

UNIVERSITY OF SOUTH FLORIDA

Presidential Search





UNIVERSITY of
SOUTH FLORIDA

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SECTION 1

Letter from USF Board of Trustees



October 24, 2025

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

Re: Confirmation of University of South Florida's President-elect, Dr. Moez Limayem

Dear Chair Lamb,

On behalf of the University of South Florida Board of Trustees, it is my honor to formally present President-Elect, Dr. Moez Limayem, to the Florida Board of Governors for confirmation as the ninth President of the University of South Florida.

Following President Rhea Law's announcement in February 2025 of her intention to step down, USF launched a nationwide search for its next leader. The university retained Korn Ferry, a global executive search firm, to assist in identifying and assessing candidates. The presidential search process was led by USF Board of Trustees Vice Chair Michael Griffin, who chaired the 15-member Presidential Search Committee. The Committee, which was formed in accordance with Board of Governors regulations, included representatives from the Board of Governors, USF Board of Trustees, faculty, staff, students, and community leaders.

USF hosted listening sessions and distributed a digital survey to gather input from internal and external stakeholders on the qualities and priorities desired in our next president. This feedback informed the development of a position profile and marketing plan, which the committee finalized in August and Board of Trustees subsequently approved.

Following that approval, Korn Ferry launched a national recruitment effort, resulting in a highly qualified and competitive pool of applicants. After evaluating the candidate pool, the committee unanimously recommended Dr. Limayem as the sole finalist for consideration by the Board of Trustees, recognizing him as the most qualified leader to guide USF into its next chapter.

Dr. Limayem brings a deep connection to USF and the Tampa Bay region, having served for a decade as the Lynn Pippenger Dean of the Muma College of Business. During his tenure, he led transformative initiatives in student success, career preparation, and fundraising, raising over \$126 million, including, at the time, the largest individual gift in USF's history.

Currently, he serves as President of the University of North Florida, where he achieved record enrollment and retention, and led the state in graduate employment outcomes.

Born in Tunisia, Dr. Limayem earned his MBA and Ph.D. from the University of Minnesota and has held academic leadership roles at the University of Arkansas and internationally. His leadership style is marked by energy, collaboration, and a commitment to excellence in research, innovation, and student engagement.

The USF Board of Trustees met on October 21, 2025 and unanimously selected Dr. Limayem as President-Elect for recommendation to the Florida Board of Governors for confirmation. Dr. Limayem has passed all requisite background and reference checks.

On behalf of the USF Board of Trustees, I am pleased to request that the Florida Board of Governors confirm Dr. Moez Limayem as the ninth President of the University of South Florida at its next scheduled meeting.

Please find enclosed materials detailing the search process, Dr. Limayem's qualifications, and the proposed employment agreement. Should you have any questions, I would be pleased to provide additional information.

Respectfully,

Will Weatherford
Chair, USF Board of Trustees

SECTION 2

Presidential Search Committee



SEARCH COMMITTEE MEMBERS

Presidential Search Committee Chair: Michael “Mike” Griffin — USF Board of Trustees vice chair; co-head of Florida Region and vice chairman, Savills

Charbel Barakat — USF Board of Trustees; general counsel, D.R. Horton, Inc.

Arnold F. “Arnie” Bellini — Co-founder and former CEO of ConnectWise

Derrick Brooks — Board member, EVP Corporate and Community Development, Vinik Sports Group; motivational speaker; NFL Hall of Famer; board member, Kforce, Inc.; president and founder, Derrick Brooks Charities

John Couris — President and CEO, Tampa General Hospital

Alexa Grubbs — USF third-year student, Judy Genshaft Honors College

Oscar Horton — USF Board of Trustees; president and chief executive officer, Sun State International Trucks

Ken Jones — Florida Board of Governors; founder and managing partner, Third Lake Partners

Merritt Martin — USF Foundation Board of Directors; vice president, Public Affairs and Strategic Communications; chief of staff, External Affairs, Moffitt Cancer Center

Andrew “Andy” Mayts, Jr. — USF Financing Corp. and USF Property Corp; partner, Public Sector co-chair, Shumaker, Loop & Kendrick, LLP

Harold “Hal” Mullis — Past chair, USF Board of Trustees; president, Trenam Law; Board of Governors designee

Jenifer Jasinski Schneider — Interim dean, USF College of Education; professor, USF College of Education Literacy Studies

Debbie Sembler — USF St. Petersburg Campus Board; vice chair, USF Foundation Board of Directors

Sylvia Wilson Thomas — USF vice president for Research & Innovation; president & CEO of the USF Research Foundation, Inc.; professor of engineering

Andrea Gonzmart Williams — USF Foundation Board of Directors; fifth-generation owner and operator, Columbia Restaurant Group

SECTION 3

Timeline, communications, marketing plan and campus visit itinerary





UNIVERSITY of SOUTH FLORIDA

Presidential Search Timeline

Date	Action
February 20, 2025	Chair Weatherford announced the search committee members, formally launching the presidential search.
March 27, 2025	The initial Search Committee met, reviewed open meetings and public records compliance, discussed non-disclosure requirements, and outlined next steps.
June 2025	USF prepared the initial draft of the position profile and stakeholder feedback survey.
June 20, 2025	USF re-engaged with the Presidential Search Committee, reminded them of the position description, and prepared for next steps. The University community was also re-engaged on next steps.
July 1, 2025	A community-wide email announced the listening session and launched the stakeholder feedback survey.
July 15, 2025	A community-wide listening session was held.
July 29, 2025	A USF Leadership listening session was held.
July 31, 2025	The stakeholder feedback survey closed, and a summary of the results were provided to the search committee.
August 6, 2025	The Presidential Search Committee met to review the draft position profile and advertising/marketing plan. They reviewed input from listening sessions and stakeholder survey and recommended the draft position profile and marketing plan to the Board of Trustees for approval.
August 14, 2025	A special BOT meeting was held to approve the position profile and marketing plan.
Week of August 18, 2025	The position profile advertisement went live, and recruitment was initiated. Ads were submitted for placement in appropriate publications.
September 10, 2025	The Presidential Search Committee received access to candidate files.
September 15, 2025	A recruitment progress meeting with the Presidential Search Committee was held. The candidate slate was discussed, and the committee narrowed the list and selected candidates for interviews.

September 27, 2025	The Presidential Search Committee conducted interviews with leading candidates and selected a sole finalist to advance to the Board of Trustees. Background and reference checks began, including preliminary criminal, financial, education, and professional checks.
October 13-15, 2025	Finalist visited USF for campus visits and met with community stakeholders.
October 21, 2025	A special meeting of the Board of Trustees was held. The Board interviewed the finalist and selected the President-elect. The contract terms and compensation range was presented and approved, advancing the president-elect to the Board of Governors.



USF BOT Chair Will Weatherford's Charge to Presidential Search Committee

Scope: The Presidential Search Committee is tasked with recruiting the ninth President of the University of South Florida. USF has incredible momentum that will allow us to find the best candidate to become our next president. USF's recent achievements and successes include becoming the first public university in Florida to be invited to join the Association of American Universities in nearly 40 years, being ranked among the top 50 public universities in America by U.S. News & World Report, including "best value" among all universities in Florida for the past two years. USF has recently broken institutional records for research funding, undergraduate student applications, and total philanthropic giving to the university, and just this past year we broke ground on the new on-campus stadium, a project that will be transformational for the university. Our next president will expand upon the University's trajectory and successes, leading us towards achieving our goals and aspirations such as becoming a U.S. News and World Report top 25 public university.

We have retained the services of SP&A Executive Search to guide the search committee throughout this process with their expertise. In addition to the guidance of SP&A Executive Search, Mike Griffin, Vice Chair of the Board of Trustees, will lead the search committee as Chair.

The search committee's first objective will be to develop a recommended position criteria and marketing plan that is consistent with our mission, strategic plan and aspirational goals. This position description will guide the committee in identifying the skillset, professional background, and characteristics that our next president will require to be successful in leading USF.

Throughout this process we will keep sight of the university's mission, values, and strategic goals, engage with our community and stakeholders, and conduct a search process that is transparent.

Timeline: We will have four phases of the search process that include stakeholder input, development of the position criteria, identifying qualified candidates, and selecting finalist(s) to be put forward to the Board of Trustees for consideration.

Responsibilities: Per BOG regulation 1.002, the search committee, assisted by the executive search firm, will be responsible for:

- a. Developing recommended position criteria that are consistent with the institution's mission, strategic plan and aspirational goals, which shall be approved by the board of trustees;
- b. Approving a marketing plan, that will be submitted to the board of trustees;
- c. Identifying individuals who may apply, be nominated, or recruited, taking into consideration their experience, qualifications and leadership capabilities under the position criteria to produce a pool of qualified applicants;
- d. Determining, under the position criteria, the applicants to be interviewed by the search committee and conducting applicant interviews; and
- e. Recommending an unranked list of applicants who are qualified under the position criteria to further the institution's mission, goals and priorities for on-campus meetings or forums with faculty, students, and other stakeholders and for consideration and on-campus interviews by the board of trustees, subject to prior review and approval by the Chair of the Board of Governors. The search committee is required to submit more than two qualified applicants, selected by a majority vote of the search committee, to the board of trustees for consideration, other than in exceptional circumstances making fulfillment of this requirement infeasible. If more than one candidate is not coming forward, the board of trustees must be notified of the reason and may decline to act.



President & Chief Executive Officer

The University of South Florida (USF) seeks a visionary, collaborative, and forward-thinking President to lead one of the nation's fastest-rising public research universities into its next era of excellence and impact. As a leading institution of the #1 ranked university system in the country, USF is a preeminent institution committed to student success, groundbreaking research, and meaningful community engagement. The next President will join a vibrant university community with extraordinary momentum and a bold trajectory. As a proud member of the Association of American Universities (AAU) and home to the state's first and largest academic medical center (USF Health), USF offers a platform of national distinction and growing global influence.

The President serves as the chief executive officer of the university, reporting to the USF Board of Trustees. The President will lead a community of over 50,000 students, nearly 16,000 faculty and staff, and a passionate alumni network across the globe. USF's next President will guide the university through a period of continued institutional and reputational growth, stewarding its R1 research enterprise, cultivating philanthropic and industry partnerships, advancing student success and access, and building on the university's role as a catalyst for innovation and transformation across the state of Florida and beyond.

With campuses in Tampa, St. Petersburg, and Sarasota-Manatee, USF is deeply embedded in one of Florida's most dynamic metropolitan regions. Ranked among the top public universities in the nation and designated as a "Preeminent State Research University" by the Florida Board of Governors (one of only three in the state), USF is distinguished by its rapid ascent in national rankings, its commitment to excellence, and its powerful role in shaping the economic vision of the region.

The successful candidate will be a mission-driven, forward-looking leader with a deep commitment to the values of modern public higher education and to the students and communities served by the University of South Florida. Demonstrated experience in managing financial and budgeting operations, with a strong emphasis on transparency and responsible stewardship of public resources will be preferred.

A collaborative leadership style committed to both student success and safety that fosters trust, open communication, and accountability is essential, as is the ability to build strong relationships with faculty, staff, and students. The ideal candidate will also have experience in

fundraising and philanthropic engagement, serving as a persuasive and visible advocate for the university's mission, priorities, and impact on the community.

Public policy astuteness and interpersonal acumen are critical, including the ability to engage effectively with elected officials, system leaders, business and civic partners, and other key stakeholders in a public university environment. While candidates may come from a variety of professional backgrounds, the university welcomes individuals with either a strong record of academic engagement or significant executive leadership in a complex organization of comparable scale, scope, and public accountability. This may include experience in higher education, government, the private sector, or a nonprofit enterprise.

The University of South Florida has retained Korn Ferry, a national executive recruiting firm, to assist with this search. All nominations, inquiries, and application materials should be submitted in confidence to Korn Ferry. Korn Ferry will begin reviewing applications immediately and continue to accept applications and nominations until a finalist has been selected. Please direct all applications, nominations, and inquiries for the position to the search firm at the contact information below:

Vickie Antolini, Senior Client Partner
Ken Kring, Senior Client Partner
John Elkerton, Managing Associate
USF-President@KornFerry.com

The University of South Florida does not discriminate on the basis of sex and prohibits sex discrimination in any education program or activity that USF operates, including in admission and employment.

Position announcement will be posted in multiple media outlets.

Outlets for Placement

- The Chronicle of Higher Education - \$395 for 60 days
- HigerEdJobs.com - \$370 for 60 days
- Inside Higher Ed - \$349 for 60 days
- The Economist - \$975 for 30 days
- Financial Times - Executive Appointments - \$690 for 2 weeks, \$1,105 for 4 weeks
- Korn Ferry Website

The next steps in our presidential search

From USF Board of Trustees Operations

Date Thu 2/20/2025 1:14 PM



Dear USF community,

I am pleased to share with you an important update on our search to identify the next president of the University of South Florida.

But before I do, I want to express my deep gratitude to Rhea Law for everything she has contributed to the university over the past 40 years since she first stepped on campus as a student. As president, Rhea has truly been the right leader at the right time for USF, and by every measure she has been exceptional in leading us to unprecedented levels of success. We simply would not be where we are today without her.

It is because of Rhea, her leadership team, our amazing students, faculty, staff, alumni and supporters that USF has incredible momentum that will allow us to find the best candidate to become our ninth president.

I am happy to announce that Mike Griffin, vice chair of the USF Board of Trustees, co-head of Florida Region and vice chairman of Savills, and a passionate USF alum, has agreed to serve as chair of the Presidential Search Committee. You'll recall that Mike chaired the committee in our previous search less than four years ago. The community input he received and knowledge gained during that recent process, including holding nearly 40 listening sessions with various stakeholder groups, will give us a significant head start in this search.

Joining Mike on the committee are the following members:

- Charbel Barakat — USF Board of Trustees; general counsel, D.R. Horton, Inc.
- Derrick Brooks — Board member, EVP Corporate and Community Development, Vinik Sports Group; motivational speaker; NFL Hall of Famer; board member, Kforce, Inc.; president and founder, Derrick Brooks Charities
- Sandra "Sandy" Callahan — USF Board of Trustees; former chief financial officer, TECO Energy
- John Couris — President and CEO, Tampa General Hospital
- Alexa Grubbs — USF third-year student, Judy Genshaft Honors College

- Oscar Horton — USF Board of Trustees; president and chief executive officer, Sun State International Trucks
- Ken Jones — Florida Board of Governors; founder and managing partner, Third Lake Partners
- Merritt Martin — USF Foundation Board of Directors; vice president, Public Affairs and Strategic Communications; chief of staff, External Affairs, Moffitt Cancer Center
- Andrew “Andy” Mayts, Jr. — USF Financing Corp. and USF Property Corp.; partner, Public Sector co-chair, Shumaker, Loop & Kendrick, LLP
- Harold “Hal” Mullis — Past chair, USF Board of Trustees; president, Trenam Law; Board of Governors designee
- Jenifer Jasinski Schneider — Interim dean, USF College of Education; professor, USF College of Education Literacy Studies
- Debbie Sembler — USF St. Petersburg Campus Board; vice chair, USF Foundation Board of Directors
- Sylvia Wilson Thomas — USF vice president for Research & Innovation; president & CEO of the USF Research Foundation, Inc.; professor of engineering
- Andrea Gonzmart Williams — USF Foundation Board of Directors; fifth-generation owner and operator, Columbia Restaurant Group

This outstanding group is committed to the future success of the University of South Florida, the Tampa Bay region and the state of Florida, and reflects broad representation from the university’s key stakeholder groups, including our students, faculty, alumni, partners and community business leaders.

The committee will be assisted by SP&A Executive Search, a highly regarded firm that proved to be an excellent partner in our last search.

USF will follow the process required by the State University System’s Board of Governors [regulation](#) for presidential searches. The committee is advisory and will be responsible for recommending a small number of qualified candidates to the USF Board of Trustees. The BOT will then interview the finalists and select the next president, pending final confirmation from the Board of Governors.

Today we launched a [presidential search website](#) that will be used to share updates, including information about upcoming opportunities for the community to provide input on the search.

As we embark on the next chapter in the history of our great university, there are many reasons for us to be excited about USF’s trajectory. I firmly believe that USF’s best days are ahead, and we look forward to providing you with updates as we progress.

Sincerely,

Will Weatherford
Chair, USF Board of Trustees



BOARD OF TRUSTEES

February 25, 2025

Dear members of the Presidential Search Committee,

On behalf of the Board of Trustees, it is my sincere pleasure to welcome you as members of the Presidential Search Committee tasked with recruiting the ninth President of the University of South Florida. Thank you in advance for your time, commitment, and for your dedication to the University of South Florida and the students and community we are honored to serve. Each of you have unique backgrounds, skillsets, and experiences that will provide valuable insights and expertise as we move forward in this search process.

The charge to the committee from Will Weatherford, Chairman of the USF Board of Trustees will be reviewed at the first meeting. In addition to reviewing the charge, we will review Florida's Sunshine Laws, nondisclosure requirements and any other rules and regulations for conducting the search. We will hold our first meeting via Microsoft Teams at 9:00 AM on Thursday, March 27, 2025. A meeting invitation with further details will soon follow. We will engage with our search consultancy firm SP&A – whom we utilized for the last Presidential search – once they have completed their search process with the selection of the President of the University of Florida.

Please contact Kiara Gayle, Director of Board Operations with any questions. Thank you again for your service to USF.

Respectfully,

Mike Griffin
Vice Chairman, USF Board of Trustees

BOARD OF TRUSTEES

University of South Florida | 4202 E Fowler Avenue, | Tampa, FL 33620-4301
813-974-1678 | usf.edu/board-of-trustees/

Updating our presidential search

From USF Board of Trustees Operations <board@usf.edu>

Date Fri 6/20/2025 12:18 PM



Dear USF community,

We are ready to move forward and take the next steps in our search for the University of South Florida's ninth president. Today I have several important updates to share, including upcoming opportunities for you to get involved in the process.

In July, we will provide options for our stakeholder groups to offer input on the search and help us prioritize the qualities we should be seeking in our next president. Soon we will announce the schedule, along with launching a digital survey for those who wish to get engaged in that way. You also can continue to check the [presidential search website](#) for the latest updates.

Your voice is critical to this process. I was honored to chair the committee in our last search, and I recall how valuable the community's input was in leading us to the right candidate. We have retained and supplemented the knowledge we gained during that recent process, and it will also serve to inform this search.

The Presidential Search Committee will use the information we gather from you to develop the draft position profile and marketing plan at our next committee meeting on Aug. 6.

In addition, we are excited to welcome Korn Ferry to assist us in the search. Korn Ferry brings significant experience in executive recruitment and a strong understanding of the higher education recruiting environment. We value the expertise of our initial search consultant and thank them for their engagement.

I know many of you share the same passion I have for USF. This is such an exciting time in our history as we are poised to accelerate our momentum as one of the nation's leading research institutions, and we have set the foundation for future success as the Tampa Bay region and our great state of Florida continue to thrive. I look forward to working together with you to find the next transformative leader for our university.

Go Bulls!

Sincerely,

Mike Griffin
Chair, USF Presidential Search Committee
Vice Chair, USF Board of Trustees

University of South Florida, 4202 E. Fowler Avenue, Tampa, FL



Opportunities to get involved in USF's presidential search

From USF Board of Trustees Operations <board@usf.edu>

Date Tue 7/1/2025 1:37 PM



Dear USF community,

As we shared in our last University of South Florida presidential search [update](#), this month we are providing options for our stakeholders to offer input and help us prioritize the qualities we should be seeking in our next leader.

Today I am pleased to announce that the USF Presidential Search Committee **will hold a virtual listening session via Microsoft Teams at 10:30 a.m. on Tuesday, July 15**. To help us estimate participation and allocate the correct amount of time, anyone interested in speaking needs to pre-register by completing [this form](#) by July 13. Individuals who wish to tune in, but not speak, should check the presidential search [website](#) for a link to the live stream on the morning of the event.

In addition, **we are launching a [digital survey](#) to anonymously submit your feedback online**. The deadline to respond is July 31.

The Presidential Search Committee will use the important information we gather from you to develop the draft position profile at our next committee meeting on Wednesday, Aug. 6.

Your engagement is a valuable part of this process. I thank you in advance for getting involved and providing meaningful input that helps us identify the best candidate to serve as USF's ninth president.

Go Bulls!

Sincerely,

Mike Griffin

Chair, USF Presidential Search Committee

Vice Chair, USF Board of Trustees

University of South Florida, 4202 E. Fowler Avenue, Tampa, FL



Search committee recommends a sole finalist for USF's next president

From USF Board of Trustees Operations <board@usf.edu>

Date Tue 9/30/2025 10:04 AM



Dear USF community,

On behalf of the presidential search committee, I am proud to announce that Dr. Moez Limayem has been recommended as the sole finalist for the Board of Trustees to consider as the ninth president in University of South Florida history. Moez, who currently serves as president of the University of North Florida, is an accomplished, energetic and passionate higher education leader with deep ties to USF and the Tampa Bay region. Many of you know him from the 10 years he spent as the Lynn Pippenger Dean of the Muma College of Business at USF prior to becoming UNF's president in 2022.

Our committee conducted a thorough process that included reviewing an outstanding group of highly qualified candidates from across the nation before deciding that Moez is the best choice for USF. He brings a strong track record of presidential success in Florida in his current role, and we've experienced the impact of his leadership firsthand when he was at USF. We are confident that Moez is the right person to build on our momentum and lead us to even greater success in our university's next chapter. You can read more about him [here](#).

Moez will soon visit USF for public forums with the university community. A schedule will be announced in the coming days.

Our presidential search committee process followed state law and Florida Board of Governors' regulation to include stakeholder input; the development of a position profile; marketing of the position; identifying and screening the most qualified candidates; and then recommending a finalist to the Board of Trustees for consideration.

The USF Board of Trustees will select the university president, whose appointment is then subject to confirmation by the BOG.

I want to thank every member of our university community who has contributed to this process. Your input and engagement elevated our search. We will provide you with additional updates as we move forward.

Sincerely,

Mike Griffin
Chair, USF Presidential Search Committee
Vice Chair, USF Board of Trustees

University of South Florida, 4202 E. Fowler Avenue, Tampa, FL



Presidential finalist Moez Limayem's visit to USF

From USF Board of Trustees Operations <board@usf.edu>

Date Tue 10/7/2025 8:32 AM



Dear USF community,

As we recently [announced](#), the USF Presidential Search Committee has recommended Dr. Moez Limayem as the sole finalist for the Board of Trustees to consider as the ninth president in our university's history.

Dr. Limayem will visit USF next week and we're pleased to host opportunities for our students, faculty, staff and administrators on each campus to get to know him better. On Monday, Oct. 13, members of the university community are invited to join forums with Dr. Limayem at the following times and locations:

Tampa Campus

9:30 a.m.

Sam and Martha Gibbons Alumni Center, Traditions Hall: 11810 USF Sago Drive,
Tampa, FL 33620

Sarasota-Manatee Campus

12 p.m.

Student Center Ballroom: 8360 North Tamiami Trail, Sarasota, FL 34243

St. Petersburg Campus

3 p.m.

University Student Center Ballroom: 200 6th Avenue South, St. Petersburg, FL
33701

RSVP and Submit Questions

Anyone who would like to attend and/or submit a question for Dr. Limayem can do so using [this form](#). **Please RSVP and submit questions by Friday, Oct. 10.** Given the time constraints, not all questions may be asked, and some may be consolidated to avoid duplication.

Dr. Limayem will also participate in a series of meetings with groups of student, faculty, staff and administrative leaders on Tuesday, Oct. 14. Invitations to those sessions will be sent separately.

Thank you to everyone for your continued engagement in this process to select our next president.

Sincerely,

Mike Griffin
Chair, USF Presidential Search Committee
Vice Chair, USF Board of Trustees



University of South Florida, 4202 E. Fowler Avenue, Tampa, FL

Board of Trustees approves Dr. Moez Limayem as USF's next president

From USF Board of Trustees Operations <board@usf.edu>

Date Tue 10/21/2025 10:35 AM



To the USF community,

It is my honor to announce that today the USF Board of Trustees unanimously selected Dr. Moez Limayem as the ninth president in our university's history.

His appointment is subject to confirmation by the Florida Board of Governors, which oversees the State University System.

This is a homecoming for Dr. Limayem and his family, as he previously served for 10 years as the Lynn Pippenger Dean of the USF Muma College of Business. When he was announced as the sole finalist for this position last month, Dr. Limayem received hundreds of messages of support from people at USF and throughout the Tampa Bay region – a powerful indication of the deep ties and strong relationships he has maintained in our community.

Dr. Limayem is a proven fundraiser who has shown the ability to forge innovative corporate partnerships that benefit students and faculty. While dean at USF, Dr. Limayem and his team raised more than \$126 million in private donations for the college, including the largest individual gift in the university's history at the time. Those results simply do not happen without a strong leader who creates a clear vision for an organization.

Since August 2022, he has served as president of the University of North Florida, giving him valuable experience leading an institution in our state. During his tenure UNF has broken records for student success and enrollment and implemented new initiatives to enhance career preparation, internships, talent development and job placement for students.

He comes with an academic background, including an MBA and doctorate from the University of Minnesota, along with a commitment to faculty excellence and growing the impact of USF's world-class research enterprise.

Dr. Limayem is a vocal supporter of the value that athletics delivers for a university and the transformation that will come with our new on-campus stadium. He brings a business approach, entrepreneurial mindset, focus on revenue generation and connections within the Tampa Bay market that align perfectly with our new CEO of Athletics, Rob Higgins.

Under Dr. Limayem's leadership, we are poised to accelerate our momentum as a member of the prestigious Association of American Universities and further capitalize on our location in one of the most vibrant and fastest-growing regions in the country. You can read more about him [here](#).

I want to thank the members of our presidential search committee, led by Board of Trustees Vice Chair Mike Griffin, for their willingness to serve and volunteer their time to thoroughly review a set of highly qualified candidates before recommending an outstanding finalist. The partnership with our search consultants, Korn Ferry, also played an important role in helping us reach today's outcome.

I deeply appreciate every member of the USF and Tampa Bay communities who provided meaningful input or engaged in our search process in some way. Dr. Limayem brings a palpable energy and enthusiasm to every room he enters, and we are excited for you to get to know him even better in the future.

We will continue to keep you updated as the process moves forward. I fully believe our best days are ahead!

Go Bulls!

Sincerely,
Will Weatherford
Chair, USF Board of Trustees

University of South Florida, 4202 E. Fowler Avenue, Tampa, FL





USF Visit – Itinerary Overview

October 13-15, 2025

Welcome, Dr. Moez Limayem

Date	Activity	Location
Monday, October 13, 2025	Campus visits with moderated Q&A sessions	Tampa, Sarasota, and St. Petersburg
Tuesday, October 14, 2025	One on one meetings and private group meetings with USF Leadership	USF Tampa campus
Wednesday, October 15, 2025	Meet with USF Athletics	USF Tampa campus

USF Visit – Day 1

Monday, October 13

Presidential Finalist, Dr. Moez Limayem



Time	Activity	Location
9:30-10:30am	Tampa Campus Visit (moderated Q&A session)	Traditions Hall
12-1pm	Sarasota Manatee Campus Visit (moderated Q&A session)	USF Sarasota Manatee, Ballroom
3-4pm	St. Petersburg Campus Visit (moderated Q&A session)	USF St. Petersburg, USC Ballrooms

USF Visit – Day 2

Tuesday, October 14

Presidential Finalist, Dr. Moez Limayem



Time	Activity	Location
8-9am	Meet with USF Police Department	USF Police Department
11:30am-12:30pm	Lunch with Deans	The Lifsey House
1-1:45pm	Meeting with University Leadership	Traditions Hall
2:15-3pm	Meeting with Student Government	Traditions Hall
3:15-4pm	Meeting with Administrative Advisory Council	Traditions Hall
4:15-5pm	Meeting with Faculty Senate Executive Committee	Traditions Hall

USF Visit – Day 3

Wednesday, October 15

Presidential Finalist, Dr. Moez Limayem



Time	Activity	Location
9:30-10am	Tour of On-Campus Stadium construction site	Construction Site
10:15-12pm	Meet with USF Athletics leadership: Head Men’s Basketball Coach Bryan Hodgson CEO for Athletics Rob Higgins Head Football Coach Alex Golesh Head Men’s Basketball Coach Bryan Hodgson Head of Women’s Softball Coach Ken Eriksen	Lee Roy Selmon Athletic Center

USF Visit

Presidential Finalist, Dr. Moez Limayem
Additional meetings



USF Trustees

President Law

USF Health

President's Cabinet Members

SECTION 4

Position profile



POSITION SUMMARY

The University of South Florida (USF) seeks a visionary, collaborative and forward-thinking President to lead one of the nation's fastest-rising public research universities into its next era of excellence and impact. USF is a preeminent institution committed to student success, groundbreaking research and meaningful community engagement. The next President will join a vibrant university community with extraordinary momentum and a bold trajectory. As a proud member of the Association of American Universities (AAU) and home to a prominent academic medical center, USF offers a platform of national distinction and growing global influence.

With campuses in Tampa, St. Petersburg, Sarasota-Manatee and USF Health, USF is deeply embedded in one of Florida's most dynamic metropolitan regions. Ranked among the top public universities in the nation and designated as a "Preeminent State Research University" by the Florida Board of Governors, USF is distinguished by its rapid ascent in national rankings, its commitment to excellence, and its powerful role in shaping the economic, cultural and civic fabric of the region.

The President serves as the chief executive officer of the university, reporting to the USF Board of Trustees. The President will lead a community of approximately 50,000 students, nearly 16,000 faculty and staff, and a passionate alumni network across the globe. USF's next President will guide the university through a period of continued institutional and reputational growth, stewarding its R1 research enterprise, cultivating philanthropic and industry partnerships, advancing student success and access, and building on the university's role as a catalyst for innovation and transformation across the state of Florida and beyond.

The successful candidate will bring a deep commitment to public higher education, a record of strategic leadership and the ability to galvanize broad and robust constituencies around a compelling vision for the future. USF is poised for even greater national and global impact, and seeks a President ready to lead boldly and collaboratively into that future.

KEY RESPONSIBILITIES

The President of the University of South Florida serves as the chief executive officer of the institution, reporting directly to the USF Board of Trustees. The President provides strategic leadership across all campuses – Tampa, St. Petersburg, and Sarasota-Manatee – and is accountable for fulfilling the university’s mission and advancing its impact across the state, the nation and the world.

Strategic Leadership and Vision

Develop and articulate a clear and compelling vision for the university’s future that builds on USF’s momentum and aligns with the priorities of the Florida Board of Governors and the USF Board of Trustees.

Academic Excellence and Student Success

Champion academic quality and integrity across all disciplines. Support programs and policies that drive measurable improvements in student access, retention, completion and career readiness.

Research and Innovation

Advance USF’s standing as a top-tier public research university by expanding research productivity, increasing sponsored funding and supporting faculty in pursuing impactful discovery and innovation.

Stewardship and Fiscal Management

Ensure sound financial stewardship of university resources. Lead budgeting, planning and capital initiatives to ensure institutional sustainability and growth, while demonstrating transparency and accountability.

Government and System Relations

Build strong, collaborative relationships with the Florida Board of Governors, the State Legislature and other public and regulatory bodies. Represent USF’s interests effectively at the state and national levels.

Philanthropy and External Engagement

Serve as USF’s chief ambassador and fundraiser. Strengthen relationships with alumni, donors, business leaders and community stakeholders to grow philanthropic support and strategic partnerships.

Institutional Reputation and Enrollment Growth

Enhance USF’s visibility and reputation through clear communication, marketing and engagement strategies. Support smart enrollment growth aligned with workforce needs and state goals.

University-wide Collaboration and Integration

Lead a cohesive institutional strategy that leverages the unique strengths of USF’s three campuses while operating as one integrated system under a unified accreditation.

Talent Development and Organizational Culture

Attract, retain and empower outstanding faculty, staff, and senior leaders. Foster a high-performance culture that is collaborative, student-focused and results-driven.

QUALIFICATIONS AND SKILLS

The successful candidate will be a mission-driven, forward-looking leader who demonstrates a strong commitment to the values of public higher education and to the students and communities the University of South Florida serves. While candidates may come from a range of professional backgrounds, the university is particularly interested in individuals who bring many of the following qualifications and attributes:

- Candidates with a combination of academic engagement and significant executive leadership experience will be considered.
- A record of effective executive leadership in a complex organization of comparable scale, scope and public accountability in higher education, government, the private sector or a nonprofit enterprise.
- A deep appreciation for the mission of public research universities and the ability to advance institutional priorities that support student success, research excellence and community engagement.
- Demonstrated experience managing large-scale financial and budgeting operations, with a commitment to transparency, long-term sustainability and responsible stewardship of public resources.
- The ability to foster collaborative relationships with faculty, staff and students; and a leadership style that promotes trust, open communication and accountability.
- A record of recruiting and empowering strong leadership teams, with an inspiring and transparent management style that builds organizational strength and talent.
- Experience with fundraising and philanthropic engagement, serving as a persuasive and visible advocate for the university's mission, priorities, and value to the community.
- Strategic thinking and an orientation toward outcomes, with the ability to position USF for continued growth, competitiveness and alignment with state and national priorities.
- Political astuteness and interpersonal acumen, including the ability to engage effectively with elected officials, system leaders, business and civic partners, and other key stakeholders in a public university environment.

EQUAL OPPORTUNITY

The University of South Florida is an equal opportunity employer that does not discriminate against any employee or applicant for employment based on any characteristic protected by law. The University maintains programs for protected veterans and individuals with disabilities in accordance with all applicable federal and state laws.

PROCEDURE FOR CANDIDACY

Applications should include a detailed curriculum vitae or resume and a letter of interest highlighting personal vision and relevant leadership experience aligned to the themes in this profile.

To ensure full consideration, inquiries, nominations and applications should be submitted electronically in confidence by **August 22, 2025**. Every effort will be made to preserve the confidentiality of information received.

General expressions of interest, nominations and inquiries should be submitted electronically in confidence to Vickie Antolini, Ken Kring, and John Elkerton at:

USF-President@kornferry.com

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ABOUT KORN FERRY

Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organization structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers. Our 7,000 experts in more than 50 countries deliver on five core areas: Organization Strategy, Assessment and Succession, Talent Acquisition, Leadership Development and Total Rewards.

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SECTION 5

President-elect information



MOEZ LIMAYEM, PHD
President, University of North Florida
Jacksonville, Florida, United States

ACADEMIC LEADERSHIP EXPERIENCE

President
University of North Florida
Jacksonville, Florida, United States, 2022-Present

Lead the University's strategic direction and performance across academic excellence, student success, research and innovation, community engagement, faculty and staff development, and financial sustainability. Provide vision and executive oversight for the nationally ranked public university in Northeast Florida, serving more than 17,000 students across six colleges of distinction offering high-demand programs. Forge deep partnerships with regional employers and align the University's strategic priorities with state goals and industry needs to ensure programs, research and talent pipelines drive economic growth and prepare students to complete in the workforce. In partnership with an exceptional team of executives, faculty and staff, the following accomplishments reflect a shared commitment to excellence and innovation. **setting new University records in student retention, transfer-student graduation rates, research investment and private and public fundraising.**

Student Success & Outcomes:

Drive a university-wide transformation in student success by embedding it into the fabric of the institution. Unite fragmented services, modernize policies and empower faculty and staff with data and technology. Foster a shared commitment across every division with new accountability structures, cross-functional teams and training workshops. The results below reflect how creating a culture where every student's success is everyone's responsibility has driven measurable improvements across the University.

- **Creating a cultural shift:** By putting the student experience at the center of everything we do at UNF:
 - **Achieved the highest Academic Progress Rate (APR) in the history of UNF of 86.6%** for the Fall 2024 FTIC cohort.
 - **Transfer success reached a record high**, with the 3-year graduation rate at **65%** for the Fall 2021 AA transfer cohort and **70%** for Fall 2022.
 - **Fall 2025 had the largest incoming FTIC class in the history of UNF** for total FTIC of 3,204.
- **Guaranteeing experiential learning:** Recognizing that internships, research and other experiential learning opportunities prepare students for competitive jobs, the University removed time and cost barriers for UNF students to access those experiences. Faculty and staff connections to industry leaders helps create the pipeline for students to get hands-on experiences with regional companies and dive into research opportunities.
 - In 2024-25, 4,849 undergraduates completed internships for credit, a 36% increase over the three-year baseline.
 - Beginning Fall 2025, experiential learning is required for all incoming students before graduation.

Research & Innovation:

Lead efforts to elevate UNF's impactful and relevant research, scholarship and creative activity to position the University for R1 Carnegie status. Direct strategic investments in labs, equipment and faculty-student projects, and the restructuring of policies to maximize research results. By aligning institutional priorities with faculty strengths and student engagement, UNF accelerated innovation and broadened its impact, including in strategic areas of focus: advanced manufacturing, coastal resilience, data science, cybersecurity and information technologies, healthcare and health services and transportation and logistics. The accomplishments below

demonstrate how this vision is being realized across the university.

- **Accelerating research and innovation:** Efforts have led to a **record level of internal investment funding**, which has helped jump-start labs, equipment and student-faculty projects.
 - Invested seven times more in RSCA/R&D as any president before him
 - Increased R&D expenditures by almost 27% as documented on the NSF HERD report.
- **Maximizing research-related contributions:** Ensured all colleges established flexible workload procedures for existing tenure-line faculty.
 - Expanded flexible workload guidelines (including 2–2 teaching loads for nearly all new tenure-line faculty).
- **Advancing impact in key fields:** Research projects include:
 - Faculty received two U.S. patents for a cancer-fighting peptoid following a decade of research by faculty and students.
 - UNF team secured a National Park Service grant to expand coastal restoration efforts in Florida and Georgia.
 - Faculty received a patent for a ride-on mobility device to help children with disabilities and conducted clinical trials to help children with cerebral palsy
 - NASA selected a UNF group to study solar radiation.
 - Mechanical engineering students developed Traumatic Brain Injury-detection technology for sports.
 - UNF Archeology Lab discovered lost Indigenous village of Sarabay.

Community & Business Engagement:

Champion UNF's strategy to deepen partnerships with regional employers and community organizations, ensuring that our academic programs and student experiences are aligned with workforce needs. Building stronger bridges between the university and industry leaders, turning engagement into tangible outcomes for students and the region. The initiatives below show how UNF is positioned as a hub for collaboration, innovation, and opportunity.

- **Strengthening business partnerships:** Established new and expanded relationships with businesses, assuring the University's priorities align with those of industry leaders and state goals and prepare students to compete for high-paying jobs. Collaborations include:
 - Joined forces with JEA, the city's public utility, and Miller Electric to develop workforce training that builds future skilled leaders and professionals in the clean energy sector
 - Opened the JEA/UNF Sustainable Solutions Lab to give students hands-on opportunities to learn about clean and renewable energy technology and conduct related research.
 - Worked with Johnson & Johnson's MedTech to support UNF's Advanced Manufacturing Engineering program
 - Collaborated with Mayo Clinic on innovative UNF Anatomy in 3D course to teach advanced anatomical modeling skills to students
 - UNF students gained real-world experience helping JAXPORT improve traffic flow and tenant operations
 - Partnered with HCA Healthcare, which is offering students a pathway to success while removing financial and access barriers.
- **Scaling the University's badging and credentialing programs:** Expanded upskilling programs by offering more than 90 programs with more than 22,500 badges issued. Programs include:
 - Intro to AI

- Covey LeaderU
- Ready for research
- Professional Skills
- IGNITE: Healthcare Leadership Scholar
- Collaborated with Fortegra, a Jacksonville-based global specialty insurer, on Insurance Industry 3-badge series.
- New AI in Work and Life certificate launching Fall 2025
- **Expanding employer recruiting opportunities:** Worked with regional industry leaders to bring employers on campus to connect with students, while also streamlining processes to making easier to match employers to interns.
 - Hosted employers to campus every full week the University was open during the Fall 2024 and Spring 2025 semesters – reaching an all-time high of 1,235 employers visiting campus.
 - Created “Soaring Together” Corporate Partnership Program to offer a streamlined engagement plan providing companies with on-campus access to recruiting-related events.
 - **Reached a record of more than 33,000** paid internships and experiential learning opportunities available to UNF students through an online jobs platform.
 - Increased Employer of the Day on-campus recruiting by 96%.
- **Establishing UNF as a community engagement hub:** Hosted more than 700 community events a year, including:
 - Healthcare, Fintech, AI and other industry-specific symposiums that draw visionaries, innovators and thought leaders
 - JAXUSA State of Region address to business and community leaders
 - TEDxJacksonville’s annual conference featuring national and local thought leaders
 - Public Policy Events focused on timely issues, including social media regulation and trade wars
 - Annually host high school graduation ceremonies from schools in the Jacksonville area
- **Broadened student engagement with community:** UNF enhances opportunities for students to make a difference and gain hands-on experience in North Florida and beyond.
 - In the last three academic years, UNF students accumulated 2.7 million community engagement hours (equivalent to 309 years) through community-based learning courses, marking a nearly 69% increase over the previous three academic years.

Faculty & Staff Success; Operational Excellence:

Lead efforts to recruit, retain and recognize top talent while streamlining core administrative processes. Prioritize compensation, culture and leadership development to ensure UNF faculty and staff feel valued and empowered. Through targeted investments and process improvements, creating a more efficient and supportive environment. The results below reflect how these steps have strengthened our institutional foundation.

- **Investing in faculty and staff:** Delivered historic salary increases over three years
 - Together, the raises bring the overall workforce average in line with market levels as we continue to address compensation gaps for employees below market.
- **Celebrating innovation and hard work:** Created a task force to focus on UNF’s Culture of Belonging, leading to the creation of a variety of changes, including:
 - Establishment of new recognition programs.
 - Creation of Osprey Leadership Initiative to provide a year-long experiential learning program for cohorts of faculty and staff.
 - Hosted a week of Osprey Spirit activities to celebrate faculty and staff, including a barbeque, group drone photo, video contest, karaoke and a pep rally.
- **Streamlining administrative processes:** Implemented Workday to streamline processes,

including hiring, onboarding and procurement processes. Produced results that included:

- Shortened the average hiring process by 30.6 days.
- Reduced new employee orientation by 5 hours.
- Reduced the expense report process by an average of 3.5 days.

Increase private and public funding:

Fuel people, programs and facilities by coupling philanthropic momentum with state and local support. By aligning donor interests and legislative priorities with institutional goals, led a team in **securing record-breaking levels of funding**. The outcomes below demonstrate how the University has fueled growth and expanded opportunities across the university.

- **Breaking records in private funding.** Highlights include:
 - Raised \$34.9 million in FY 2024-25.
 - During Giving Day 2025, raised more than \$2.4 million from 4,513 donors during, marking the University's largest single day of fundraising.
 - Celebrated the naming of the Silverfield College of Education & Human Services, only the second College of Education named in the State University System thanks to a transformational gift.
 - Created the Allen Lastinger Center for Florida History at UNF, made possible by a transformational gift.
 - Established the Warren and Augusta Hume Foundation Endowed Professorship in Leadership and the Warren and Augusta Hume Foundation Excellence in Leadership Fund thanks to a transformational gift.
- **Increasing state funding: Highest injection of additional state resources in the history of UNF**, consisting of:
 - \$30 million in recurring operational support.
 - \$22 million in nonrecurring.
 - \$10.6 million in nursing PIPELINE funding.
 - \$88.7 million in capital investment (PECO funding).
- **Earning city investment:** Received \$3 million from the City of Jacksonville for the UNF Flight Deck esports arena.

Campus development & Capital projects:

Lead the modernization and expansion of UNF's campus through renovations, expansions and additions that support enrollment growth, experiential learning, research and student life while advancing high-impact academic, residential and student-experience projects across the campus. The developments below reflect the transformation of the campus to meet the needs of today and the future.

- **Updating UNF's campus:** With funding secured through private and public sources and guided by the UNF Strategic Plan and Campus Master Plan, ensuring the following projects are completed efficiently and cost-effectively:
 - Expansion and renovation of the Coggin College of Business.
 - Renovations of the Brooks College of Health.
 - Construction of Osprey Ridge residence hall.
 - Renovations of residence halls, including Osprey Landing and Osprey Cove.
 - Construction started on The UNF Flight Deck esports arena.
 - Planning is underway for the new Honors College Academic Building.
 - Planning is underway on new Student Support & Academic Building.
 - Planning is underway for a new privately developed 700-bed apartment complex.

Recognition, Reputation and Rankings:

Advance a measured strategy to improve awareness, peer perception and outcome-based rankings. By promoting UNF's high-demand programs, innovative teaching, and strong student support, positioning the university for national recognition. The results below illustrate how University's standing among peers and stakeholders is strengthening.

- **Strengthening reputation and reach:** Launched an integrated brand and stakeholder communication plan, which is strengthening the University's regional presence through newsletters, social media, advertising campaigns and visits to industry leaders' facilities.
- **Elevating visibility:** Highlighted the University's expansion of high-demand programs, innovative courses, strong student support services and scaled experiential learning opportunities, leading to national recognition. Highlights include:
 - UNF continues to climb on U.S. News & World Report's Best Colleges Rankings
 - Ranked among "The 2025 Best Colleges in the U.S." by the Wall Street Journal, based on how well the University sets graduates up for financial success
 - UNF ranks among U.S. News & World Report's Best Graduate Schools
 - Forbes ranks UNF online accelerated nursing program second best in country
 - Ranked among Best Global MBA Programs by CEO Magazine
 - UNF earned high rankings in U.S. News & World Report's Best Online Programs list
 - UNF Public Opinion Research Lab was rated the 12th best pollster in America by 538.
 - Achieved Military Friendly School designation for the 16th consecutive year.
 - Designated Collegiate Purple Star Campus by Florida Department of Education

Lynn Pippenger Dean
University of South Florida Muma College of
Business Tampa, Florida, United States, 2012 - 2022

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. Served as senior executive for the consolidated business college and my primary duties include:

- **Consolidation** – Provided 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. Fostered 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** – Led and provided 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** – Served as academic leader of the USF Muma College of Business and lead faculty recruitment, appointment, retention, promotion and tenure. Fostered a research culture and maintain the highest standards of scholarship among the faculty. Handled onboarding of new faculty (both regular rank and non-regular rank), educating 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** – Oversaw \$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** – Interacted with constituents at all levels, including regional, national and international groups, focusing primarily on alumni relations and stewardship with regional and national business leaders. Built relationships with the USF Board of Trustees and the USF Foundation Board of Directors. Articulated the development needs of the Muma College of Business in conjunction with the long-range plans of the college and the university. Worked 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** – Led the USF Muma College of Business student community. Developed and implement curriculum changes to keep educational programs relevant and timely. Evaluated and enhanced “beyond-the-books” programming to provide educational and professional development opportunities for students. Established career placement goals and oversee career and employer relations programs and services at the college level.
- **External Visibility and Community Engagement** – Promoted the Muma College of Business among prospective students, recruiters, media, business organizations and alumni. Represented the college as part of AACSB accreditation review teams and represent the college at various functions led by community and civic organizations. Served on the AACSB Board of Directors and the Greater Tampa Bay Chamber of Commerce Board of Directors.
- **Global Engagement** – Built partnership with global institutions, launch overseas programs, and recruit international students. Served 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, also served on the AACSB Board of Directors.
- **At the University Level** – As a member of the university’s leadership team, played a major role in the university’s budgetary initiative and served on search committees for other deans and vice presidents. Participated in multiple important university strategic initiatives such as the decentralized budgeting system utilizing Responsibility Center Management. Co-chaired 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.

Summary of Major Accomplishments at USF (2012-2022):

As Dean of the Muma College of Business from 2012 to 2022, Dr. Limayem, working closely with colleagues, alumni, and community partners, led the college through a decade of remarkable growth and impact. During his tenure, **the college raised more than \$120 million in philanthropic support**, including **the largest individual gift in USF's history at that time (\$25 million from Pam and Les Muma)**; established major **centers of excellence** such as **the Bellini Center for Talent Development**, **the Monica Wooden Center for Supply Chain Management & Sustainability**, and **the Collier Student Success Center**, directly aligned with Florida's workforce priorities; **built outstanding partnerships** with leading organizations, including **the co-creation of the USF–Tampa General Hospital People Development Institute**; delivered **record student outcomes** with a **95% freshman retention rate**, a **75% six-year graduation rate**, and **the highest job placement rates among Florida business schools**; and elevated USF's standing with national recognition, including a Top 10 U.S. ranking in entrepreneurship, a No. 4 worldwide ranking in sport and entertainment management, and multiple Fulbright Scholars among the faculty. Dr. Limayem also played a pivotal role in unifying USF's three campuses, a model later adopted across the university, and **contributed as part of the senior leadership team to USF's landmark milestones**: designation as a Florida **Preeminent Research University**, recognition as the fastest-rising institution in U.S. News & World Report rankings, and **admission to the Association of American Universities (AAU)**.

Building on this foundation of excellence, the following sections highlight in greater detail the accomplishments that defined this transformative decade:

Fundraising:

The USF Muma College of Business experienced a steep upward trajectory, with recognition rising nationally and internationally. The college became a leader in fundraising at USF, raising over \$120 million to fund scholarships, internships, and student success initiatives. Transformational gifts included:

- \$25M gift from Pam & Les Muma (2014), the largest in USF's history, establishing the Muma Leadership Program.
- \$12M from Kate Tiedemann & Ellen Cotton (2021) to establish USF as a Hub of Excellence in Fintech & Entrepreneurship.
- \$11M from Arnie & Lauren Bellini (2022) to launch the Bellini Center for Talent Development.
- \$10M from Lynn Pippenger (2015) to expand the School of Accountancy (total giving: \$26M+).
- \$10.85M from Barron & Dana Collier (2015) to establish the Collier Student Success Center.
- \$5M+ from Jeff & Penny Vinik (2017) to create the Vinik Sport & Entertainment Management Program (near 100% job placement).
- Additional multimillion-dollar gifts established the Wooden Center for Supply Chain Management & Sustainability, the Daveler Entrepreneurship Program, and the Endowed Deanship of the Muma College of Business.

Student Success and Outcomes:

- Achieved a 95% freshman retention rate and a 75% six-year graduation rate; eliminated the achievement gap.
- Maintained the highest job placement rate in Florida, with 66% earning \$40K+ starting salaries.
- Several programs (Corporate Mentor Program, Business Honors, Student Managed Investment Fund, Vinik MBA-MS) reported nearly 100% job placement rates.
- The Center for Entrepreneurship consistently ranked among the nation's Top 25; in 2017, it was ranked Top 15 globally by AACSB.

Research & Innovation:

- Competitive grants awarded to faculty nearly doubled; publications in top journals increased significantly.
- Established the Center for Analytics & Creativity, hosting the Florida Business Analytics Forum and producing influential research (e.g., *State of the Region* reports).
- Faculty research gained global recognition and was frequently cited by scholars and media outlets.

New Programs & Initiatives:

- Launched the Doctor of Business Administration (DBA) program in 2015, the first in Florida.
- Created the Personal Financial Planning Program (2018), addressing a national talent gap.
- Established new centers: Wooden Center for Supply Chain Management & Sustainability, Florida Center for Cybersecurity, Center for Marketing & Sales Innovation, and Center for Analytics & Creativity.
- Introduced innovative graduate certificates (cybersecurity, compliance, digital marketing).
- Launched an **interdisciplinary PhD in Data Science** with College of Engineering, College of Arts and Sciences and USF Health

Partnerships & External Engagement:

- Cofounded the USF–Tampa General Hospital People Development Institute, a pioneering collaboration to advance healthcare leadership, workforce development, and talent pipelines.
- Secured major corporate partnerships that advanced student opportunities and industry impact:
 - ReliaQuest (\$1M, 2018) and KnowBe4 (\$1.75M, 2019) to launch cutting-edge cybersecurity training and certification programs.
 - Jabil (\$1M, 2019) to establish the USF Jabil Innovation Institute, bridging business and engineering.
 - Citi boot camps to prepare students for anti-money laundering careers.
 - CareerSource & federal grant (\$3.8M, White House announcement) to expand IT workforce training.
- Developed global academic partnerships with institutions in Tunisia, India, Malaysia, Morocco, and Peru, broadening USF's global footprint and student mobility.
- Expanded study abroad programs (London, Panama, and beyond), engaging hundreds of students in international business experiences.

Rankings & Recognition:

- Entrepreneurship graduate program ranked #8 in the U.S. by Princeton Review; USF recognized among Top 15 globally (AACSB Spotlight Challenge).
- Vinik Sport & Entertainment Program ranked #4 worldwide (SportBusiness International, 2018 & 2019).
- Part-time MBA ranked #58 among public schools (U.S. News, 2019).
- Online MBA ranked Top 30 nationally (2018).

Faculty & Global Engagement:

- Faculty earned nine Fulbright Awards and other major international honors.
- Built global partnerships in Tunisia, India, Malaysia, Morocco, and Peru; expanded study abroad opportunities in London and Panama.

Accreditation:

- In 2013 and 2018, the Muma College of Business and the Lynn Pippenger School of Accountancy achieved reaccreditation by AACSB International, placing USF among the elite group accredited in

both business and accounting.

**Responsible for University-Wide Student Talent Development, Internships, and Career Placement
University of South Florida
Tampa, Florida, United States, 2021 – 2022**

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, PhD 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.
- 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, University of Tunis, Tunisia, 1985

PUBLICATIONS

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Rouis, S., Limayem, M., Salehi-Sangari, E., "Impact of Facebook Usage on Students' Academic Performance: Role of self-regulation and trust", *Electronic Journal of Research in Educational Psychology*. Volume 9 Issue 3. (2011). 961-994.

Limayem, M., Cheung, C., "Predicting the Continued Use of Internet-Based Learning Technologies: The Role of Habit" *Behaviour & Information Technology*. Volume 30 Issue 1 (2011). 91-99.

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Limayem, M., Boukef, C., Nabila, C., Mohamed, H., "Making Sense & Giving Sense to the Global Data Synchronization Network Standard Adoption", The European Conference on Information Systems, Helsinki, June 11, 2011.

Conway, C., Limayem, M., "Temporal Dissonance in Teams", Proceedings of the European Academy of Management Annual Meeting, Academy of Management, Tallinn, Estonia, June 4, 2011.

Conway, C., Limayem, M., "Temporal Dissonance in IT Workers", Proceedings of the European Conference on Information Systems (ECIS 2011), Helsinki, Finland, 9-11 June, 2011.

Boukef, C., Nabila, C., Mohamed, H., Limayem, M., "Making Sense & Giving Sense to the Global Data Synchronization Network Standard Adoption", The European Conference on Information Systems (ECIS 2011), Helsinki, Finland, 9-11 June, 2011.

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.

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

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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", Procédions 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", Procédions 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., Papadopoulou, 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).

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

- Named to Florida 500 list by Florida Trend
- Jacksonville Business Journal 2023 Ultimate CEO
- Awarded National Academy of Inventors Sentinel Award in 2023
- 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.
- Nominated for the Outstanding All Around Faculty Member, Sam M. Walton College of Business, University of Arkansas, 2012.
- 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 Board of Directors of the American Heart Association, 2022 - current
- Member of Board of Directors of Jacksonville Civic Center, 2022 - current
- Member of the Junior Achievement Florida Foundation, 2022 – current
- Member of Board of Directors of JAX Chamber, 2022 - current
- Member of the AACSB Board of Directors, 2019 – 2022
- Member of the Board of Directors of the Tampa Bay Chamber of Commerce, 2016-2022
- Member of the Board of Director and executive committee of Junior Achievement Tampa Bay, 2013-2022

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 en 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 6

Presidential employment contract



USF President-Elect

COMPENSATION AND CONTRACT TERMS

Gerard Solis, General Counsel // October 21, 2025



UNIVERSITY of
SOUTH FLORIDA

COMPENSATION ANALYSIS

- Member of the Association of American Universities (AAU)
- Designated as a Preeminent University by the Florida Board of Governors
- Includes a Health Sciences Center, adding significant operational and strategic complexity to the presidential role
- The proposed compensation package is benchmarked against peer institutions, particularly:
 - University of Florida (UF)
 - University of Central Florida (UCF), which is expected to achieve preeminent status soon
 - Florida State University (FSU)

These institutions serve as relevant comparators due to their size, scope, and complexity

COMPENSATION STUDY

Institution Components						Compensation Components								
Institution Name	Incumbent Name	Metropolitan?	Preeminent?	Health Sciences Center?	Contract Term	Base Salary	Contract Bonus Potential (at risk)	% of Annual Salary	Total Potential Cash Compensation	Additional Perks	Benefits	Retirement & Deferred Compensation (at risk)	Total Remuneration	Severance
UF	Donald Landry*		X	X	one year	\$2,000,000	\$500,000	25%	\$2,500,000	\$0	\$50,000	\$0	\$2,550,000	\$2,000,000
USF	Rhea Law	X	X	X	initial term of 3 years, was extended in March for up to one year while search is ongoing	\$825,000	\$412,500	50%	\$1,237,500	\$178,000	\$21,231	\$206,250	\$1,642,981	\$317,308
UCF	Alexander Cartwright	X		X	initial term of 5 years, was recently extended for an additional one	\$1,200,000	\$696,000	58%	\$1,896,000	\$445,275	\$29,725	\$360,000	\$2,731,000	\$461,538
FSU	Richard McCullough		X	X	initial term of 5 years, just began year 5	\$1,250,000	\$500,000	40%	\$1,750,000	\$143,791	\$31,233	\$250,000	\$2,175,024	
FIU	Jeanette Nunez	X	X	X	initial term of 5 years	\$925,000	\$397,750	43%	\$1,322,750	\$17,000	\$23,125	\$245,000	\$1,607,875	\$355,769
NCF	Richard Corcoran					\$699,000	\$202,710	29%	\$901,710	\$96,000	\$17,475	\$104,850	\$1,120,035	
UNF	Moez Limayem	X				\$525,000	\$99,750	19%	\$624,750	\$0	\$13,125	\$0	\$637,875	

Benefits estimated at 2.5% of base

Severance = 20 weeks base pay (USF, FIU, UCF)

CONTRACT TERMS

- Length of contract
 - 5-year term
 - Extension and termination
 - Tenured faculty appointment
- Evaluation
 - Board's established goal setting and evaluation process
- Compensation
 - All compensation over \$200,000.00 must be paid from non-state sources
 - Incentive compensation at risk, equal to 50% of base salary
- Benefits
 - Deferred compensation – 25% of base salary
 - Executive service benefits
 - Automobile, housing, and business-related expenses
- Approval process
 - Execution of an employment agreement consistent with the terms described will occur after BOT approval. The executed employment agreement will then be shared with the Board of Governors for compliance with state law.

PROPOSED BOT ACTIONS

Proposed Motion: Authorize the Board Chair, or designee, to negotiate a contract with the President-Elect that is:

1. materially consistent with the proposed contractual terms presented and complies with state law and BOG regulations;
2. includes an annual compensation package consistent with the market survey presented; does not to exceed \$2.4m per year; and incorporates the Board's practice of at risk performance based compensation; and
3. that the negotiated contract will be provided to the Board before submission to the BOG for review.



UNIVERSITY of
SOUTH FLORIDA



USF Presidential Contract Summary of Material Terms

On October 21, 2025 the USF Board of Trustees (“Board”) approved the following material terms for the employment of President-Elect Limayem (President Limayem). Final approval is contingent on the Board of Governor’s (BOG) confirmation of President Limayem.

1. Term and Appointment (Sections A & B):

- Five year term commencing in Spring Semester 2026; the exact date is to be determined.
- The contract can be extended by mutual agreement and BOG approval.
- The Board may terminate the contract early with proper notice in a not for cause action or without notice in a for cause action. **(Section F)**
- The contract includes a tenured faculty appointment in the Muma College of Business. President Limayem receives no additional compensation for this position while serving as USF president. However, he may return to this position with a downward salary adjustment following his presidency, provided his employment as president is not terminated for cause.

2. Evaluation (Section C):

- Evaluation of the president’s performance is the Board’s primary fiduciary and regulatory duty. The contract keeps the Board’s established goal setting and evaluation processes.
- The president’s evaluation is conducted in the Sunshine.
- The president’s incentive based compensation is 100% dependent on Board’s evaluation.

3. Compensation (Section D):

- All compensation over \$200,000.00 must be paid from non-state sources per sec. 1012.976.
- The types and level of compensation are based on market survey (included in materials).
- Base Compensation is \$1,250,000.00.
- The contract maintains the Board’s practice of placing incentive compensation at risk. Incentive Compensation is equal to 50% of Base Salary.

4. Benefits (Section E):

- USF Foundation Deferred Compensation Plan equal to 25% of the Base Salary credited per year; deferred compensation is at risk **(Section D)**.
- Standard executive service benefits are included.
- Automobile, housing, business-related expenses, and one-time relocation bonus are included.
- Memberships in relevant professional organizations are included.
- Severance Payment equal to a one-time payment of statutory maximum of 20 weeks of Base Salary is included **(Section F)**.

University of South Florida
Presidential Contract

This Employment Agreement ("Agreement"), executed this 6th day of November 2025, and effective _____ --, 2026, is entered into by and between the University of South Florida Board of Trustees, a public body corporate of the State of Florida, (the "Board," or the "Board of Trustees"), 4202 East Fowler Avenue, CGS 401, Tampa, Florida 33620, and Moez Limayem (the "President"), for the position of President of the University of South Florida ("University" or "USF"). The Board and President are collectively referred to herein as the Parties.

WHEREAS, the Board of Trustees has the current legal authority to determine the terms and conditions of employment of the President of the University;

WHEREAS, the Board of Trustees desires to commence the employment of the President pursuant to the terms and conditions provided herein and subject to confirmation by the Florida Board of Governors;

WHEREAS, both the University and the President desire to set forth their respective rights and obligations in this Agreement;

WHEREAS, both the University and the President intend this Agreement to become effective _____ --, 2026

WHEREAS, this Agreement has been duly approved and its execution has been duly authorized by the Board of Trustees; and

NOW, THEREFORE, in consideration of the mutual promises, covenants, and conditions contained herein, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, it is agreed as follows:

A. Appointment and Duties

1. **Appointment as President:** Pending confirmation by the Florida Board of Governors, the University, on the terms specified in this Agreement, shall appoint the President to serve as the President and Chief Executive Officer of the University subject to the regulations and policies of the University, and the supervision of the Board of Trustees. The President accepts and agrees to such terms of employment. The President's authority and responsibilities, as delegated by the Board and stated herein, shall extend to all the University's campuses located in Tampa, St. Petersburg, and Sarasota-Manatee, and at such other places as either the Board or the President deem appropriate for the interests, needs, business, or opportunities of the University (collectively "University Locations").
2. **Presidential Duties and Responsibilities:** The President shall perform all duties required by law, by this Agreement, as delegated in USF Policy 0-100, and customarily performed by presidents of public colleges and universities comparable in size to the University and consistent with the applicable regulations and policies of the University and the Florida Board of Governors.

3. **Best Efforts as President:** President agrees to faithfully, industriously, and with maximum application of experience, ability, talent, devote President's full-time attention and energies to the duties of President of the University wherever performed.
4. **Faculty Appointment:** The President will be granted a tenure upon hire with a faculty appointment at the rank of full professor in the School of Information Science, in the Muma College of Business, with all rights and privileges associated with such appointment. The rights and privileges associated with this faculty appointment shall continue and apply to any successor units of the named college and department.
5. **Outside Activities:** The Board recognizes that it is both appropriate and beneficial for the President to engage in outside activities, such as serving on for-profit and non-profit boards of directors, consulting, delivering speeches, and writing. The expenditure of reasonable amounts of time for personal or outside activities, as well as charitable and professional development activities, are permitted provided such activities do not interfere with the services required under the provisions of this Agreement and as otherwise determined by the Board.
6. **Conflict of Interest Prohibited:** The President shall not engage in any activity that may be competitive with and adverse to the best interests of the University or that interferes with the President's duties and responsibilities under this Agreement.
7. **Approval of Outside Activities:** The President shall seek approval from the Board Chair, who may confer with the Governance Committee, prior to agreeing to serve on any board of directors of any entity or to engage in any substantial outside business activity, including authorship of books. All income or other compensation earned by the President in connection with approved outside business activities shall be paid to and retained by the President, and such income or other compensation shall have no effect on the amount of compensation and benefits the President is entitled to receive under this Agreement. The President shall be solely responsible for President's tax reporting of any such external compensation described in this paragraph.

B. Term

1. **Term:** The term of this Agreement shall be for a period of 5 (five) years. The term shall commence on _____ --, 2026 (the "Effective Date") and end on _____ --, 2031 ("Term").
2. **Modification of Term:** 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. Notwithstanding the foregoing, this appointment shall be subject to prior termination as provided in this Agreement.

C. Presidential Goals and Evaluation

1. **Submission of Goals for Annual Evaluation:** On or before August 15 of each year of the contract the President shall provide the Board Chair with a list of proposed goals and objectives based upon the University's strategic plan. Once approved by the Board Chair the proposed list of goals and objectives shall be submitted by the President to the Governance Committee of the Board of Trustees for consideration. Following consideration and comment by the Governance Committee, the proposed goals and objectives shall be presented for review and approval by the Board in a special or regularly scheduled Board meeting.
2. **Evaluation Process:** On or before September 30 of each Contract Year; that is July 1 - June 30 of each year following the first year of the contract, the President shall initiate the evaluation process for the period that began on July 1 of the previous contract year and ended on June 30 by submitting to the Board Chair and Governance Committee a self-appraisal of the President's performance during said period. This appraisal shall address performance related to each of the goals and objectives determined for July 1 through June 30 of the previous Contract Year. At a special or regularly scheduled Board meeting after the President has submitted this self-appraisal the Board shall evaluate President's performance for the previous Contract Year based on achievement of the mutually agreed upon specified goals and objectives. To aid the Board in its performance review, the President agrees to furnish such oral and written reports as may be requested by the Board Chair or Governance Committee Chair.
3. **First Year Evaluation Process:** Based on the Effective Date of this Agreement, the President will complete the Evaluation Process in Section C.2 with less than a full contract year and with preset goals and objectives. The Board will therefore evaluate the President's performance based on the period between Effective Date and July 1, 2026. The Parties may modify goals by mutual agreement. The process described in this paragraph shall apply in the first year of the contract only.

D. Compensation

1. **Base Salary:** As compensation for the services to be performed by President pursuant to this Agreement the Board shall pay the President a Base Salary of \$1,250,000.00.
2. **Statutory Limit:** No more of this amount than is allowed by Florida Statutes shall be paid from public funds (e.g., amounts greater than \$200,000.00 per sec. 1012.976, Florida Statutes). This amount shall be payable according to the University's regular payroll processes with appropriate deductions for taxes and benefits.
3. **Review of Base Salary:** The President's Base Salary shall be reviewed annually and may be increased, but not decreased, by the Board. Such annual salary review will be accomplished in conjunction with the Board's evaluation of job performance, as set forth in this Agreement.

4. **Tax Treatment of Base Salary:** The President shall be responsible for any personal income tax liability incurred because of this Agreement or any provision herein.
5. **Benefits:** The Board authorizes all standard executive service benefits for the President, based on the current annual Base Salary. The President 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 approved in advance and not covered by his current health insurance policy.
6. **Deferred Compensation:** The Board authorizes and requests that the USF Foundation contribute to a deferred compensation plan established for the President's benefit equal to 25% (twenty five percent) of the then current annual Base Salary per contract year. This additional compensation shall be treated as deferred compensation in accordance with and to the extent allowed by applicable tax laws and regulations and shall be payable only as provided in the separate plan document ("Plan Document"). The material terms of the Plan Document shall include the following:
 - a. deferred compensation shall be credited annually to an account segregated and invested for the President's benefit; the President shall receive quarterly reports on the performance of said account;
 - b. credited deferred compensation shall be payable: (i.) at the end of the Term; (ii.) upon the President's involuntary termination without cause; or (iii.) the President's death or permanent disability during the Term;
 - c. any credited deferred compensation will be entirely forfeited: (i.) if the President voluntarily resigns prior to the end of the Term; or (ii.) if the President is terminated for cause during the Term;
 - d. deferred compensation that vests and becomes payable shall become taxable;
 - e. all payments to be made within 60 calendar days of the event triggering payment; and
 - f. the President is encouraged to consult with independent tax advisers regarding the tax treatment of any deferred compensation under this Agreement.
7. **Performance Based Compensation:** The President shall be eligible to receive discretionary annual Performance Based Compensation for the period from July 1 to June 30 of each Contract Year equal to up to 50% of the Base Salary. The President is eligible to be awarded up to 50% of the Base Salary in Performance Based Compensation in every year the President is evaluated under the Agreement (i.e., in first year the President may earn up to \$625,000.00; in the second year the President may earn an up to an additional \$625,000.00; and so on). Performance Based Compensation shall be determined and awarded by the Board of Trustees in a special or regularly scheduled meeting no later than December 15 of each contract year.

- a. **Evaluation of Performance by the Board:** 70% (seventy) of the Performance Based Compensation shall be awarded by the Board based upon the President's performance with respect to the goals and objectives determined and fixed pursuant to the provisions of Section C. of this Agreement after considering the Governance Committee's assessment.
- b. **Evaluation of Performance by the Board Chair:** 30% (thirty) of the Performance Based Compensation shall be within the sole discretion of the Board Chair. The Board Chair, upon consultation with the Governance Committee Chair, shall also determine the weight to be accorded to each goal and objective for the purposes of evaluating the President's performance and determining the annual Performance Based Compensation amount, if any.
- c. **Performance Based Compensation in First Contract Year:** The Board may prorate the Performance Based Compensation in the first year of the Agreement at its sole discretion.

E. Other Benefits

- 1. **Use of University Facilities:** The Board will authorize and provide facilities to the President to carry out the duties under this Agreement, including the use of facilities for official University functions, meetings with faculty, staff, students, and community leaders, and for official entertainment.
- 2. **Automobile Stipend:** The University shall provide the President with a monthly automobile stipend of \$1500.00 suitable for the University President. The President is responsible for payment of tax associated with receipt of the automobile stipend that is deemed to be gross income to President. The Board will authorize and provide insurance for the President's automobile in an amount not to be less than current property and casualty insurance package limits to the President. The President and other approved drivers shall be named insureds.
- 4. **Professional Dues, Conferences, and Memberships in Service Organizations:** The Board will authorize and provide annually for reasonable expenses incurred by the President to attend University-related events, educational conferences, conventions, courses, seminars, and other similar professional growth activities, including membership in professional organizations. The Board authorizes and will provide the President with membership dues and fees for organizations that would further the interests of the University.
- 5. **Entertainment, Travel, and University Advancement Activities:** The Board will authorize and provide for reasonable expenses incurred by the President for University-related entertainment and travel, including travel for the President's spouse or partner where attendance of same is in the best interests of the University.
 - a. **Memberships:** To further enable the President to carry out required duties, the Board shall provide the cost of annual dues and membership fees in

mutually agreed to private clubs that will facilitate the performance of President's duties and advance the interests of the University.

- b. Compliance with Applicable Laws:** The expenses described in this Section shall conform to the laws of the State of Florida, University regulations and policies.
- 6. Housing Stipend:** The President shall receive a monthly housing stipend in the amount of \$12,000.00 for the duration of the Agreement for a residence suitable for the President to host university functions and carry out university business. The President is responsible for payment of taxes associated with receipt of the housing stipend deemed to be gross income to the President.
 - a.** The housing stipend shall not be subject to increase during the term of the Agreement.
 - b.** If the President elects to reside in the Lifsey House on the USF Tampa Campus as his primary residence, then the Parties will adjust the housing stipend as needed. The Parties shall enter into a separate agreement governing the President's use of the Lifsey House as his primary residence. The President's short-term residence at the Lifsey House will not impact the housing stipend.
- 7. Relocation Expenses:** The University shall provide a one-time, lump sum payment of \$50,000.00 for relocation-related expenses payable within 30 (thirty) days of the execution of this Agreement.
- 8. Expense Receipts and Documentation:** The President agrees to maintain and furnish upon request to the Board Chair or the Chair's designee an accounting of expenses provided for in this Agreement in reasonable detail within 7 (seven) business days of a request for same.

F. Termination of the Agreement

- 1. Termination of the Agreement 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 at the University. 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 and rights after termination of employment.

2. **Termination of the Agreement Without Cause:** Notwithstanding anything herein to the contrary, the parties agree that the Board may terminate this Agreement without cause at any time upon the lesser of: (a) 90 (ninety) days; or (b) the number of days remaining in the then current term of the President's employment prior written notice ("Notice Period") to the President. In the event of a termination without cause: the President shall be entitled to a one-time payment equal to 20 (twenty) weeks of Base Salary, which shall be payable at the end of the Notice Period; deferred compensation as described in the Plan Document referred to in Section D.5.; and the President shall have the option to return to the faculty as described below in Section F.7..
 - a. **Termination Without Cause with Continuing Service:** If the Board terminates this Agreement without cause and the President continues to serve as President during the Notice Period, then the Agreement will continue to govern the rights and obligations of the Parties during the Notice Period. The President shall remain entitled to compensation and benefits that survive the termination of this Agreement. During the Notice Period the Board shall have the discretion to determine whether the President shall continue to serve as President or to appoint an interim president.
 - b. **Termination Without Cause with no Continuing Service:** If the Board terminates this Agreement without cause and the President does not continue to serve as President during the Notice Period, then the President shall be relieved of all Presidential duties and responsibilities. The President shall continue to receive compensation and benefits as provided in the Agreement during the Notice Period as well as those that survive the termination of this Agreement, except for the Automobile and Housing Stipend and any memberships paid for by the University, which shall cease upon the Board's notice of termination without cause.
 - c. **No Loss of Opportunity:** In no event shall the Board be liable for the loss of any business opportunities or any other benefits or income from any sources that may result from the Board's termination of this Agreement without cause.
 - d. **Effect of Alternate Employment During the Notice Period:** If the President accepts full-time employment with an employer other than the University during the Notice Period, the Board's financial obligations under this Agreement shall cease.
3. **Termination of the Agreement due to the President's Death:** In the event of the President's death during the term of this Agreement, the Agreement shall terminate effective on the date of death. The President's estate shall be entitled to receive all benefits entitled under the University's various insurance plans, as applicable, Deferred Compensation as provided in the Plan Document; and for 60 (sixty) days from the date of death the President's estate shall exclusively receive Base Salary, Base Benefits provided to eligible beneficiaries, and the Housing Stipend. At its sole

discretion, the Board may elect to pay any amounts under this paragraph as a lump sum payment.

4. **Termination of the Agreement due to President's Permanent Disability:** If President becomes permanently disabled during the term of this Agreement, the Agreement shall terminate on the date of the determination of permanent disability and President shall receive all benefits to which President is entitled pursuant to the University's disability insurance plans, as applicable. President's Base Salary, Base Benefits and Housing Stipend shall continue until such time as the long-term disability insurance policy begins according to the applicable policy, or 60 (sixty) days, whichever comes first. For purposes of this Agreement, "Permanent Disability" shall mean the inability of the President to perform the essential functions of the job, including but not limited to the duties contained in Section A. for a period of six (6) months in any one (1) year (12 month) period, with or without "reasonable accommodations" as such term is defined in 42 U.S.C. §12111 (9) as amended and interpreted by courts of competent jurisdiction.
5. **Resignation by the President:** The President may terminate this Agreement by resigning and giving the Board the lesser of: (a) 90 (ninety) days' notice; or (b) notice equal to the number of days remaining under the term of this Agreement. Such notice shall be in writing and delivered as provided in this Agreement. By mutual written agreement, the President and the Board may modify the length of the President's notice of unilateral resignation if it is deemed in the best interests of the University.
6. **Effect of President's Resignation:** The President's employment shall cease on the effective date of the President's resignation. All Presidential salary and benefits contained in this Agreement shall also cease on the effective date of the President's resignation date.
7. **Return to Faculty:** In the event the President resigns his employment as President of the University in a timely manner that is acceptable to the Board, or is terminated not for cause and the President elects to return to the tenured faculty in a teaching, research or service role, the President shall be paid the lower amount of (a) 81.8% of Base Salary or (b) a salary equal to the highest paid faculty member in the college (9 month non-administrative faculty) to which the President is relocating and 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. No other benefits or compensation referenced in this Agreement shall continue other than standard benefits for faculty.

G. Conflict Resolution

1. **Dispute Resolution:** The Board and President agree that if any dispute arises concerning this Agreement that they will first attempt in good faith to resolve the dispute to their mutual satisfaction. If they are unable to do so, the parties agree that any controversy or claim that either party may have against the other arising out of or relating to the construction, application, or enforcement of this Agreement, as well as any controversy or claim based upon the alleged breach of any legal right relating to

or arising from the President's employment and/or termination of employment shall be submitted to non-binding mediation. Within fifteen (15) days after delivery of a written notice of request for mediation from one party to the other, the dispute shall be submitted to a single mediator chosen by the parties in Tampa, Florida. The costs and fees associated with mediation shall be borne by the University. The parties agree to pay their own attorney's fees and costs. Subject to the requirements of law, the University and President will use their best efforts to keep any disputes and any efforts to resolve disputes confidential, informing only their respective legal counsel and other persons who have a good faith need to know basis to receive the disclosed information and will use their best efforts to ensure that such persons do not further disclose any such information. The Board and President agree the mediator may not be a University faculty member or have any material, ongoing relationship with the University.

2. **Arbitration:** If mediation is unsuccessful, any controversy between the Board and President involving the construction, application or enforcement of this Agreement, as well as any controversy or claim based upon the alleged breach of any legal right relating to or arising from President's employment and/or termination of President's employment shall, on the written request of either party served on the other, be submitted to binding arbitration before a single arbitrator from JAMS Panel of Neutrals. JAMS shall provide a list of three arbitrators who are qualified to hear the dispute as determined by the JAMS National Arbitration Committee. Within ten (10) days of receipt thereof, each party shall strike one name from the list, The President shall strike first and notify the Board of such choice and the Board shall strike last. Notwithstanding the foregoing the parties may mutually agree upon a qualified arbitrator or upon a mutually agreed upon neutral to select the arbitrator for them. President and the Board stipulate and agree that any arbitration will be held in Tampa, Florida, pursuant to the *Comprehensive Arbitration Rules and Procedures* (or any comparable rules then in existence) (the "Rules"). Pursuant to the Rules, discovery may include depositions, interrogatories, and document production. In any controversy between the Board and President involving the construction, application or enforcement of this Agreement, the arbitrator must base his/her decision upon this Agreement, and the arbitrator shall not have power to modify, add to or ignore the terms of the Agreement. The written decision of the arbitrator shall be final and binding upon both Parties and may be entered in any court having jurisdiction thereof. Arbitrator compensation and administrative fees shall be borne equally by the parties. The Parties agree to pay their own attorney's fees and costs. The Parties may mutually agree to extend any deadlines specified in this Section.
3. **Effect of ADR on Other Processes:** The pendency of any matter arising under this Agreement shall not operate to impede, preclude, or delay the Board from taking the action complained of or otherwise exercising its rights under this Agreement.

H. Notice Provisions

- **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, USF Board of Trustees
4202 East Fowler Avenue, CGS 401
Tampa, Florida 33620

With a copy to:

General Counsel
Office of the General Counsel
4202 E. Fowler Avenue, CGC 301
Tampa, Florida 33620

If to the President:

President Moez Limayem
Office of the President
4202 East Fowler Avenue, CGS 401
Tampa, Florida 33620

With a copy to President's Personal Representative:

I. General Terms and Conditions

1. **Entire Agreement; Modification:** This Agreement constitutes the entire understanding of the parties and supersedes all prior or contemporaneous representations or agreements as of the Effective Date, whether written or oral, between the parties. There are no other promises, understandings, obligations, inducements, undertakings, or considerations between the parties or owed by either party to the other that are not set forth in this Agreement or explicitly referenced herein. This Agreement cannot be amended, modified, or changed other than by express written agreement by the parties hereto.
2. **Severability:** The terms of this Agreement are severable, meaning that if any term or provision is declared by a court of competent jurisdiction to be illegal, void, or unenforceable, the remainder of the provisions shall continue to be valid and enforceable to the extent possible.
3. **Governing Law and Venue:** This Agreement shall be interpreted and construed in accordance with the laws of the State of Florida. Venue for any action arising under this Agreement, including but not limited to an action seeking enforcement of an order pursuant to Section G. of this Agreement, shall be in Hillsborough County, Florida.

4. **Understanding of the Agreement:** Both the President and the Board represent that they have thoroughly read this Agreement, that they have had full opportunity to consult with legal counsel of their choice and 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.
5. **Public 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.
6. **Waiver:** No delay or failure to enforce any provision of this Agreement shall constitute a waiver or limitation of rights enforceable under this Agreement.
7. **Assignability:** This Agreement is not assignable, but shall be binding upon the heirs, administrators, personal representatives, successors, and assigns of both parties.
8. **Counterparts and E-Signatures:** This Agreement may be executed in one or more counterparts, each of which shall be deemed an original but all of which shall constitute one and the same instrument. This agreement may be executed with e-signatures.
9. **Insurance and Indemnification:** The President shall be indemnified by the University on the same terms and conditions enjoyed by the Board and University employees operating within the course and scope of their employment. Said coverage shall survive termination of this Agreement as to matters relating to actions while serving as President.
10. **Statement of NCAA Compliance:** The National Collegiate Athletic Association ("NCAA") Bylaws require that certain language be included in the employment agreements of specified employees of Division I member institutions, including presidents. Accordingly, without limitation of the other obligations in the Agreement and University regulations, policies and procedures, the President (a) agrees to cooperate fully (within the meaning of NCAA Bylaws) in the NCAA infractions process, including the investigation and adjudication of potential infractions of any NCAA requirement, and (b) acknowledges that any individual found to be in violation of any NCAA requirement may be subject to disciplinary or corrective action, including possible suspension without pay or termination of employment.
11. **General Cooperation Covenant:** Without limitation of the obligations specified in the Agreement and/or this Amendment and applicable University regulations, policies and procedures, The President agrees to cooperate fully in any review or investigation involving University matters in which the President may possess pertinent information. This obligation shall survive the expiration or earlier termination of this Agreement.

12. **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" as used herein, where applicable or appropriate, shall be deemed to include or refer to any duly authorized board, committee, officer, or employee of said entity. Whenever the context requires, the masculine shall include the feminine and neutral, the singular shall include the plural, and conversely. The Term "Section" as used in this Agreement refers to the entire like numbered series of paragraphs. For example Section G. refers to all paragraphs in Section G.

J. Execution of Agreement

IN WITNESS WHEREOF, the President and the authorized representative of the University of South Florida Board of Trustees have executed this Agreement on this ___ day of November 2025.

President

**University of South Florida
Board Of Trustees**

**By: Moez Limayem
USF President & Ceo**

**By: Will Weatherford
Chair, USF Board of Trustees**

UNIVERSITY of SOUTH FLORIDA

