provide a one-time payment of \$60,000 for transition and relocation-related expenses.

Section 5.5 Executive Health and Wellness Program. Dr. Limayem shall be entitled to participate in a Florida-based executive health and wellness program of his choice and shall be entitled to reimbursement of any amounts not covered by his current health insurance policy, not to exceed \$5,000 per fiscal year.

Section 5.6 Club/Association Memberships. The University will provide, from non-state funds, the cost of annual dues and membership fees for mutually agreed upon private club memberships that will facilitate the performance of President's duties. The University will further provide, from non-state funds, a one-time allowance of up to \$1,500 for the initiation fee associated with a River Club membership and will additionally provide payment of the annual membership dues. If the University obtains the initiation fee on a complimentary basis, Dr. Limayem shall not be entitled to any amount under this Section 5.6. The University may explore other opportunities during the term of the Agreement for additional and necessary memberships. If so, the Board Chair may approve additional memberships.

Section 5.7 Documentation. Dr. Limayem shall provide receipts and other supporting documentation for all expenses for which he is seeking reimbursement, in accordance with University or UNF Foundation policies.

Section 6.0 Housing. Dr. Limayem shall receive a housing allowance in the amount of \$60,000 per year, payable bi-weekly. The housing allowance shall discontinue should a University presidential house be constructed and made available for use by the President. Such house shall be maintained at the University's expense, including grounds-keeping, repairs, housekeeping services, and general maintenance and all related expenses.

Section 7.0 Outside Activities. Dr. Limayem agrees to faithfully, industriously, and with maximum application of experience, ability, and talent, devote full-time attention and energies to his duties as President. The expenditure of reasonable amounts of time for personal or outside business, as well as charitable and professional development activities, shall not be deemed a breach of this Agreement, provided such activities do not interfere with the Duties. Dr. Limayem shall not engage in any activity that may be competitive with or adverse to the best interests of the Board and the University.

With prior approval from the Board Chair, and subject to state statutes regarding conflicts of interest/commitment, Dr. Limayem may serve on up to two (2) boards of directors of for-profit corporations. Any and all income or other compensation earned by Dr. Limayem in connection with board service shall be paid to and retained by him, and such income or other compensation shall have no effect on the amount of salary, compensation, and benefits he is otherwise entitled to receive hereunder. Dr. Limayem shall use annual leave when attending to matters pertaining to such personal service if it is during normal work hours. Dr. Limayem may also serve on any national, state or local boards which further the interests of UNF and such service shall not be deemed personal in nature.

Section 8.0 Tenure. Dr. Limayem will be granted a tenured faculty appointment at the rank of Professor in the Coggin College of Business upon his appointment as President (or as soon thereafter as practicable) and shall be accorded all rights and privileges afforded to such appointment. Thereafter, Dr. Limayem's faculty tenure and status shall be subject to the same University rules and protections available to other tenured faculty of the University.

Section 9.0 Termination/Resignation.

Section 9.1 Termination for Cause. Notwithstanding anything in this Agreement to the contrary, the parties agree that the Board may terminate this Agreement at any time for Cause. For purposes of this Agreement, "Cause" shall mean conduct reasonably determined by a majority of the Board of Trustees to be: (a) malfeasance or gross negligence by the President in the performance of assigned duties; or (b) actions or omissions by the President that are undertaken or omitted and are criminal or fraudulent or involve material dishonesty or moral turpitude; or (c) the indictment of the President in a court of law for any felony, or any other crime involving misuse or misappropriation of University resources; or (d) misconduct connected with work; or (e) a material breach of this Agreement that damages the University. In the event this Agreement is terminated for Cause, President's employment as President shall cease immediately, and President shall not be entitled to any further employment. In addition, President shall not be entitled to any further compensation or benefits under this Agreement, except as provided by law (i.e., COBRA), as set forth in the University's benefit plans with respect to vested rights after termination of employment.

Section 9.2 Termination Without Cause. The University may terminate this Agreement without cause at any time for the convenience of the University upon the lesser of ninety (90) days prior written notice to Dr. Limayem or the remaining term of the contract. In that event, Dr. Limayem shall, at his discretion, either leave the University altogether and receive a lump sum payment equal to twenty weeks of base salary and all accrued deferred compensation or return to faculty as provided in section 9.3, and also receive any deferred compensation accrued as of the date of termination. Dr. Limayem's death or permanent disability as defined in Section 9.4, shall not constitute termination without cause.

Section 9.3 Resignation as President. In the event Dr. Limayem resigns his employment as President of the University in a timely manner that is acceptable to the Board, and elects to return to the tenured faculty in a teaching, research or service role, Dr. Limayem shall have the option of spending the first academic year (two semesters) immediately following his resignation on professional development leave, to prepare for his return to faculty, at a rate of pay equivalent to 81% of his annual salary then in effect. The professional development leave is subject to the terms and conditions of the University's professional development leave program, and the University may require Dr. Limayem to repay the University any salary he receives while on leave if he does not return to the University for at least two consecutive semesters (excluding summers) immediately following participation in the program. Upon return to faculty, Dr. Limayem's salary shall be adjusted to the base salary at the time of the highest paid full-time faculty member in the Coggin College of Business. No other benefits or compensation referenced in this Agreement shall continue other than standard benefits for faculty.

Section 9.4 Permanent Disability/Death. In the event Dr. Limayem is unable to complete the term of this Agreement due to disability as defined in section 409A of the Internal Revenue Code, he shall be entitled to receive the amounts payable under the university's short term disability policy and continue to receive his base salary until his long-term policy begins payment, not to exceed 90 days.

In the event of Dr. Limayem's death during the term of this Agreement, the Agreement shall terminate on the date of death, and his estate shall receive any benefits to which he is entitled under this Agreement.

Section 10.0 Dispute Resolution. The Board and Dr. Limayem agree that if any dispute arises concerning this Agreement, they will first attempt in good faith to resolve the dispute to their mutual satisfaction within 60 days. If they are unable to do so, the Board and Dr. Limayem agree that they will submit the dispute within 30 days following the end of the informal resolution period, to binding arbitration in Jacksonville, Florida, in accordance with the Commercial Arbitration Rules of the American Arbitration Association then in effect.

The Board and Dr. Limayem agree that an arbitrator may not be a University employee or have any material ongoing relationship with the University. The filing fee and all costs of the arbitration and the arbitrator(s) fees shall be divided equally between the parties. Each party shall bear its own costs of any legal fees associated with the dispute and the arbitration proceeding. No prevailing party shall be entitled to receive its attorney's fees or costs from the other party.

Section 11.0 Notice. Unless and until changed by a party giving written notice to the other, the addresses below shall be the addresses to which all notices required or allowed by this Agreement shall be sent:

If to the University:
Chair, Board of Trustees
University of North Florida
1 UNF Drive
Jacksonville, FL 32224

If to Dr. Limayem:
Dr. Moez Limayem, President
University of North Florida
1 UNF Drive
Jacksonville, FL 32224

Section 12.0 Severability/Waiver. If any portion of this Agreement shall be held to be invalid, inoperative, or unenforceable, then, so far as possible, effect shall be given to the intent manifested by the portion held invalid, inoperative, or unenforceable, and the remainder of this Agreement shall remain in full force and effect. No waiver or failure to enforce any or all rights under this Agreement by either party on any occasion shall constitute a waiver of that party's right to assert the same or any other rights on that or any other occasion.

Section 13.0 Governing Law. This Agreement shall be interpreted and construed, and the rights and obligations of the parties hereto shall be determined in accordance with the laws of the State of Florida, excluding its choice of law rules.

Section 14.0 Counterparts. This Agreement may be executed in counterparts, and by the parties on separate counterparts each of which, when so executed, shall constitute but one in the same instrument.

Section 15.0 Modification of Agreement. This Agreement represents the complete understanding of the parties and supersedes any previous or contemporaneous written or oral representations made by either party. There are no other promises, understanding, obligations, inducements, undertakings, or considerations between the parties or owed by either party to the other that are not set forth in this Agreement. This Agreement may be modified or amended only by mutual written consent of the parties.

Section 16.0 Personal Contract. The obligations and duties of Dr. Limayem shall be personal and not assignable or delegable in any manner whatsoever. This Agreement shall be binding upon and inure to the benefit of Dr. Limayem and his executors, administrators, heirs, successors, and permitted assigns, and upon the University and its successors and assigns.

Section 17.0 No Trust Fund. Nothing contained in this Agreement and no action taken pursuant to the provisions of this Agreement shall create or be construed to create a trust of any kind. To the extent that Dr. Limayem acquires a right to receive payments from the University under this Agreement, the University's obligation to make such payments represents an unfunded promise or covenant to pay such amount running from the University to Dr. Limayem.

Section 18.0 Understanding of the Agreement. Both parties represent that they have thoroughly read this Agreement, that they understand it to be a binding contract, that they understand each provision, term, and condition of this Agreement as well as its legal effect, and that they have signed the Agreement voluntarily and of their own free will with the intention to comply with its terms.

Section 19.0 Disclosure of the Agreement. Both parties agree and acknowledge that this Agreement may be subject to the Florida public records law, Chapter 119, or other provisions, and may, therefore, be subject to disclosure by and in the manner provided for by law.

Section 20.0 Section 409A. The parties intend that benefits under this Agreement are to be either exempt from, or comply with, the requirements of Section 409A of the Internal Revenue Code and the regulations issued thereunder ("Section 409A"), and this Agreement shall be interpreted and administered in accordance with the intent that Dr. Limayem not be subject to tax under Section 409A. If any provision of the Agreement would otherwise conflict with or frustrate this intent, that provision will be interpreted and deemed amended so as to avoid the conflict. Any reference in this Agreement to "termination of employment", "separates from service" or similar phrase shall mean an event that constitutes a "separation from service" within the meaning of Section 409A. All reimbursements and in-kind benefits shall be provided in accordance with Treasury Regulation Section 1.409A-3(i)(iv).

Section 21.0 General Cooperation Covenant: Without limitation of the obligations specified in the Agreement, applicable University rules, regulations, policies and procedures, Dr. Limayem agrees to cooperate fully in any review or investigation involving University matters in which he may possess pertinent information. This Obligation shall survive the expiration or earlier termination of this Agreement.

Section 22.0 Miscellaneous. The headings in this Agreement are for convenience only and shall not be used in construing or interpreting this Agreement. The terms "Board," "Board of Trustees" and "University" or "UNF" as used herein, where applicable or appropriate, shall be deemed to include or refer to any duly authorized board, committee, or officer of said entity. Whenever the context requires, the masculine shall include the feminine and neuter, the singular shall include the plural, and conversely.

Section 23.0 Board of Governors Confirmation. This Agreement is subject to and shall not be enforceable until confirmation by the Florida Board of Governors.

IN WITNESS WHEREOF, the President and the authorized representative of the Board of Trustees have executed this Agreement on this _____ day of _____, 2022.

University of North Florida Board of Trustees

By: _____

Kevin Hyde

Chair, Board of Trustees

Date: _____

President

By: _____

Dr. Moez Limayem

Date: _____

