Board of Trustees  
Strategic Initiatives Committee  

DRAFT  
Meeting Minutes  

Thursday, January 19, 2017  
11:18 a.m. - 12:58 p.m.  
Marshall Student Center, Room 3707  
Tampa, Florida  

Present:  
Committee Members: Hal Mullis, Chair; Scott Hopes, Vice Chair (via telephone); Mike Carrere; Stephanie Goforth; James Stikeleather; Nancy Watkins; Bob Churuti (USFSP Community Liaison)  
Trustees: Brian Lamb, James Geary, Christopher Griffin  
President: Judy Genshaft  
Senior Vice President: Edmund Funai  

I. Call to Order and Comments  
Chair Hal Mullis called the meeting to order at 11:18 a.m. and welcomed Mr. Bob Churuti as the newly appointed Community Liaison representing USF St. Petersburg.  

II. Public Comment Subject to USF Procedure  
There being no public comments, Chair Mullis proceeded to New Business.  

III. New Business – Action Items  

Approval of the November 17, 2016 Meeting Minutes  
Chair Mullis requested a motion to approve and that Dr. Sandra Stone’s name be corrected in the Minutes. The Motion to approve was made by Trustee Goforth and seconded by Trustee Stikeleather. There being no further changes, Chair Mullis requested a vote and the November 17, 2016 Minutes were unanimously approved, as amended.  

IV. New Business – Information Items  

a. Tampa General Hospital Joint Operating Agreement Update  
Chair Mullis moved this Agenda item to first in order and introduced Board guest, Mr. Steve Short, interim CEO of Tampa General Hospital (TGH).
Dr. Charles J. Lockwood, Senior Vice President of USF Health and Dean of the Morsani College of Medicine, noted ongoing collaborative discussions between USF Health and its partner, Tampa General Hospital, with the goal of adopting a comprehensive Joint Operating Agreement to further strengthen USF’s working relationship with TGH. Dr. Lockwood emphasized this opportunity to forge a transformative model between a great academic medical center and a great teaching hospital to form a true academic medical center to facilitate teaching and healing. Dr. Edmund Funai, responding to previous trustee questions, noted that, while the USFH/TGH history had been of a transactional nature (with over 200 separate contracts currently in place), leadership of both USFH and TGH (Mr. Short) are committed to bringing the two parties closer together (despite the complexity of the relationship.) Chair Mullis confirmed USF’s commitment to pursuing a better, stronger relationship with TGH, expressed optimism about progress and thanked Mr. Short for his contribution to the process.

b. Office of Corporate Partnerships

Senior Vice President Paul Sanberg announced the creation of the new USF Office of Corporate Partnerships. He stated that the proposal was a draft/work-in-progress and included two minor revisions (responsive to feedback) which the publicly available version being reviewed today reflected.

The need for this Office was identified based on community and USF leadership feedback on the difficulty of navigating the large and complex USF System for external individuals/groups attempting to identify possible areas of corporate partnership (such as in research) with USF. Its establishment has also been guided by President Genshaft and informed by models of current successful national programs (e.g., N.C. State’s Centennial Campus).

Senior Vice President Joel Momberg emphasized the relationship between development of such partnerships and philanthropic efforts and that a dual operating structure is planned with two co-directors: one working primarily with the community to develop partnership pathways and one primarily addressing building those partnerships within the USF System, identifying and utilizing the entirety of System resources available. He stated that an interdisciplinary and inter-unit working board would be created to assist in advising the office on direction, now and in future.

Trustee Stikeleather noted the need for coordination with Trustee Zimmerman’s branding initiatives to relay and maximize unique areas of excellence with the USF System to engage possible corporate partners and asked what the Trustees could do to support the office’s outreach to industry. Trustee Hopes recommended appointment of a Committee member to serve as a liaison and resource to the office and Trustee Stikeleather agreed to serve in that role.

Trustee Goforth stated that the full Board needs to be engaged in this initiative and confirmed full participation of the regional institutions. Board Chair Lamb expressed
strong support and noted the highly competitive environment, which requires “telling our story” to economic development organizations and other potential stakeholders at a state, community and key partner level.

Following the proposal discussion, Dr. Sanberg presented Trustee Stikeleather with a plaque of membership into the USF Chapter of the National Academy of Inventors, in recognition of Trustee Stikeleather’s patented inventive work.

c. **Health-related Professions Consortium**
Vice President Steve Prevaux, USF System Ombuds, introduced the System collaboration mission and explained his role was to facilitate the efforts of the consortium creation/management group, which consists of Regional Chancellor Sophia Wisniewska and her USFSP team (Drs. Mark Durand and Terri Osborn), USFSM Regional Chancellor Sandra Stone, USF Health’s Drs. Ed Funai, Donna Petersen, and Executive Vice President and Provost Ralph Wilcox.

Responding to President Genshaft’s mandate to bring system wide efforts to fruition, this consortium was created to leverage current student success undertakings by coordinating and enriching current curricular offerings in health-related fields at various USF System sites; all designed to stimulate job creation/growth for USF’s graduating students.

Following the order of slides in the PowerPoint presentation, Dr. Wisniewska identified opportunities for these new programs within the current System educational framework. Dr. Funai continued by covering key elements of this proposal and noting that, initially, a manager of this process might be named to ensure successful launch. Dr. Stone presented the benefits of the proposal and Dr. Wilcox relayed critical next steps.

Trustee Goforth thanked all for their exceptional team efforts (as illustrated by the presentation itself) and Trustee Stikeleather asked that a summary report be presented later, addressing progress and outcomes with accentuation on the strengths of each participating institution/college.

d. **St. Petersburg Campus P3 Project Update**
Regional Vice Chancellor Joe Trubacz provided an update on the current status of the public/private partnership process, including the letting of an invitation to negotiate. The project is on schedule.

e. **Informational Updates**
Trustee Chair Lamb updated the Committee on a recent meeting, which was noticed and included Trustees Hopes, Goforth, Shinn, and Watkins, together with President Genshaft and other USF leadership (including USF Government Relations Director Mark Walsh), in preparation for the upcoming Florida legislative session. He relayed a Florida House of Representatives process that, while new, will have no effect on USF’s current rigorous internal process, which already includes Board of Trustee review and approval of PECO
projects. He highlighted the need to be considerate of the new legislative process, current projects on USF’s capital outlay list, and the need for transparent, frequent communication with the Florida Board of Governors, who are attuned to funding all worthy SUS needs with limited resources.

Trustee Lamb requested that the Committee receive a comprehensive update on the development process of the new USF System strategic plan at the next Committee meeting on February 16 and asked for a very brief update from Dr. Ed Funai (who is coordinating the plan’s development). Trustee Lamb added that his goal was to have a document that would illustrate what “success looks like” and have the effect of elevating the USF System brand.

In that context, Dr. Funai reported that work on the branding Request for Proposals process is proceeding. When a vendor is selected, via process, they will assess USF brand status and make recommendations with such information to be utilized within the System plan. A committee has been organized to represent all USF System institutions, colleges and areas for this overall plan development. A meeting of key stakeholders is set for January 31 and a consultant may be engaged to assist. As part of the process, the Trustees will be informed of future individual meetings with the committee and a consultant, seeking their input for inclusion in the final document. Dr. Funai anticipates a serviceable draft will be ready by the May 18, 2017 meeting of this Committee.

V. Adjournment

Chair Mullis thanked all presenters and attendees and adjourned the meeting at 12:58 p.m.

Minutes prepared by Cheryl Lesko, Roberta Burford and Judy Lowry
OCP = Office of Corporate Partnerships
Executive Summary

For universities across the nation, a doorway, to expanded financial support and crucial resources from the corporate world, beckons.

It is a portal through which industry can gain access to institutions of higher learning and forge mutually beneficial alliances. This important point of entry exists increasingly on campuses across America in the form of robust research parks, developed through the active engagement of strategic business partnerships, and strong corporate relations programs. These parallel initiatives can create an opening to boundless opportunity, allowing companies and universities to connect in dynamic and highly productive new ways.

Vibrant research parks unite business with a university’s faculty, researchers and students in an invaluable, on-campus collaboration—ultimately uplifting the corporate and academic partners, and the community as a whole.

The corporate relations programs, meanwhile, facilitate what is often a confusing process for industry in its quest to align with universities. A successful corporate relations program may be thought of, in one sense, as an ultra-concierge service—pairing businesses seeking a relationship with the university with the right program for them, and eliminating the potential frustrations a prospective community partner might encounter navigating a complex system, eventually giving up.

It has become clear in recent years that research parks and corporate relations programs, dedicated to developing and managing top-level business prospects, are the future of universities in this country. And the time has arrived for the University of South Florida to create and implement its own program to address this trend.

In alignment with the USF System Strategic Plan, we propose establishing the Office of Corporate Partnerships, a multifaceted entity that will fuel our exciting upward trajectory at USF by performing several essential functions:

- Create additional business partnerships and attract more companies to USF’s Research Park to build their own offices and labs, where USF faculty, students and industry can collaborate on leading-edge projects and products.
- Ensure consistency, clarity and a seamless experience when a company wants to become involved with other parts of the university, from individual colleges to specific programs.
- Proactively identify and seek out potential industry partners in the community to partner with USF.

As USF builds on its successes of recent years, we need to ensure that corporate dollars have a smooth pathway to flow into the USF System. One key way to accomplish this is by capitalizing on our stellar research reputation, fueled by a ranking of 28th in the nation among public universities and in the Top 50 among all universities, public and private, in research expenditures, as well as a Top 10 standing among public universities in generating new U.S. patents for six straight years.
Enormous potential exists for expanding our research relationships in the business community, in accordance with the USF System Research Strategic Plan of 2017-2021, a blueprint for growth and success from the regional to the national stage and built on the three pillars: collaboration, impact and visibility.

The strategic plan, uniting all research efforts throughout the USF System, underlies our mission to increase the corporate presence on campus—following the rewarding path of North Carolina State University and its burgeoning Centennial Campus; Washington University’s Olin Business School’s Office of Corporate Relations; the University of Wisconsin-Madison’s Office of Industry Engagement; The Ohio State University’s Corporate Engagement Office; the University of Michigan’s Business Engagement Center; and the University of California, Davis’ Office of Corporate Relations, focusing on research development and business development, and many others.

According to the National Research Council, in Understanding Research, Science and Technology Parks: Global Best Practices: “Research parks are seen increasingly around the world as a means to create dynamic clusters that accelerate economic growth and international competitiveness. They are widely considered to be a proven tool to encourage the formation of innovative high technology companies. They are also seen as an effective means to generate employment and to make existing companies more competitive.”

In one example of North Carolina State University’s success with its Centennial Campus undertaking, the university entered into a six-year, $10 million agreement with Eastman Chemical Company to conduct cutting-edge research in chemistry, materials science and other scientific endeavors. This is just one instance of many—and we will share more.

The bottom line is this: Developing an infrastructure to attract and secure investments from companies in the community will bolster USF in myriad important ways—generating more research funding, greater access to highly specialized facilities, in-kind gifts, jobs and internships for students, fellowships, corporate foundation funding, event sponsorship, philanthropy, and much more.

Yet it’s not just about the opportunities this will afford us—it’s that we can’t afford to miss this opportunity to move forward into a bold future.

This document will examine how the program can work to our fullest advantage at USF, and why we need to move forward with thoughtful and deliberate speed in making it happen. The door to a strong, prosperous future awaits.

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The need for an Office of Corporate Partnerships grows out of a common interest today between corporations and universities. In a challenging financial climate, with the continuing reality of substantial federal cuts in research, universities must do all they can to expand sources of support from the business sector—a point made loud and clear by the Network of Academic Corporate Relations Officers (NACRO) in a detailed report five years ago.

NACRO members concluded that universities were less successful in approaching companies strictly for philanthropic support; that corporations were increasingly pushing back against those requests and instead seeking relationships offering a potential business value. The bottom line is that many companies now view themselves more as investors and partners with research universities such as USF. They are looking to these institutions for a wide range of benefits—such as future employees, sponsored research collaborations, new technology, employee training/executive education, licensing opportunities and joint proposals for federal funding.

Corporate relations programs are essential in guiding possible industry partners in this quest. With the proper system in place, the programs become a “one-stop-shop” for an interested party. Often, corporate representatives don’t know the best college within a large university to contact about a specific idea and can get lost within the maze of possibilities.

We know from anecdotal evidence conveyed by external partners—such as the USF Board of Trustees and the Chamber of Commerce—that businesses have walked away from USF, explaining that they experienced too much difficulty in their attempts to connect with us to explore a project or proposal. We are a large, complex system and few on the outside know how to engage us. That’s the value of partnership/corporate relations programs, offering a centralized, holistic approach that can be the difference between keeping a possible business partner and losing one.

In addition, individual colleges have their own specific needs and financial circumstances and may not have an over-arching perspective of where a company will best be served within the university. This is where our new office will serve such a vital role: ensuring that the optimum connections with the right college or program are made, nurtured and developed into a lasting relationship that might eventually take a philanthropic turn as well.
Building on our Research Assets

Research is a powerful driver of our proposed Office of Corporate Partnerships. As such, our plan is to locate the office within the USF Research Park, where ample space exists to establish a base of operations. A multitude of partnerships already exist and the potential for developing more is vast.

The new office will be a catalyst in bringing more companies to the USF Research Park, spread the USF Research & Innovation brand and continue developing programs with the private sector. The list of companies affiliated with USF Research & Innovation over the past five years numbers more than 800, from A (Abbott Laboratories) to Z (ZioPharm Oncology, Inc.). We need to retain those companies and expand the list, cultivating relationships with such local giants as Tech Data and Jabil Circuits, and explore new ways to partner with them while continuing to recruit companies elsewhere.

“We want to create a culture that encourages faculty to work with companies, and with the private sector to do research – to do new educational programs,” says Senior Vice President for Research, Innovation & Economic Development Paul Sanberg. “And we want to create more opportunities for our students to have paid internships. All of these things are absolutely important to us.”

The timing could not be better for the creation of our Office of Corporate Partnerships given the new economic impact report issued by a leading national firm, the Washington Economics Group (WEG). The report found that USF’s Innovation Enterprise infuses $400 million into Florida’s economy each year, sustaining more than 3,000 jobs and returning more than $52 million in tax revenue to local, state and federal coffers.

WEG singled out three areas that promote economic development, defining them as “USF’s Innovation Enterprise”: (1) the USF Research Park and its community environment for companies and organizations interested in partnering with USF; (2) the Tampa Bay Technology Incubator, which supports university spin-out companies, student-founded companies and new community start-up companies; and (3) the Technology Transfer Office, which facilitates the commercialization of intellectual property.

“The University of South Florida has become a leader in cutting-edge research and commercialization of new products … and partnerships in the state of Florida and nationwide,” WEG wrote. “This positive development generates significant economic development impacts for the Tampa Metropolitan Statistical Area (MSA) and throughout Florida.”

The WEG report highlighted benefits of USF’s Innovation Enterprise that go far beyond the university’s boundaries—making a significant impact on the region and beyond:

- Creating an innovation economy for the 21st century
- Increasing employment opportunities and the retention of talent in high-wage, high-skill occupations
- Providing a business environment that attracts new companies to the Tampa MSA

Furthermore, WEG concluded that “USF’s Innovation Enterprise is essential to the State’s economic development and its competitive positioning in the global marketplace, as it drives research dollars into sustained economic growth, creating high-wage, high-skilled jobs for the Tampa MSA and Florida economies.”

For example, of the 3,000-plus jobs that have been created by USF’s Innovation Enterprise, 2,425—or 80 percent—are categorized as “knowledge-based” services. These high-wage, high-skilled jobs are targeted by Tampa Bay leaders in their economic development strategies, while also attracting innovators and high-wage industries to the area.
These findings reveal what we already know about USF’s enormous, far-reaching impact in research and innovation. But this report also underscores how a new office—one devoted to marshaling new corporate partnerships with our thriving research efforts—would serve the university well in numerous ways: sharing revenue, investments in USF and joint research (such as Jabil’s work with USFSP students on a product that can detect whether a grouper sandwich is really made with grouper, or being sold under false pretenses).

Our Office of Corporate Partnerships will spur further economic growth in the region, reflecting key goals of the USF System Strategic Plan (2013-2018): (1) high-impact research and innovation to change lives, improve health, and foster sustainable development and positive societal change; (2) a highly effective, major economic engine, creating new partnerships to build a strong and sustainable future for Florida in the global economy; and (3) sound financial management to establish a strong and sustainable economic base in support of USF’s continued academic advancement.

“With this investment now,” notes Sanberg, “here’s what we expect to see: If it costs us some $500,000 to start this office, in several years we could generate millions in new opportunities.”

The metrics underscore the impact we have had and will continue to have in translating intellectual property into products, industry collaboration, software services, start-ups, processes and policies that improve the human condition—including supporting economic development and job creation.

For example, annually, fiscal year research expenditures grew from some $270 million in 2005 to approximately $500 million in 2014; U.S. patents increased from 16 issued in 2002 to 113 issued in 2014; license agreements jumped from only seven in 2003 to 119 in 2015; and start-ups ballooned from just one company launched in 2002 to 11 in 2015.

Just imagine how those numbers will grow with the active engagement of our new office, cultivating new corporate relationships and bringing more companies into the USF fold than ever before.
The Real Estate Component

An important layer to our concept—expanding the corporate real estate presence on campus—follows the models used with great success by others. At USF, some 60 corporate partners currently utilize space in the tall, red USF CONNECT building in the USF Research Park. To maximize partnership potential, the USF Research Park must expand with new buildings and company bases.

“We cater to small and medium companies, but it would be nice to attract some major companies to campus to construct their own buildings,” stresses Sanberg. “Many of them aren’t doing their own research and development anymore, and we can help them significantly with that.”

The local economy also stands to benefit, according to a survey in a comprehensive report by the Association of University Research Parks. In essence, the report concluded that research parks are not simply real estate endeavors but relationship and community builders, adding: “While university research parks do involve commercial real estate activities, it is commercial real estate with a purpose. And that purpose is to advance regional innovation ecosystems.” Interestingly, the highest-ranked survey result of goals and objectives matched our USF Research Park choice: “Create an environment that encourages innovation and entrepreneurship.”

Evidence abounds to support the impact and growth of university research parks:

- The Association of University Research Parks (AURP) notes that 14 research parks were built between 2008-2012, encompassing a total of 3.2-million square feet and resulting in attracting more than 3,500 jobs. Furthermore, research park tenants do business with suppliers around the region, state and country. This creates a ripple effect, compounding the far-reaching economic impact of research parks. The association’s report calculated that the total of 379,754 research park jobs in 2012 were estimated to support an additional 561,504 jobs throughout the U.S. and Canada.

- According to the AURP report, the nearly 6,500 jobs in the University of Arizona Science and Technology Park supported a total of 14,300 jobs in surrounding Pima County, generating $2.7 billion in economic activity, a telling case in point.

- Our recent visit to North Carolina State University’s Centennial Campus was extremely informative. With the motto “Building the Bridge between Industry, Government and Academia,” the Centennial Campus serves as a research park and educational home on university property. It provides office and lab space for 60 corporate, government and not-for-profit entities, along with four college campuses. In order to lease the space, the partner must be connected to a university program in some form, such as collaborative research with faculty or utilizing students for internships or part-time employment (a requirement that is also in place at the USF Research Park).

  The Centennial Campus was honored recently by the Association of Public and Land-grant Universities for “creating a self-sustained city” that includes research facilities, industrial offices, and both residential and retail properties. The Centennial Campus has also attracted industry in such high-growth fields as nanotechnology, smart energy grids and wireless networking, leading to relationships with IBM, Cisco and Siemens.

- This summer, The Ohio State University announced plans to hire three senior directors of corporate relations in a newly organized Corporate Engagement Office, tasking the directors to act as liaisons for 1,400 companies that do business with the university. In an online business journal story about the revamping, Corporate Engagement chief Matt McNair underscored the national trend, “Corporate relations (programs) are evolving between companies and universities across the country.”
At the University of Michigan’s Business Engagement Center, new research is being conducted with industry partners, faculty and students on driverless car technology in both urban and suburban environments. The program offers a high-tech, real-world testing facility second to none.

One of the nation’s most successful university research parks is located at the University of Wisconsin-Madison. It includes 37 buildings totaling 1.8 million gross square feet, and is home to more than 125 companies with nearly 4,000 employees—anchored by Madison Gas and Electric. It houses the university’s Office of Corporate Relations, which connects emerging companies to UWM’s research park. Within that structure, the university’s Office of Industrial Partnerships has total business-related sponsorships of $34 million.

A highly developed research park represents the ultimate win-win situation for the University of South Florida. Companies will get a steady flow of talented USF interns and access to USF’s acclaimed research, expertise and creative culture. And USF will benefit from the steady flow of corporate investment dollars into our programs across the board.

Unlike urban centers such as Atlanta, which boasts Emory University, Georgia Tech and Georgia State, or Philadelphia with seven competing institutions, we are the research university in Tampa Bay. And we are one of the best anywhere—positioned to elevate this region to the next level, while greatly enhancing our own stature.

Advancing Relationships

Hiring the right people for the Office of Corporate Partnerships positions is critical. These individuals will truly be the open door into the University of South Florida, tasked with pro-actively seeking prospective business partners for USF and building powerful relationships, while fielding incoming inquiries to partner with various colleges and programs.

We propose two directors, working jointly, under the guidance of senior leadership from USF Research & Innovation and the USF Foundation: a corporate relations director overseeing potential partnership opportunities for the individual colleges within the USF System, and a strategic partnerships director to build new relationships with companies in the community and increase the corporate footprint in USF’s Research Park.

The directors, ideally seasoned veterans deeply acquainted with the university and its college leadership, will find out what a company wants to achieve and then determine the best place for a relationship to take root and flourish. These two directors will need to establish a strong working relationship with each other, constantly communicating their initiatives and plans to preserve a smooth, efficient operation as our corporate partners grow in numbers. Working out of a central office—in space ready to be converted in the Research Park—will serve them well.

The corporate relations director will be a person able to apply insight in making determinations with the big picture in mind. While an individual college may not have the information at hand to realize that another college could be a more suitable fit for a prospective partner, the director will be equipped with this knowledge, and be able to personally—and objectively—make determinations on the most advantageous way to proceed. This built-in oversight is essential in eliminating the possibility of confusion and frustration on the part of prospective partners, increasing the chances for a successful outcome. Without oversight, opportunities to partner could easily disappear.
A substantial advancement-related benefit will underlie the efforts of the corporate relations director, a point made emphatically in the NACRO report: “Corporations are seeking university partners who can provide solutions to their problems. Over time, the amount of truly philanthropic support a university receives from a company will depend in part on the number and quality of these non-philanthropic engagements. … As the company builds trust with the university and the relationship deepens, more engagement opportunities arise. It is instructive to note that major philanthropic gifts usually result only after the relationship is well established and mature.”

In other words, our corporate relations director—and the new office as a whole—will increase the likelihood of substantial philanthropy. It is a natural byproduct of serving as the point of contact, finding the right home within the USF System for an interested business, and cultivating a relationship with an advancement perspective.

In the long run, whether this relationship results in a donation or not, it is a winning proposition for the university and for business. As the NACRO report notes, “The corporate relations office plays an important role bridging the corporate and academic worlds, recognizing that in order to be sustainable, a university-company collaboration must be based on business needs while still aligning with the priorities of the university.”

Furthermore, this individual will, among other things: (1) work with both parties to develop collaborations that support the goals of each partner; (2) help all stakeholders identify shared goals and initiatives; (3) ensure that collaboration goals are fulfilled; and (4) assist faculty and administration in clear communication with corporate partners to ensure a positive result.
Next Steps

Moving forward with our plan will, initially, require important decisions in staffing and structure—starting with the hiring of two directors, who will report jointly to Senior Vice President for Research, Innovation & Economic Development Paul Sanberg and USF Foundation CEO and Senior Vice President for Advancement Joel Momberg.

While both directors will work directly with both Senior Vice Presidents, given the potential for philanthropic investment, fundraising and an advancement presence, we anticipate that Senior Vice President Momberg will also work closely with the corporate relations director. However, the office is structured to ensure that all work together, as a team, in complete communication and alignment.

The new office will also need a contract specialist to handle the legal side of securing increased corporate and real estate involvement (depending on expertise, this could potentially be part of the portfolio of the strategic partnerships director). Administrative support will be needed, however, we do not anticipate requiring a large team in order to operate effectively.

We anticipate a budget for the first year of approximately $370,000 for salaries plus fringes and $130,000 for rent, operations, events and travel, for a total of approximately $500,000.

Every university is different and there is no “one-size-fits-all” approach to building the best-equipped program. But one key element for every successful corporate relations university operation, as stressed by the NACRO report, is support from the highest levels of university leadership. Presidential and upper leadership support will underscore the scope and authority of this newly formed entity and guarantee its effectiveness as it intersects with many different areas of the university. These System-wide areas include vice presidents, regional chancellors, deans, associate deans for research, chairs, development officers, internship directors, and community engagement professionals, among others, who will all have a role in the ongoing development of the new office. Proposed direct reporting chart to leadership and the President:
USF System Strategic Plan Alignment

The Office of Corporate Partnerships supports the USF System’s Mission, Vision and Values, and directly aligns with the goals of the USF System Strategic Plan 2013-2018 and the USF System Research Strategic Plan 2017-2021. It also aligns with the Morsani College of Medicine Strategic Plan 2016-2021, specifically Strategy 4, achieving a stable economic base and supporting community engagement and investment.

USF System Mission, Vision and Values

The intent and development of the Office of Corporate Partnerships is in alignment with the USF Mission of supporting student success and the four key elements of our Vision of USF as an institution dedicated to:

- Student access, learning, and success through a vibrant, interdisciplinary, and learner-centered research environment incorporating a global curriculum;
- Research and scientific discovery to strengthen the economy, promote civic culture and the arts, and design and build sustainable communities through the generation, dissemination, and translation of new knowledge across all academic and health-related disciplines;
- Partnerships to build significant locally- and globally-integrated university-community collaborations through sound scholarly and artistic activities and technological innovation; and
- A sustainable economic base to support USF’s continued academic advancement.
The new office will support USF’s Values, specifically:

- High-impact scholarship, research, and creative activities;
- Global research, community engagement, and public service;
- Social, economic, and environmental sustainability;
- Success and achievement of its students, faculty, staff, and alumni; and
- Entrepreneurial spirit, partnerships, and innovation.

**USF System Strategic Objectives and Goals**

When implemented, the Office of Corporate Partnerships will support USF’s strategic objective to be a leader in improving the quality of community enrichment and increasing employment opportunities in Florida, the United States and the global economy to ensure student success and an organization with an even stronger sustainable economic base.

The Office also directly supports the USF System’s strategic goals:

1. Well-educated and highly skilled global citizens through our continuing commitment to student success;

2. High-impact research and innovation to change lives, improve health, and foster sustainable development and positive societal change;

3. A highly effective, major economic engine, creating new partnerships to build a strong and sustainable future for Florida in the global economy; and

4. Sound financial management to establish a strong and sustainable economic base in support of USF’s continued academic advancement.
The Office of Corporate Partnerships supports the USF System Research Strategic Plan, specifically in regards to Goal #2, Visibility and Goal #4, Impact. Goals #1 and #3, which address academic rankings and internal collaboration, while not directly impacted by the partnerships which will be created through this new office, will nonetheless receive benefit from the increased opportunities created for our faculty, students and staff. Specific metrics and tactics delineated within the USF System Research Strategic Plan support the success of the new office, including:

**Research Goal #2 – Visibility:** Increase our national and international reputation for research and innovation activities

1. **Strategy – Increase visibility of USF System research**
   - Tactic – Define the research and innovation brand. (USFRI, UCM)
   - Tactic – Enhance communication of research to the public. (UCM, Academic Affairs, USF Health, USFRI)
   - Tactic – Develop an easy-to-browse webpage proclaiming USF’s achievements. (UCM)

2. **Strategy – Increase opportunities for connection with external peers**
   - Tactic – Encourage hosting of national and international conferences and workshops. (Academic Affairs, USF Health, USFRI)
   - Tactic – Cultivate strategic relationships with elected representatives, media, thought leaders, and alumni. (UCM, Government Relations, Alumni Affairs, Advancement, USF Health, USFRI)
   - Tactic – Engage and take external leadership roles in peer groups. (Academic Affairs, USF Health, USFRI)

**Research Goal #4 – Impact:** Increase the application and economic and social impact of USF research

1. **Strategy – Cultivate a startup culture**
   - Tactic – Build on the National Science Foundation (NSF) Innovation Corps, or I-Corps, program at USF to train faculty and students. (USFRI, Academic Affairs, USF Health)
   - Tactic – Build small business funding opportunities. (USFRI)
   - Tactic – Institute an early stage fund, supported through private donations. (Advancement, USFRI)
   - Tactic – Initiate a USF fundraising campaign to support seed capital and follow-on venture investment. (Advancement, USFRI)

2. **Strategy – Foster university-industry collaborations**
   - Tactic – Increase the pipeline from translational research to products. (USFRI, Academic Affairs, USF Health)
   - Tactic – Continue building on the incubation support. (USFRI, Academic Affairs, USF Health)
   - Tactic – Expand and network existing executive-in-residence programs. (USFRI, Academic Affairs, USF Health)

3. **Strategy – Build strategic research partnerships among local organizations**
   - Tactic – Expand effective agreements with more local/regional partners. (USFRI, USF Health)
   - Tactic – Engage actively with regional organizations including economic development agencies such as Tampa Bay Partnership and local and regional EDCs, hospitals, military, veterans, governmental agencies, etc. (USFRI, Academic Affairs, USF Health)
4. **Strategy – Enhance community-engaged research and economic development**
   - Tactic – Connect with unique population groups from the region. (Academic Affairs, USF Health)
   - Tactic – Increase business development and incubation. (Academic Affairs, USF Health, USFRI)
   - Tactic – Create a dynamic live/work/play environment. (USFRI, USF Research Foundation)
   - Tactic – Work with community partners to enhance the area surrounding the university, and downtown. (USFRI, USF Research Foundation, Academic Affairs, USF Health)

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**Opening the Door to Success**

The Office of Corporate Partnerships is precisely the vehicle we need to build on our spectacular successes. The office will ensure that we will continue making a profound impact in multiple ways: boosting the regional economy; creating an invaluable collaboration between industry, faculty and students; increasing the potential for the kind of transformative philanthropy that can result from deepened corporate relationships; and further elevating our national and global stature and reputation.

It all starts with opening a new door, one through which industry can join us in building a bright future.
University of South Florida System
(Tampa, St. Petersburg, Sarasota-Manatee)

- USF Students & Interns
- USF Graduates & Alumni
- USF Faculty & Staff
- USF Colleges & Departments
- USF Inventors
- USF Start-ups
- USF Incubators
- USF Research Park
- USF Technology Transfer Office
USF Board of Trustees  
Strategic Initiatives Committee  
January 19, 2017

Issue: USF System Health-related Professions Consortium

Proposed action: Informational

Executive Summary:

Due to increased need for highly educated and trained population health and healthcare workers in Florida and beyond, USF system components have formed a Consortium to consider new educational pathways to address that need.

The Consortium has identified key elements of physical location, operational and collaborative oversight (including leadership use and recruitment), program and student credit hour “homes”, reviews and approvals, award of degrees and any necessary accreditation considerations.

In this presentation, they relate their efforts to date to maximize efficiency of this initiative, outlining benefits and opportunities and seek strategic guidance from this Committee on those efforts and how to proceed.

Financial Impact: To be determined.

Strategic Goal(s) Item Supports: Goal Nos. 1 (student success); 2 (generation, dissemination and translation of new knowledge across disciplines; (3) university and community collaborations; and (4) identification of sustainable economic bases.

Committee Review Date: January 19, 2017
Supporting Documentation Online (please circle): Yes No
USF System or Institution specific: USF
Prepared by: Strategic Initiatives Committee Staff
USF System Consortium for Health-Related Programs – a Collaborative USF System Initiative
The Opportunity

- Continued growth and changing demands in population health and health care present a clear transformative opportunity for the USF System to form a consortium to consider new educational pathways for skilled personnel, improve student experience and meet current and emerging needs in our surrounding communities.

- There continue to be shortages in the health care workforce even as it changes and new career pathways emerge. Jobs in the health care industry are expected to grow from 15.6 million to 19.8 million between 2010 and 2020.

- An increasing number of those jobs will require people with bachelors and graduate degrees.
Current State

• The USF System currently addresses some of these needs, but lacks focused coordinated planning across all its member institutions in a collegial and effective informal manner.

• USF St. Petersburg brought forward the concept of a collaborative approach.

• Going forward, a USF System Consortium for Health-Related Programs creates an essential, collective mechanism to assure the best educational preparation and employment of undergraduates from across the System.
Key Elements

• Preferred physical location at USF St. Petersburg pending funding.
• Operational oversight by a system coordinating committee.
• Collaborative oversight by a leader reporting to the Coordinating Committee, streamlining academic and financial planning through one collective unit comprised of:

  ✓ USFSP and USFSM Regional Vice Chancellors for Academic Affairs
  ✓ Deans of USF Health Colleges
  ✓ a representative from USF Tampa and the COO of USF Health
  ✓ One additional Dean from each of the three (3) entities outside USF Health to be selected from an appropriate college or academic unit.

This group (the “Coordinating Committee”) would consider, review and approve new programs, and consider any needs related to required accreditations.
• Joint recruitment of the system leader.
Key Elements

• Any USF System Institution can put forth a proposal for an accredited program. That institution would be the “home” institution for the program.

• **Faculty Reporting**
  The following reporting lines will be established:
  ✓ Departments or programs would report to the home institution’s Dean or other relevant supervisor;
  ✓ Program Director or Area Chair would report to the home institution’s Dean or other relevant supervisor;
  ✓ May offer joint appointments to faculty - appointments would be in their existing college or academic unit;
  ✓ Faculty would adhere to tenure and promotion guidelines at their academic home institution.
Key Elements

- Student Credit Hours and performance metrics would accrue to the “home” institution.

- Degree would be granted by the home institution.

- The Coordinating Committee would determine any needs related to required accreditations and USF Health would assist in all accreditation processes.
Benefits

• Local autonomy of “home” or sponsoring institution of a program would be maintained, as well as financial and performance credit.

• Health professions growth would occur in a coordinated fashion.

• Transparent coordination of effort and responsibility for new programs prior to APAC and BOT review and approval.

• Expected Increase in percentage of Bachelor’s graduates enrolled or employed

• Expected Increase in median wages of Bachelor’s graduates employed fulltime in Florida one year after graduation.

• Expected Increase in academic progress rate (FTIC two-year retention rate) - students will have a broader selection of program options and will be able to change majors within an institution rather than migrate to a different campus.

• Expected Increase in Bachelor’s degrees awarded within programs of strategic emphasis (specifically STEM and Health programs.)
Opportunities

• Protect and further grow the USF Health brand, which benefits the System.
• Optimize learning opportunities in health across the System.
• Expand service-learning, internship and study abroad opportunities in health across the System.
• Better coordinate and manage enrollment into pre-health programs across the System.
• Better advise and guide students pursuing health professional or graduate degrees post graduation.
• Create new undergraduate opportunities in response to emerging job opportunities.
• Support career guidance in health across the System for students seeking employment post graduation.
• Enhance engagement of corporate and community partners in pursuit of these System-wide goals.
Questions?
Issue: USF/Tampa General Hospital Joint Operating Agreement

Proposed action: Informational

Executive Summary: The Committee has requested updates regarding ongoing negotiations between Tampa General Hospital and USF Morsani College of Medicine regarding a proposed Joint Operating Agreement.

Financial Impact: None.

Strategic Goal(s) Item Supports: Goal # 3 - Partnerships to build significant locally- and globally-integrated university-community collaborations through sound scholarly and artistic activities and technological innovation.

Committee Review Date: January 19, 2017

Supporting Documentation Online (please circle): Yes

USF System or Institution specific: Morsani College of Medicine

Prepared by: Strategic Initiatives Committee Staff
Issue: St. Petersburg Campus P3 Project Update

Proposed action: Informational

Executive Summary: The Committee has requested updates regarding ongoing progress on the USF St. Petersburg campus P3 Project. This presentation provides the most current information on that topic.

Financial Impact: Unknown at this time.

Strategic Goal(s) Item Supports: Goal Nos. 1 (enhancing student success); 2 (the building of sustainable communities); 3 (partnerships and collaborations between the University and the community); and 4 (the identification of sustainable economic bases to support continued University academic advancement).

Committee Review Date: January 19, 2017

Supporting Documentation Online (please circle): Yes

USF System or Institution specific: Morsani College of Medicine

Prepared by: Strategic Initiatives Committee Staff
USF St. Petersburg Campus
P3 ITN Update
# P3 ITN Schedule

## Phase I Events

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
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<tbody>
<tr>
<td>Release of ITN</td>
<td>Monday, October 24, 2016</td>
</tr>
<tr>
<td>Deadline for questions</td>
<td>Thursday, November 3, 2016</td>
</tr>
<tr>
<td>Response Addendum posted</td>
<td>Monday, November 7, 2016</td>
</tr>
<tr>
<td>Phase I - ITN responses due</td>
<td>Thursday, November 17, 2016</td>
</tr>
<tr>
<td>ITN Committee Review of Proposals</td>
<td>Monday &amp; Tuesday, November 28 &amp; 29, 2016</td>
</tr>
<tr>
<td>ITN Qualified Proposers (i.e. shortlist) Posted</td>
<td>Tuesday, December 6, 2016</td>
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</tbody>
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## Phase II Projected Schedule

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
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<tbody>
<tr>
<td>ITN documents issued to Qualified Proposers</td>
<td>Tuesday, December 13, 2016</td>
</tr>
<tr>
<td>Qualified Proposers meeting</td>
<td>Thursday, January 5, 2017</td>
</tr>
<tr>
<td>Phase II - ITN responses due</td>
<td>Thursday, February 9, 2017</td>
</tr>
<tr>
<td>Proposal Evaluation</td>
<td>Friday, February 10, 2017 – Monday, February 27, 2017</td>
</tr>
<tr>
<td>Campus Interviews (at USFSP Option)</td>
<td>Tuesday, February 21 – Thursday, February 23, 2017</td>
</tr>
<tr>
<td>Finalists Selected/Posted</td>
<td>Tuesday, March 7, 2017</td>
</tr>
</tbody>
</table>
Qualified Proposers

- American Campus Communities
- Balfour Beatty
- Capstone Development Partners
- Corvias
- EdR
Questions?
I. Call to Order and Comments

Chair Hal Mullis called the meeting to order at 9:58 a.m.

II. Public Comment Subject to USF Procedure

There being no public comments, Chair Mullis proceeded to New Business.

III. New Business – Action Items

Approval of the October 27, 2016, Meeting Minutes

Chair Mullis requested a motion to approve. The motion was made by Trustee Goforth and seconded by Trustee Carrere. Trustee Hopes requested links be added for meeting presentations. There being no further changes, Chair Mullis requested a vote and the October 27, 2016, minutes were approved unanimously, as amended.

IV. New Business – Information Items

a. Strategic Planning Scorecard – USF Sarasota-Manatee

Regional Chancellor Dr. Sandra Stone provided an update on the current status of USF Sarasota-Manatee. She reported that USFSM is moving to a new model for student success, an effort that is now fully staffed, and also focusing on campus life. Enrollment has increased. She also reported that, while there are no science or research labs at USFSM, they are working to encourage faculty research. She also reported that they have doubled
the number of student internships and that USFSM is seeking a new advancement officer and private funding in support of STEM programs. Dr. Stone invited the Trustees to attend an event next March at USFSM to showcase the work being done on the Bloomberg Finance Lab.

b. **Strategic Planning Scorecard – USF St. Petersburg**
Regional Chancellor Dr. Sophia Wisniewska provided an update on the current status of USF St. Petersburg. She reported that the low graduation rate is a concern being addressed by identifying active students to put them on a path to graduation and the piloting of a new college schedule to simplify things for students. She identified heavy reliance on students from Tampa who begin at USFSP and then transfer to USF Tampa as one issue that accounts for an unacceptable graduation rate and reported that USFSP is now trending in the right direction. She reported the need for development and delivery of new undergraduate majors, to double the current 24 majors available to 50, and to build core academic offerings, especially in STEM. She reported that USFSP’s boutique programs are difficult to scale and that, while course duplication has to happen due to the distance between USFSP and USFT, decisions in duplicating programs must be made wisely. She asked for the support of the Trustees to expand their offerings.

c. **Strategic Planning Scorecard – USF Foundation**
Senior Vice President Joel Momberg provided an update on the current status of the USF Foundation. He reported that, among other accomplishments, 11 percent of USF alumni are purchasing USF license plates, 48 percent of USF faculty and staff have donated to the university this past year through the Faculty & Staff Annual Campaign, for a total of $3 million, demonstrating strong commitment to USF from employees, and how sharing information highlighting such commitment resonates with potential donors to USF.

d. **Strategic Planning Scorecard – USF Physicians Group**
USF Physicians Group CEO Richard Sobieray provided an update on the current status of the USFPG. He reported that he was confident that an improvement in the numbers is coming, that physician performance will have a direct impact and is the biggest challenge, and that faculty have been remarkable and welcoming the change. Trustee Hopes reported meeting with President Genshaft, Drs. Charles Lockwood and Ed Funai and Ms. R.B. Burford to review the USFPG strategic plan and that they will move forward with the development of a comprehensive and more substantive strategic business plan.

e. **Strategic Planning Scorecard – USF Research & Innovation**
Senior Vice President Dr. Paul Sanberg provided an update on the current status of USF Research & Innovation. He reported that USF had a successful year in FY16, to include increases in research expenditures, grant proposals submitted and awards received, faculty honors and awards, patents and licenses, effective F&A rate, and industry funded grants and contracts, and a decline in grant applications with PIs/co-PIs from different colleges. He also reported that USF is working on implementation of the USF System Research Strategic Plan in FY17, including encouraging increased faculty grant proposal
submissions by providing metrics quarterly to the Deans and incentivizing grant submissions with a recognition program for faculty, and creating an office of strategic partnerships and corporate relations.

V. **Adjournment**

Chair Mullis thanked the presenters and attendees. He adjourned the meeting at 12:04 p.m.