



USF Board of Trustees Strategic Initiatives Committee

Thursday, November 2, 2017
9:15 am – 10:45 am
Marshall Student Center Room 3707

Trustees: Hal Mullis, Chair; Michael Carrere, Stephanie Goforth, Jordan Zimmerman
Senior Vice President: Edmund Funai
Community Liaison: Bob Churuti
Staff Liaisons: Paige Beles, Judy Lowry

A G E N D A

- I. Call to Order and Comments Chair Hal Mullis
- II. Public Comments Subject to USF Procedure Chair Mullis
- III. New Business – Action Items
 - a. [Approval of October 12, 2017 Meeting Minutes](#) Chair Mullis
- IV. New Business – Information Items
 - a. [System Health Collaborative Update](#) Senior Associate Vice President Donna Petersen
Senior Vice President Ed Funai
Dean Victoria Rich
 - b. [Brand Research Update](#) Chief Marketing Officer Joe Hice
 - c. [Strategic Planning Scorecard – Physicians Group](#) Chief Executive Officer Richard Sobieray
 - d. [Strategic Planning Scorecard – Research & Innovation](#) Senior Vice President Paul Sanberg
- V. Adjournment Chair Mullis

Next Scheduled Meeting: January 11, 2018



NOTES
USF Board of Trustees
Strategic Initiatives Committee
October 12, 2017, 10:00 AM - 11:15 AM
MSC 3707

Present:

Committee Members: Chair Hal Mullis, Mike Carrere, Stephanie Goforth (phone), James Stikeleather, Jordan Zimmerman

Trustees: Brian Lamb, James Garey, Byron Shinn, Nancy Watkins

President: Judy Genshaft

Senior Vice President: Edmund Funai

I. Call to Order and Comments

Chair Hal Mullis called the meeting to order at 10:01 AM. A quorum was confirmed by Assistant Corporate Secretary Cindy Visot, with the following Trustees present:

Trustee Hal Mullis

Trustee Mike Carrere

Trustee Stephanie Goforth (phone)

Trustee James Stikeleather

Trustee Jordan Zimmerman

II. Public Comments Subject to USF Procedure

Chair Mullis acknowledged requests from The Tampa Organization of Black Affairs (“TOBA”) and separately from Mr. Joseph Robinson. The Committee granted permission to representatives from TOBA and Mr. Robinson to address its members relating to the agenda item on the Office of Supplier Diversity Strategic Plan. TOBA representatives who addressed the Committee were: Mr. James Ransom, Mr. Warren Hope Dawson and Mr. Kevin Dees.

III. New Business – Action Items

a. Approval of Minutes – August 17, 2017

A motion was made and seconded. Approved by all committee members present.

IV. New Business – Information Items

a. Office of Supplier Diversity Strategic Plan 2017-18

Assistant Vice President Terrie Daniel presented the Committee with the 2017-2018 Office of Supplier Diversity Strategic Plan. The presentation outlined the commitment to utilize diverse businesses in the procurement of goods, services, and construction contracts. AVP Daniel stressed the USF System’s continued efforts in actively pursuing diverse businesses for contracting opportunities and the Office’s commitment to serving the university and surrounding business community through education and community outreach activities. The

objective of the 2017-18 Strategic Plan is to outline how the Office of Supplier Diversity will lead the efforts in the implementation of the university's pro-active business strategy to provide suppliers equal access to sourcing and purchasing opportunities and encourage the utilization of diverse suppliers, including women-, minority- and veteran-owned business enterprises.

There was discussion regarding the different designations for minority-owned businesses, as well as the utilization of locally owned businesses, vs. out-of-state businesses. AVP Daniel noted that, while there had not been a Disparity Study conducted by the state of Florida since 2006, typical best practices and key performance indicators were considered in the creation of the Plan.

President Genshaft thanked AVP Daniel, as well as the representatives from TOBA and Mr. Robinson for their remarks. She noted that as soon as this topic was brought to her attention, she began looking at the data. She commented that the USF System is laser-focused on setting a supplier diversity model nationally. President Genshaft told the Committee she has personally sent letters to all staff that hold p-cards inviting them to attend educational sessions relating to the utilization of diverse suppliers including women-, minority- and veteran-owned businesses. She concluded by stating that, although the plan is in the beginning stages, the USF System will continue to create a nationally recognized process for supplier diversity.

Trustee Lamb stressed that this Plan is part of a larger cultural change for the USF System and will require guidance from the Board. He continued by outlining several strategies he would like implemented into the plan. Trustee Lamb suggested he work with AVP Daniel to create a more robust Plan which will include specific measurable goals. He noted that the Office of Supplier Diversity Strategic Plan is an information item at this date, but will need to be presented to the full Board of Trustees for approval in the future. Furthermore, Chair Lamb stressed President Genshaft's commitment to the Plan and community involvement surrounding this topic.

Chair Mullis concluded the conversation by thanking Chair Lamb for serving as Board liaison to the Office of Supplier Diversity, and said he looks forward to frequent updates.

b. Understanding and Navigating Institutional Rankings at USF Tampa

Executive Vice President Ralph Wilcox thanked the Committee for their time and noted that his presentation would only cover the Tampa campus. He suggested that the Committee invite USF Sarasota-Manatee and USF St. Petersburg to present a similar presentation at a future meeting.

His presentation provided a high-level overview of the classification systems and rankings in higher education, with a primary focus on select institution-wide rankings identified by the Florida State Legislature and Florida Board of Governors for Preeminence Metric 2: Public University National Rankings. He noted the relative importance of each to institutional reputation, student and faculty recruitment, public and private funding, and institutional improvement. Furthermore, he discussed the challenges associated with enhancing USF Tampa's position in select rankings and the potential risks associated with adherence to various ranking methodologies.

EVP Wilcox introduced the cost-benefit of prospective strategic initiatives and financial investments in elevating USF Tampa's institutional rankings while maintaining a disciplined

path toward the institution's long-term strategic vision. He stressed the importance of improved institutional rankings in the context of the recruitment, retention and success of world-class faculty and student talent, student success, and research productivity, along with alumni and philanthropic giving, all measures associated with preeminence designation in the state of Florida.

Chair Mullis congratulated EVP Wilcox on his leadership in achieving higher rankings at USF Tampa.

c. USF System Health Collaborative Update

After consulting with Senior Vice President Ed Funai, Chair Mullis postponed the USF System Health Collaborative update to the November 2nd Strategic Initiatives Committee meeting.

IV. Adjournment

Chair Mullis adjourned the meeting at 11:23 AM.

Agenda Item: IV.a.

USF Board of Trustees
December 14, 2017

Issue: USF System Health Collaborative Update

Proposed action: Informational

Executive Summary:

An update regarding the USF System Health Collaborative background/purpose, the involvement/role of various System stakeholders, and the Collaborative's action to date. Additionally, the Committee will hear an update on nursing expansion efforts at the regional institutions.

Financial Impact: Undetermined, but positive impact expected.

Strategic Goal(s) Item Supports: USF System Strategic Goals 1-4

BOT Committee Review Date: Strategic Initiatives Committee – November 2, 2017

Supporting Documentation Online (*please circle*): Yes **No**

USF System or Institution specific: USF System

Prepared by: Paige Beles

USF System Health Collaborative



Rationale for a System Effort

- Continued growth and changing demands in population health and health care present a clear transformative opportunity for the USF System to consider new educational pathways for skilled personnel, improve student experience and meet current and emerging needs in our surrounding communities.
- Coordinated planning across the USF System in a collegial and effective informal manner.
- Promote situational awareness, a shared commitment to student success and achievement of relevant performance metrics.

USF System Health Collaborative

- The Collaborative represents all those engaged or interested in health professions education across the USF System
 - 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
 - At least one additional Dean from each of the three entities outside USF Health
- Serve as an advisory to the APAC on health related programming
- Consider, coordinate, review and recommend for approval through existing mechanisms, new programs in health related areas, especially at the undergraduate level

Conversations and Actions

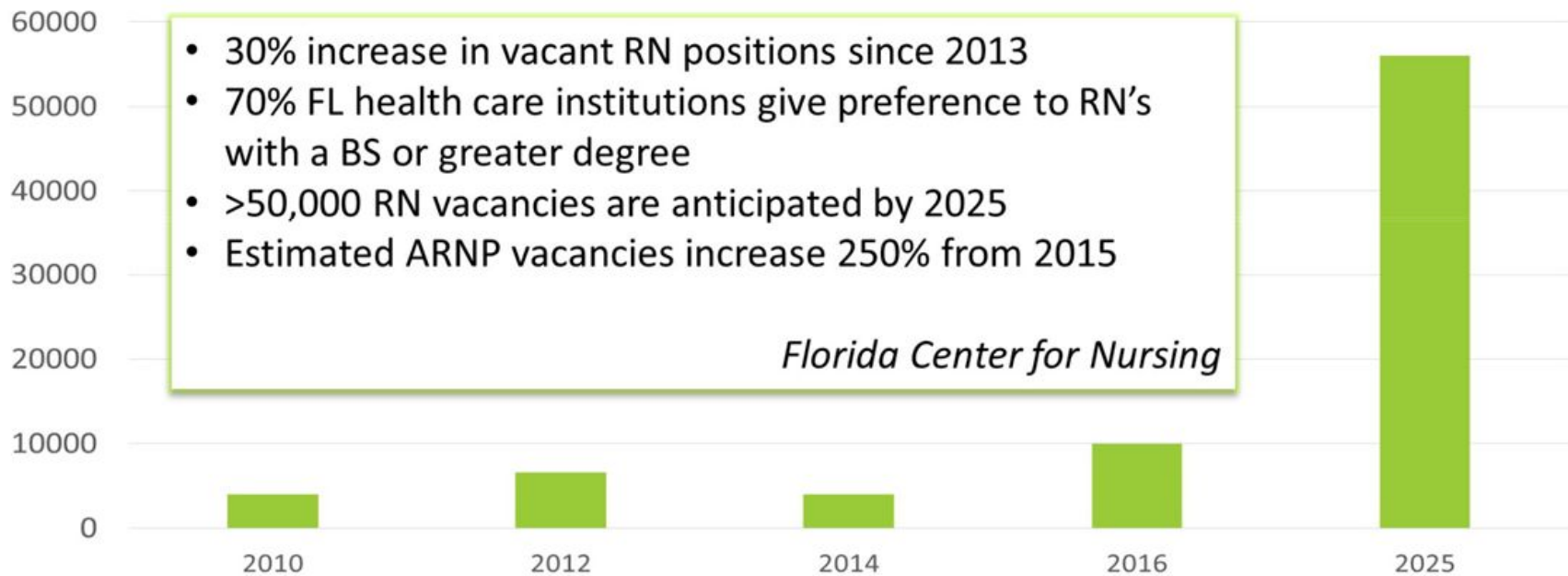
- Surveying HR directors at area health care organizations to learn their priorities for hiring
- Created a process to provide input to the APAC on all new health-related program proposals
- Mapping pre-requisites for professional degrees
- Discussing new *degrees* versus new *majors* as well as shared programs between USFSP and USFSM
- Dean Victoria Rich will share our early successes in the area of nursing, an area of acute interest and acute shortage



University of South Florida College of Nursing: Regional Expansion

Victoria Rich, PHD, RN, FAAN
Senior Associate Vice President
USF Health Dean College of Nursing

Florida's Nursing Workforce: Past & Future Vacancies



SUNCOAST NURSING ACCELERATED PATHWAY



1 System



2 Bachelor degrees



5 Years to complete

What is the Accelerated Pathway?

PARTNERSHIP –

- USF Health (Tampa) – College of Nursing
- USF (St. Petersburg) – College of Arts & Sciences, Dept. of Biological Sciences
- USF (Sarasota-Manatee) – College of Science & Mathematics, Biology Program



USF Nursing graduates on average earn starting salaries **6.4 % higher** than those nursing graduates from other Florida state public universities and **11% higher** than the region average.

65k

STARTING AVERAGE SALARY
FOR USF BSN GRADS

21k

REGISTERED NURSES IN
PINELLAS, SARASOTA &
MANATEE COUNTIES



Pathway Considerations:

You will continue as an **active, degree-seeking student at USFSP or USFSM** until graduation with BS in Biology

#1

AMONG STATE OF
FLORIDA PUBLIC
UNIVERSITIES IN
NIH RESEARCH FUNDING
AND
US NEWS & WORLD
REPORT RANKINGS



Regional USF College of Nursing BSN Program: Proposed Initiative

- A regional USF College of Nursing BSN Program for the Sarasota-Manatee area and surrounding communities would provide a pipeline for baccalaureate prepared RN's seeking employment in the referent region.



- A collaborative partnership among USF Tampa, USF Sarasota-Manatee, and other stakeholders in the region would be created with the specific intent of increasing the number of USF College of Nursing Upper Division BSN graduates that would live and work in the Sarasota-Manatee region.

Upper Division students are defined as freshman entry students that have completed the first 60 credits of education and have received a GPA of 3.6.



Agenda Item: IV.b.

USF Board of Trustees
December 14, 2017

Issue: Brand Research Update

Proposed action: Informational

Executive Summary: Over the last six months, the USF System has partnered with IPSOS, a market research company, to develop a benchmark of the USF brand. The research will be used to guide strategic planning and measure performance of future brand building campaigns. This item will provide an update of the brand research study progress.

Financial Impact: In process, costs to be determined as implementation is further finalized.

Strategic Goal(s) Item Supports: USF System Strategic Goals 1-4

BOT Committee Review Date: Strategic Initiatives Committee – November 2, 2017

Supporting Documentation Online (*please circle*): **Yes** **No**

USF System or Institution specific: USF System

Prepared by: Paige Beles



Brand Research Executive Summary



The 3rd largest market research company in the world specializing in understanding people and how they make choices.

Ipsos has partnered with USF to develop a benchmark of USF brand health to guide strategic planning and measure performance of future brand building campaigns on our path to being widely known for excellence nationally and globally.

Who we spoke to:

parents of high school & college students, guidance counselors, alumni, high school students

USF LEADERSHIP	TITLE
Dr. Paul Sandberg	SVP, Research & Innovation
Dean Robert Bishop	College of Engineering
Bill McCausland	Exec. Director, Alumni Assn
Dr. Genshaft	USF System President
Dr. Wilcox	Provost
Dr. Funai	SVP, USF System
Dr. Lockwood	SVP, USF Health
Dean Kevin Sneed	College of Pharmacy
Dean Eric Eisenberg	College of Arts & Sciences
Dr. Brindley	VP, USF World
Chancellor Wisniewska	Chancellor, USFSP
Chancellor Osborn	USFSM
Dr. Dosal	VP, Student Affairs/Success

USF LEADERSHIP	TITLE
Dean James Moy	College of the Arts
Joel Momberg	SVP, CEO of USF Foundation
Dean Charles Adams	Honors College
Dean Donna Peterson	College of Public Health
Dr. DeLuca	Innovative Education
Rich Sobieray	CEO, USF Physicians Group
Dean Julie Serovich	College of Behavioral & Community Sciences
Dean Moez Limayem	College of Business
Honors College Student Groups	Various Colleges
International Students	Undergraduates

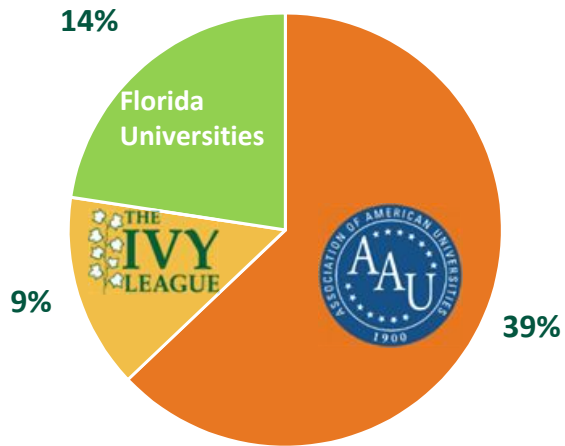
Key Findings: USF needs to BECOME a defined brand

1. Surprise! USF has low levels of brand awareness outside of Florida
2. The majority of parents and students outside of Florida don't know where USF is located
3. USF lags in state competition in brand awareness and key perceptions
4. The "Bull-U" alone lacks equity and needs context to be an effective mark
5. The fact that USF has no developed brand is an opportunity to start new.
(It's easier to build a brand than to fix one.)

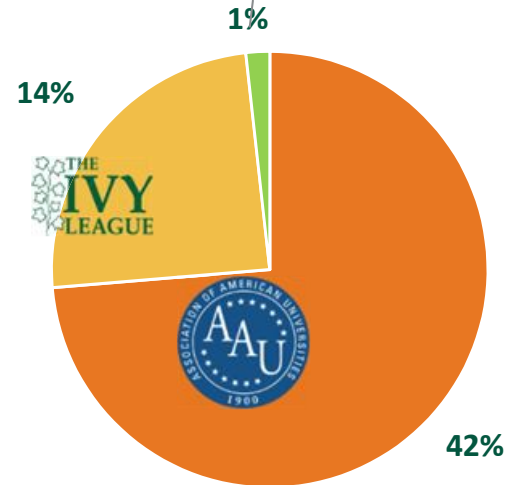
Most parents and students outside of Florida do not consider USF as an option because they aren't even aware of it



15% USF Awareness



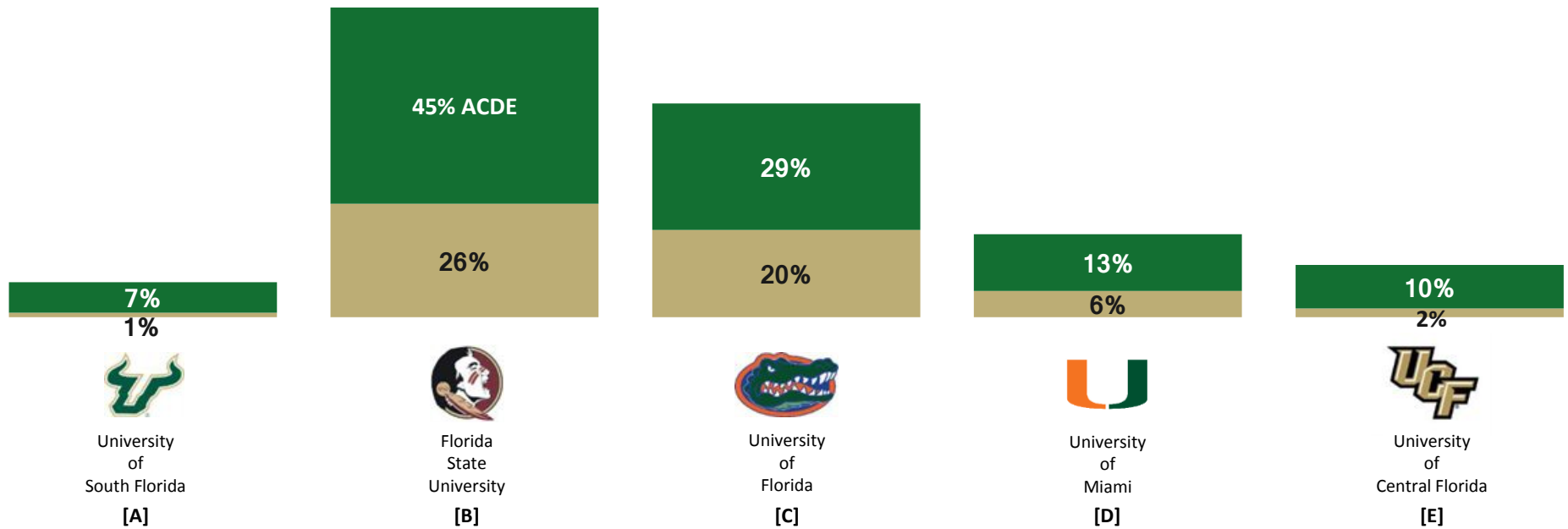
7% USF Awareness



Among Florida universities, FSU comes to mind first for Parents, followed by University of Florida and Miami. USF is at parity with University of Central Florida

Florida Universities Unaided Awareness Among Parents – Nationally (excluding Florida)

Total Unaided Awareness
Top of Mind Awareness

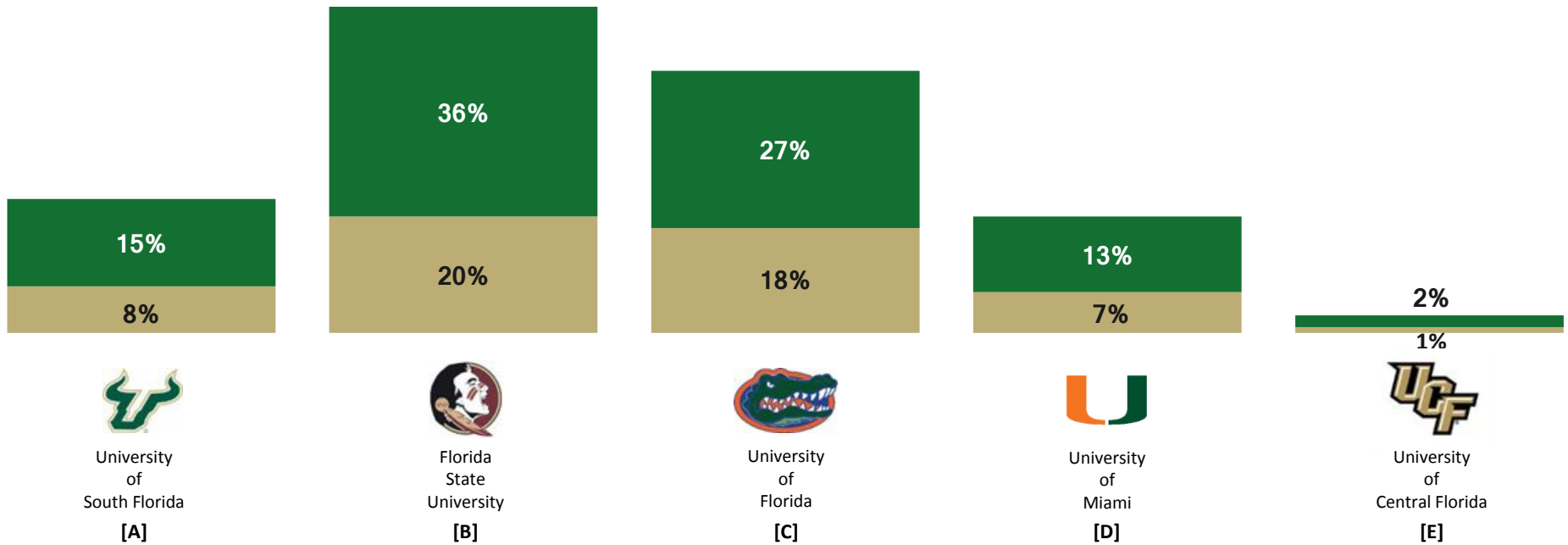


• A/B/C...Significantly higher than assigned column @ 90% C.L
Q2. Which universities in the **state of Florida** are you aware of?
Base: Total Parents (excluding state of Florida): n=483

Similar to the parents group, FSU stands out as the most salient university in Florida among high school students, followed by the University of Florida. USF is at parity with University of Miami and holds an advantage over UCF

Florida Universities Unaided Awareness Among Students – Nationally (excluding Florida)

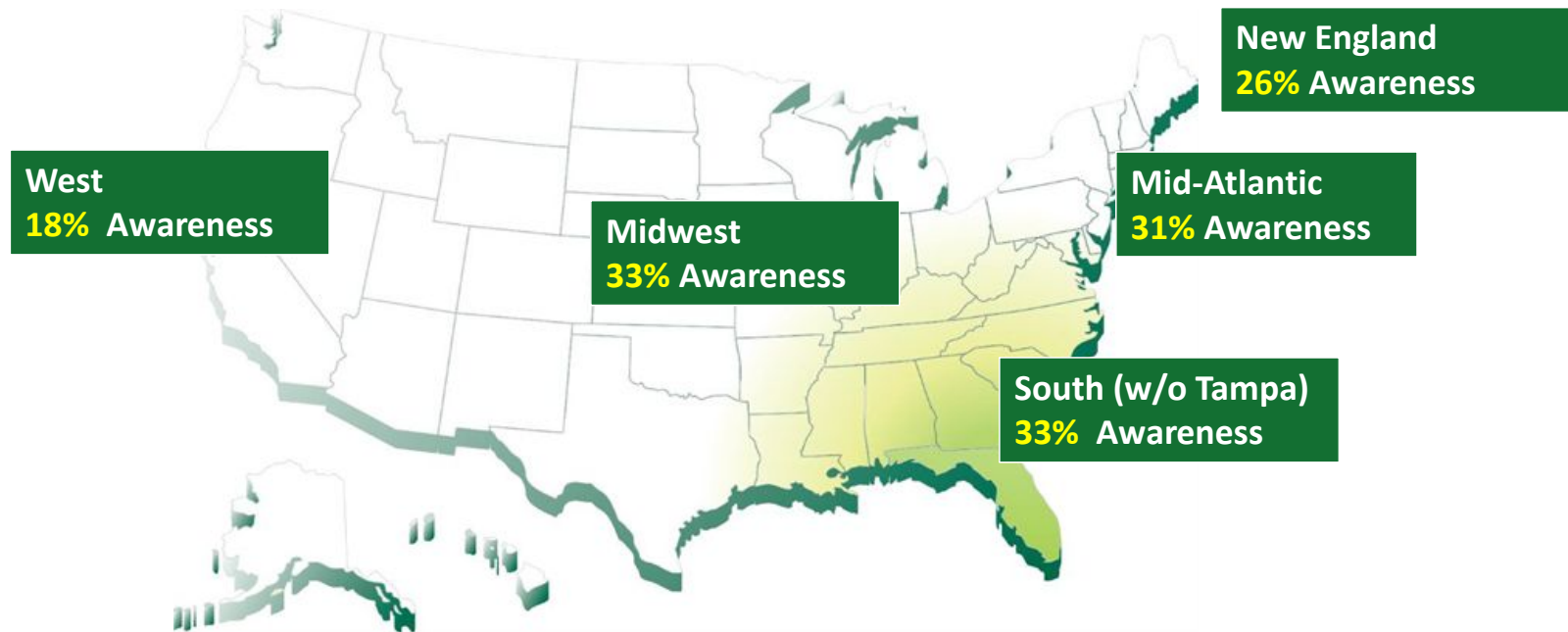
Total Unaided Awareness
Top of Mind Awareness



• A/B/C...Significantly higher than assigned column @ 90% C.L.
Q14. Which universities in the state of Florida are you aware of?
Base: Total Students (excluding state of Florida): n=244

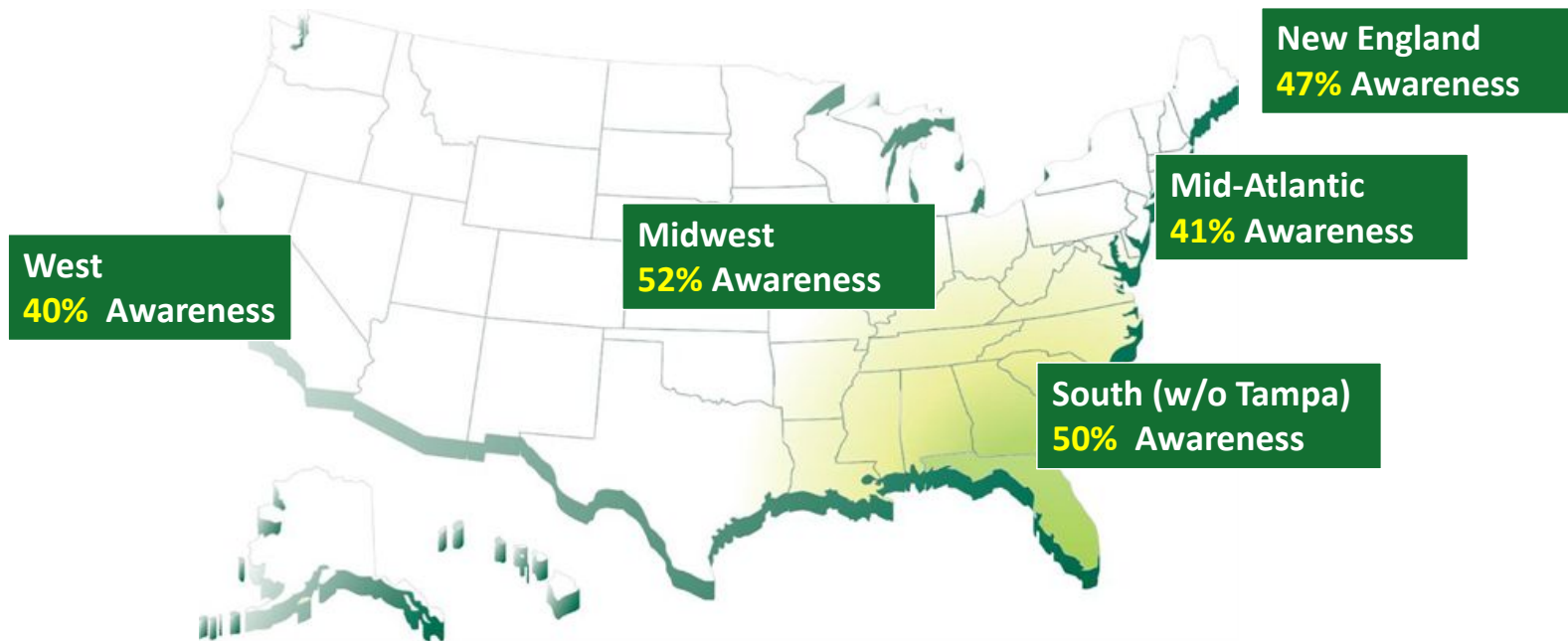
When asked where USF is located, only 1 in 4 parents know it's in Tampa...

27% National Awareness (excluding Tampa DMA)







... and less than half of high school students know USF is in Tampa.

45% National Awareness (excluding Florida)



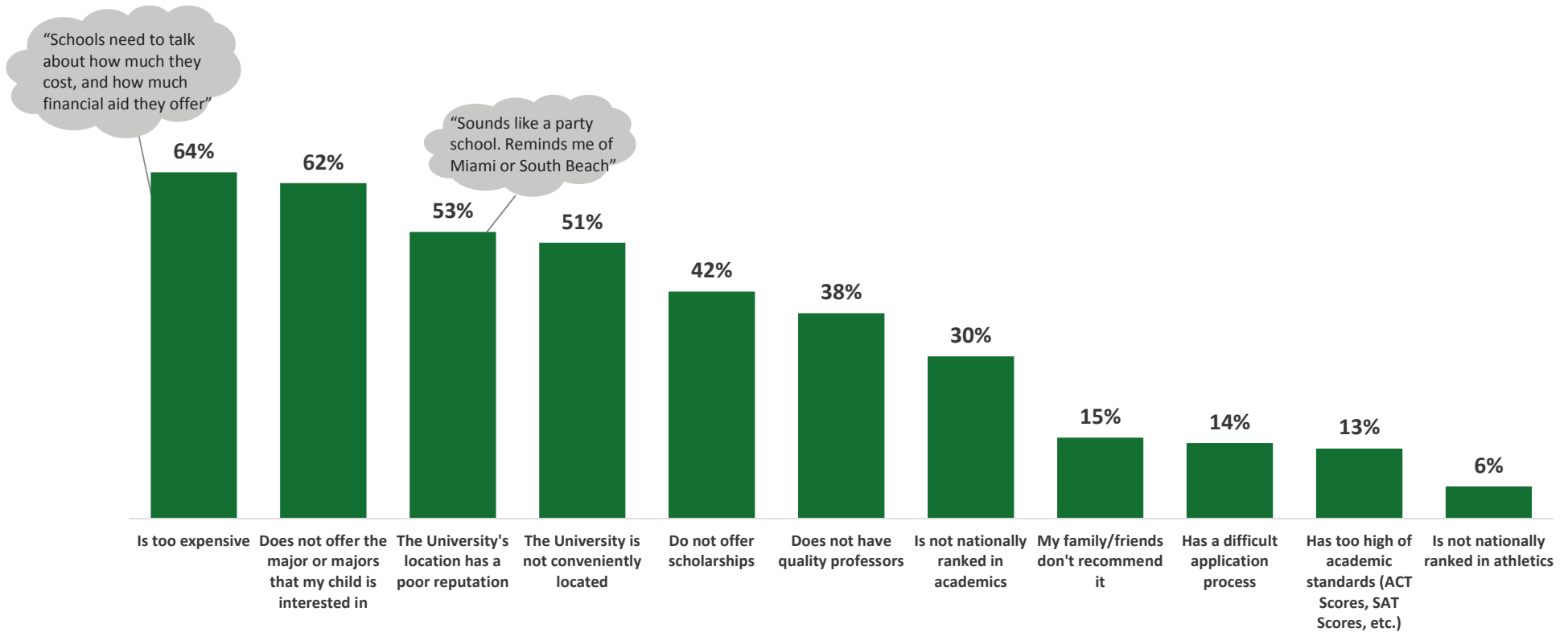
Changing ingrained perceptions in Florida will be a tough challenge.

USF brand associations are anchored to generous financial aid and grants (as are the other Florida schools), rather than our true assets of medical and research programs, and being a neighbor to a thriving downtown Tampa location

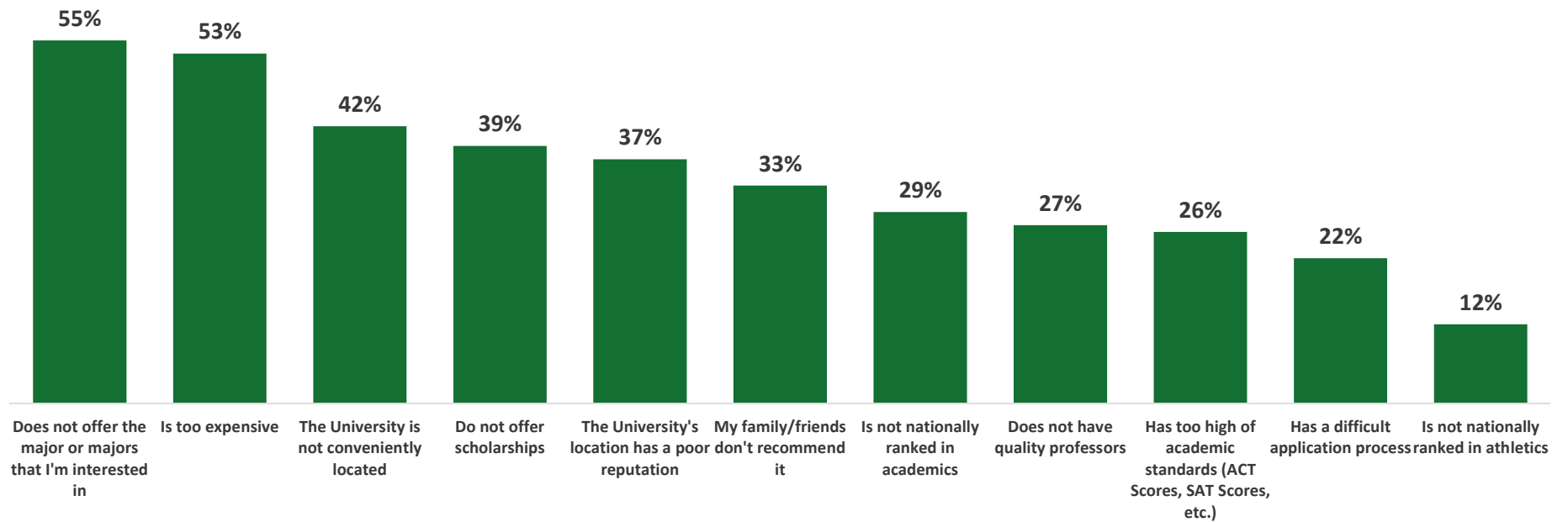
	 [A]	 [B]	 [C]	 [D]
Offers scholarships or grants	70	70	69	61
Has a good medical school	36	24	41	31
Has a strong athletics program	36	61	63	58
Is a highly ranked research university	34	40	48	39
Is one of the top schools in its state	30	50	50	46
Is hard to get accepted to	19	27	34	36

- A...Significantly higher than USF | B/C/D...USF Significantly higher than assigned column @ 90% CL
Q8. Which universities apply to each statement? Select all that apply.
Base (Parents excluding state of Florida, Considerers of Each School): USF (n= 166), Florida State University (n=187), University of Florida (n=197), University of Miami (n=137)

Among parents nationally, academic value and location are significant barriers



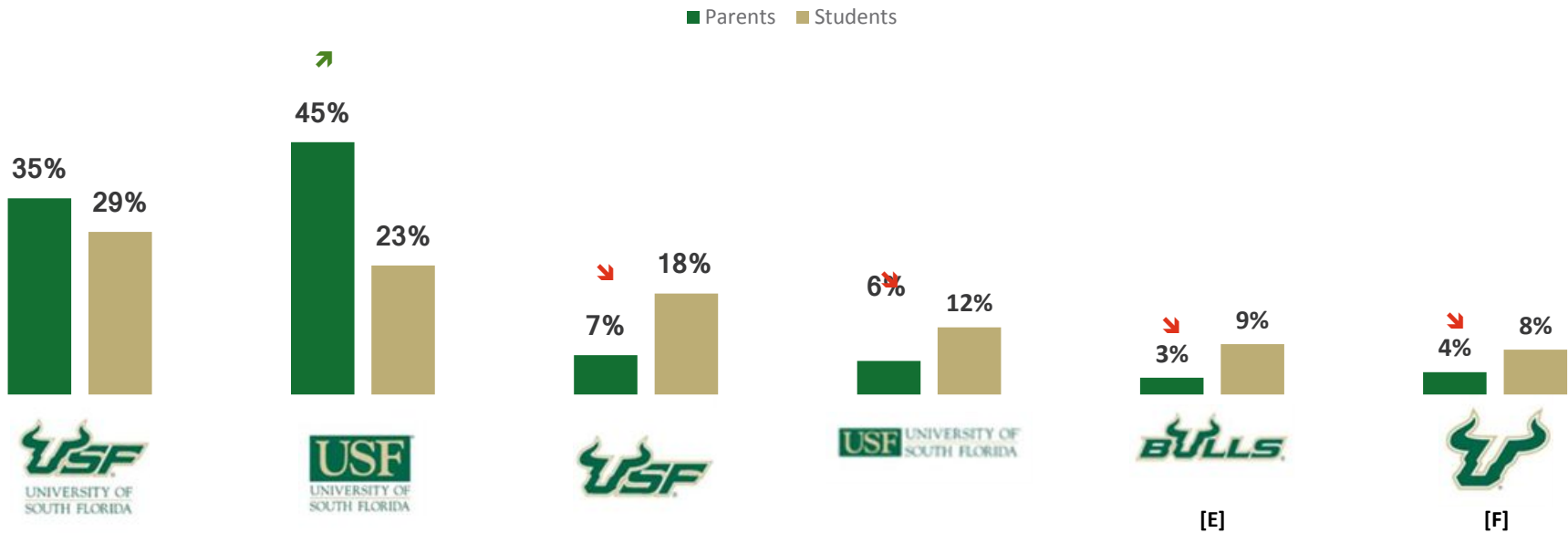
Among students nationally, perception barriers are location and cost



12 Q19. Which of the following reasons would you not consider a University?
Base: Total Students (n=310)

Nationally, the “Bull USF” is a stronger mark, whereas the “Bull U” is hardly known. Students and parents need additional context about name and location for USF’s marks to resonate

Logo Representation
Among Parents & Students – Nationally (excluding Florida)

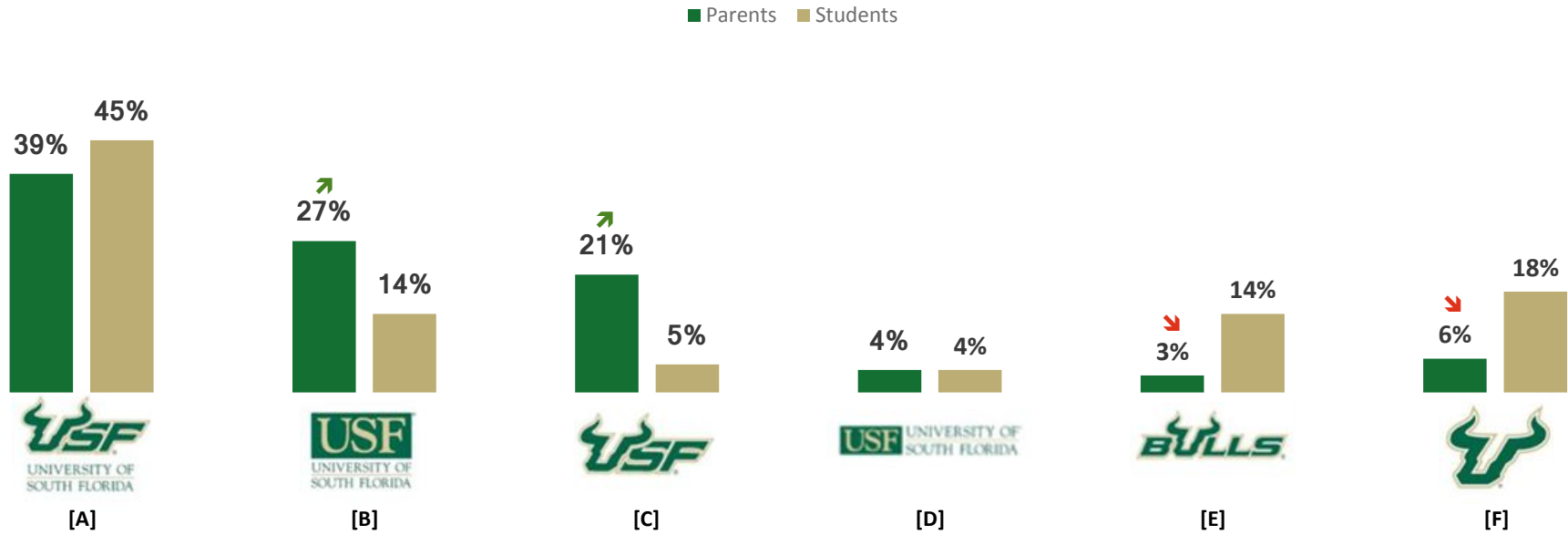


GAME CHANGERS



Locally, the “Bull USF” resonates the most with the Tampa Bay Region.
The “Bull U” also has equity

Logo Representation Among Parents & Students – Tampa DMA



↗ ↘

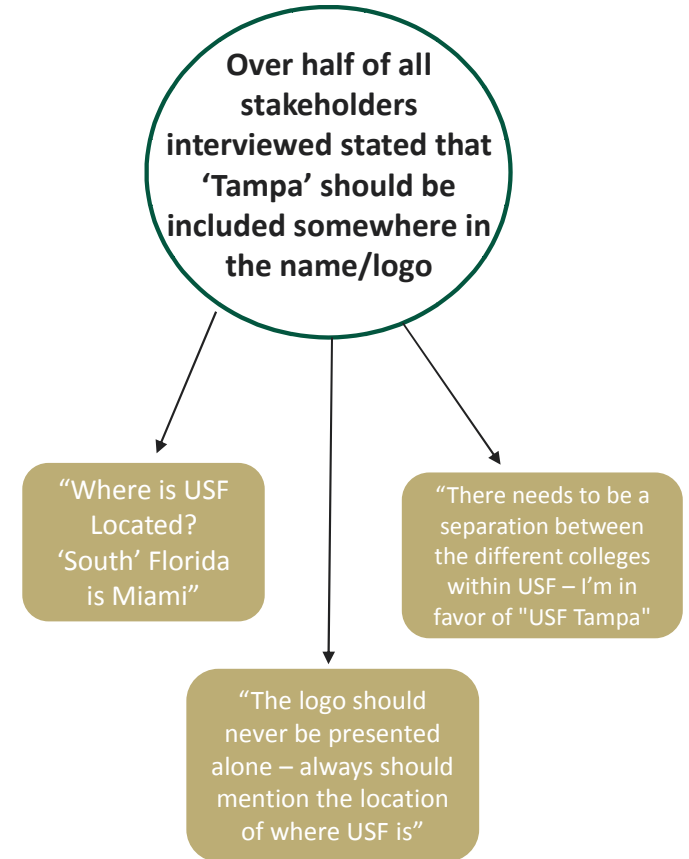
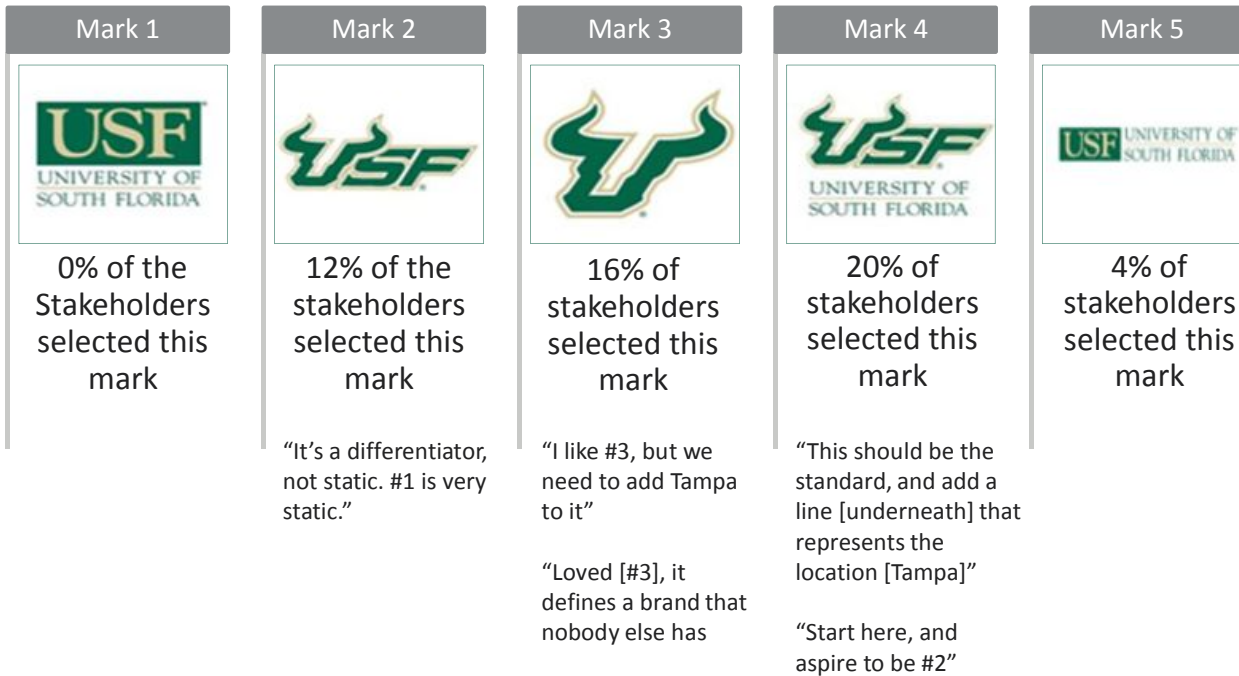
14 A/B/C...Significantly higher than assigned column @ 90% CL | Significantly higher/lower than Students
Q9/21. Which logo do you feel best represents the University of South Florida?
Base: Total Parents & Students (Tampa DMA): n=100, n=56*

GAME CHANGERS
**CAUTION: LOW BASE SIZE*



USF has too many brand identifiers and no location anchor. USF leadership mentioned the “Bull USF” as a potential anchor for both the athletics and academic brands

Just under half of all stakeholders did not pick an existing logo at all (most felt it should be a combination of athletic/professional)



GAME CHANGERS



KEY FINDING: USF NEEDS TO BECOME A WELL DEFINED BRAND

Recommendations & Next Actions

1. Develop new consistent brand standards and architecture for marks, colors, assets *USF has an advantage in that there are not deep legacy perceptions to change*
2. Leverage our Tampa Bay location to remove location and perception barriers
3. Launch an employee facing campaign to socialize and gain buy-in for USF brand building initiatives under a singular vision
4. USF must identify and establish distinctive brand traits that USF can own — such as diversity, value, world class, vibrant location, innovative, bold, etc.

Agenda Item: IV.c

USF Board of Trustees
December 14, 2017

Issue: Physicians Group Planning Scorecard Update

Proposed action: Informational

Executive Summary: A year end update regarding progress on metrics related to the USF Physicians Group.

Financial Impact: A significant positive impact.

Strategic Goal(s) Item Supports: USF System Strategic Goals 1-4

BOT Committee Review Date: Strategic Initiatives Committee – November 2, 2017

Supporting Documentation Online (*please circle*): Yes No

USF System or Institution specific: USF System

Prepared by: SI Committee Staff



**University of South Florida
Board of Trustees
Strategic Initiatives Committee**

USF Health Care FY17 Financial Performance

***Richard Sobieray
Senior Associate Vice President for Health Administration
Chief Executive Officer, USF Health Care***

November 2, 2017

FY17 Year in Review

- The Good
 - Revenues grew faster than expenses
 - \$13M improvement in bottom line from prior year
 - \$500K better than budget
 - Volumes increased 8%; PSR increased 10.2%
 - Press Ganey scores increased from the 5th to 50th percentile.
 - Bump rate decreased by 44%
 - CFTE increased from 0.6 → 0.67
 - Cash is down but is improving
- The Bad and the Ugly
 - AR grew by 6 days
 - Hemophilia program lost \$2M
 - ASC lost \$3.5M
 - Lab lost \$850K
 - Communication with patients is still problematic

FY17 Operating, Cash, and Financial Highlights

		Actual	Prior Year	Actual vs. Prior Year
<u>Operating Highlights</u>				
Patient Encounters	●	934,373	861,485	8%
# of Distinct Patients	●	202,379	197,393	3%
# of New Patients	●	79,457	75,830	5%
<u>Cash Highlights (\$ in '000s)</u>				
Days in AR	●	47	41	14%
Days Cash on Hand	●	32	41	-22%
Cash - \$	●	\$ 23,359	\$ 31,494	-26%

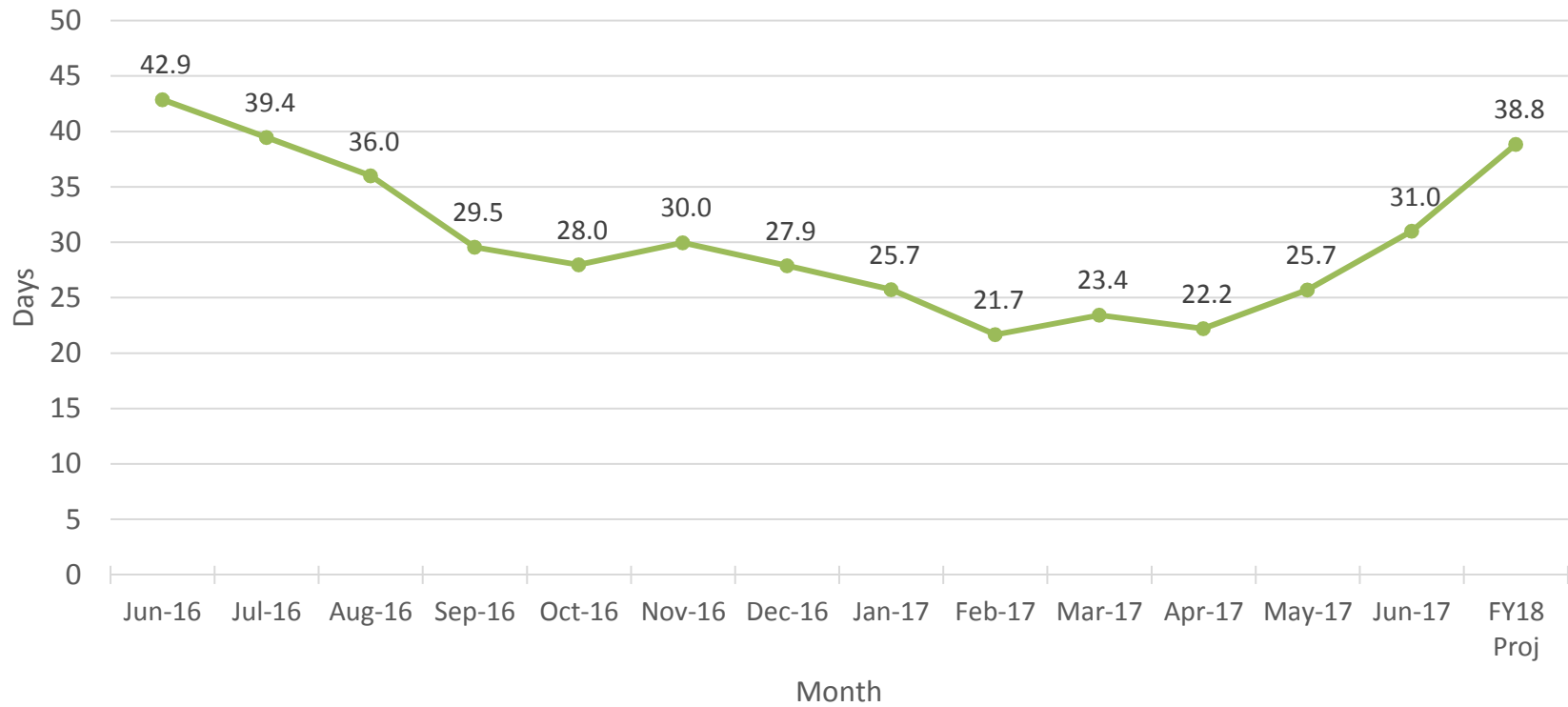
		Actual	Budget	Actual vs. Budget		Prior Year	Actual vs. Prior Year
<u>Financial Highlights (in '000s)</u>							
Operating Revenues	●	263,007	291,451	-10%	●	241,981	9%
Operating Expenses	●	267,840	295,047	-9%	●	256,502	4%
Gain (Loss) in Operations per Audited F/S	●	(4,833)	(3,596)	-34%	●	(14,521)	67%
Rutherford Adjustment		893					
Non Cash Impact of Epic		931					
Gain (Loss) in Operations for Budget Comparison	●	(3,009)	(3,596)	16%	●	(14,521)	79%
Non-Operating Gain (Loss)	●	1,428	40	3470%	●	144	892%
Excess Revenue over Expense	●	(1,581)	(3,556)	56%	●	(14,377)	89%

FY18 September YTD

Operating, Cash, and Financial Highlights

		<u>Actual</u>	<u>Prior Year</u>	<u>Actual vs. Prior Year</u>			
<u>Operating Highlights</u>							
Patient Encounters	●	226,928	222,535	2%			
# of Distinct Patients	●	86,445	87,172	-1%			
# of New Patients	●	19,215	18,761	2%			
<u>Cash Highlights (\$ in '000s)</u>							
Days in AR	●	54	43	26%			
Days Cash on Hand	●	24	30	-19%			
Cash - \$	●	\$ 18,518	\$ 22,662	-18%			
		<u>Actual</u>	<u>Budget</u>	<u>Actual vs. Budget</u>		<u>Actual vs. Prior Year</u>	<u>Prior Year</u>
<u>Financial Highlights (in '000s)</u>							
Operating Revenues	●	66,561	70,773	-6%	●	63,818	4%
Operating Expenses	●	67,523	72,005	-6%	●	67,656	0%
Gain (Loss) in Operations	●	(962)	(1,232)	22%	●	(3,838)	75%
Non-Operating Gain (Loss)	●	459	47	877%	●	557	-18%
Excess Revenue over Expense	●	(503)	(1,184)	58%	●	(3,281)	85%

Days Cash and ST Investments on Hand



FY18 Highlights

- Break even budget
- New compensation plan
 - CFTE increased from 0.67 → 0.75
- Hired new Chief Access Officer and Chief Financial Officer
- Plans for access, revenue optimization, and ASC
- UPL and LIP

Agenda Item: IV.d

USF Board of Trustees
December 14, 2017

Issue: Research Strategic Planning Scorecard Update

Proposed action: Informational

Executive Summary: A year end update regarding progress on metrics related to the USF System Research Strategic Plan and the USF research enterprise to jointly assess current status and enable strategic planning and future guidance from this Committee.

Financial Impact: USF's focus on research and innovation contributes a significant positive impact for USF System

Strategic Goal(s) Item Supports: USF System Strategic Goals 1-4

BOT Committee Review Date: Strategic Initiatives Committee – November 2, 2017

Supporting Documentation Online (please circle): Yes **No**

USF System or Institution specific: USF System

Prepared by: Paul R. Sanberg, Senior Vice President for Research, Innovation & Knowledge Enterprise

**University of South Florida
Board of Trustees
Strategic Initiatives Committee**

RESEARCH STRATEGIC PLANNING SCORECARD

Paul R. Sanberg

Senior Vice President for Research, Innovation & Knowledge Enterprise

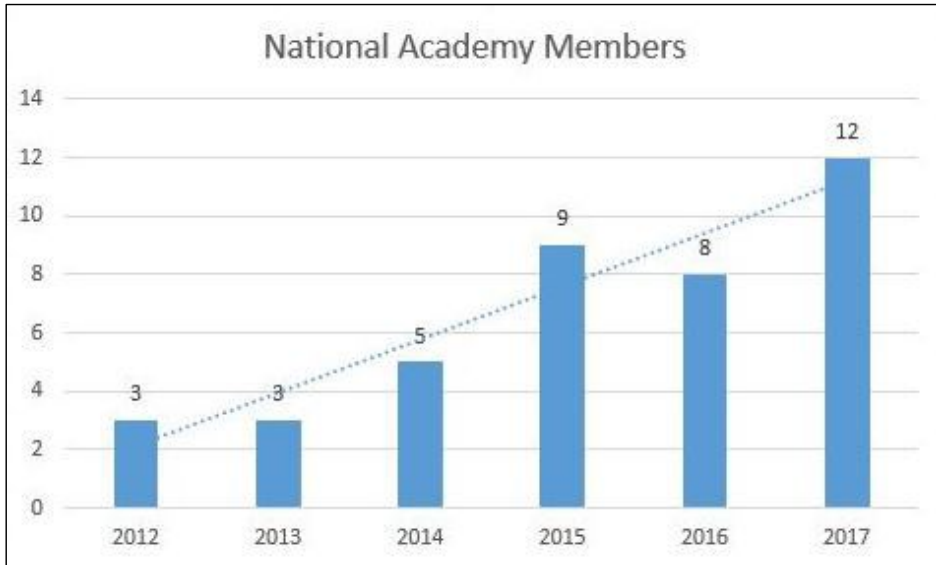
November 2, 2017



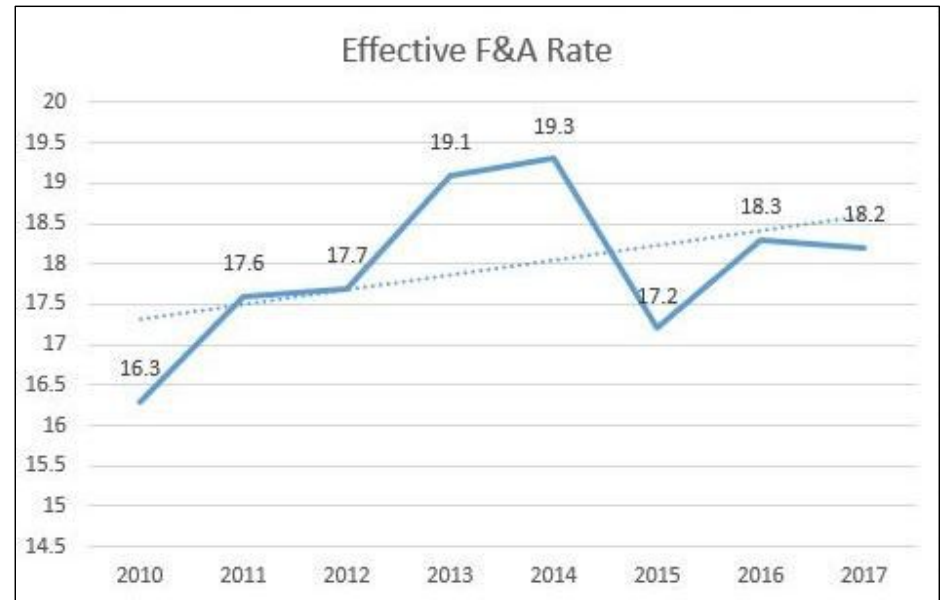
Research Strategic Plan Goal #1 - Rankings: Increase USF rankings among public research universities				
Metric	FY16	FY17	FY16 to FY17	Current Progress for FY18
Total R&D Expenditures , USF System (NSF) (Key Performance Metric)	\$494M	\$515M	↑	(1) Numbers reflect a one year lag: FY17 actuals will be submitted to HERD survey in Feb. 2018.
Science & Engineering Research Expenditures , Tampa (NSF) (FL Preeminence Metric)	\$420M	\$448M	↑	(1) Numbers reflect a one year lag: FY17 actuals will be submitted to HERD survey in Feb. 2018.
Non-Medical Science & Engineering Research Expenditures , Tampa (NSF) (FL Preeminence Metric)	\$229M	\$229M	—	(1) Numbers reflect a one year lag: FY17 actuals will be submitted to HERD survey in Feb. 2018.
Total Proposals Submitted (internal metric)	1,970	1,800	↓	(1) Normally reported annually for more accurate picture; (2) Q1 proposals submitted = 366, down compared to 378 in FY17 Q1; (3) Research Incentive Program (which runs through FY18) provides \$400 award to PI for federal proposals of \$250,000 or more with full F&A.
Total Proposal Dollars Requested (internal metric)	\$920M	\$1,109.2M	↑	(1) Q1 proposal dollars requested = \$141.4M, down compared to \$183.4M in FY17 Q1.
Total Number of Awards Received (internal metric)	2,535	2,701	↑	(1) Q1 awards received = 853, up compared to 751 in FY17 Q1.
Total Award Dollars Received (internal metric)	\$458.5M	\$475.2M	↑	(1) Q1 award dollars received = \$109.9M, up compared to \$100.1M in FY17 Q1.
Research Strategic Plan Goal #2 - Visibility: Increase national and international reputation for research and innovation activities				
Metric	CY15 / FY16	CY16 / FY17	CY15 to CY16 or FY16 to FY17	Current Progress for CY2017 or FY2018
Number of Highly Prestigious External Honors and Awards , USF System (internal metric) (by Calendar Year, per Office of Provost)	91	88	↓	(1) 60 honors/awards received CY17 Q3, up from 42 CY16 Q3; (2) 61 nominations submitted FY18 Q1, up from 52 FY17 Q1 (nominations are tracked by FY).
Total National Academy Members (TARU) (FL Preeminence Metric, AAU) (by Fiscal Year)	8	12	↑	(1) 12 members currently; FY18 recruitment in process.

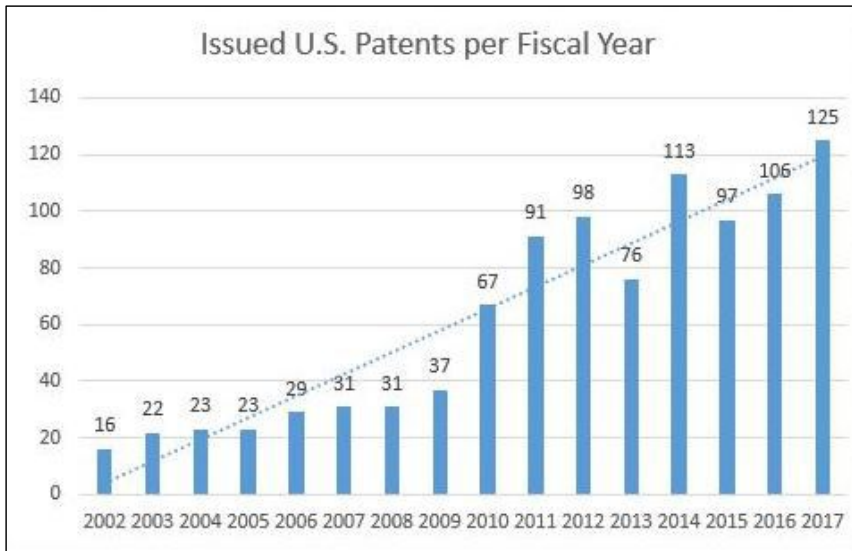
Research Strategic Plan Goal #3 - Collaboration: Foster a transdisciplinary research culture and productivity, building on strengths, with special emphasis in 6 Focus Areas				
Metric	FY16	FY17	FY16 to FY17	Current Progress for FY2018
Number of Grant Applications with PI/Co-PIs from Different Colleges , USF System (internal metric)	65	60	↓	(1) Research Incentive Program (to run through end of FY18) provides \$400 incentive award for interdisciplinary proposals of \$250,000 or more with full F&A, with a Co-PI from another college/unit.
Effective F&A Rate (Facilities & Administration), USF System	18.3%	18.2%	↓	(1) 19.4% effective F&A rate for Q1, up from 18.5% FY17 Q1; (2) Q1 F&A is \$743K above FY17 Q1.
Research Strategic Plan Goal #4 - Impact: Increase the application and economic and social impact of USF research				
Metric	FY16	FY17	FY16 to FY17	Current Progress for FY2018
Patents Awarded , USF System (AUTM)	106	125	↑	(1) 34 total US patents issued (32 Utility, 2 Design) in Q1, up compared to 32 in FY17 Q1; (2) patents are issued unevenly throughout year; (3) USF ranks 5th among US public universities and in Top 10 for past 7 years; (4) FL Preeminence Metric based on 3- calendar year period: 2016-18 total is 284 as of CY17 Q3, compared to 2015-17 total of 276 as of CY16 Q3.
Number of Licenses and Options Executed, USF System (AUTM) (Key Performance Metric)	133	122	↓	(1) 16 licenses and options executed in Q1, down compared to 22 in FY17 Q1; (2) executions of licenses and options are unevenly distributed throughout year.
Number of Startups , USF System (AUTM) (Key Performance Metric)	9	10	↑	(1) 2 startups formed in Q1, up compared to 1 in FY17 Q1; (2) USF initiated 50 startups in last 5 years.
Number of Industry-related Grants and Contracts (e.g., industry investments, SBIR, STTR, State of FL investments in SBIR/STTR), USF System (FL SUS Research & Innovation Metric Dashboard)	378	416	↑	(1) 212 unique sponsors provided new funding during Q1.

National Academy Members FY2012-2017

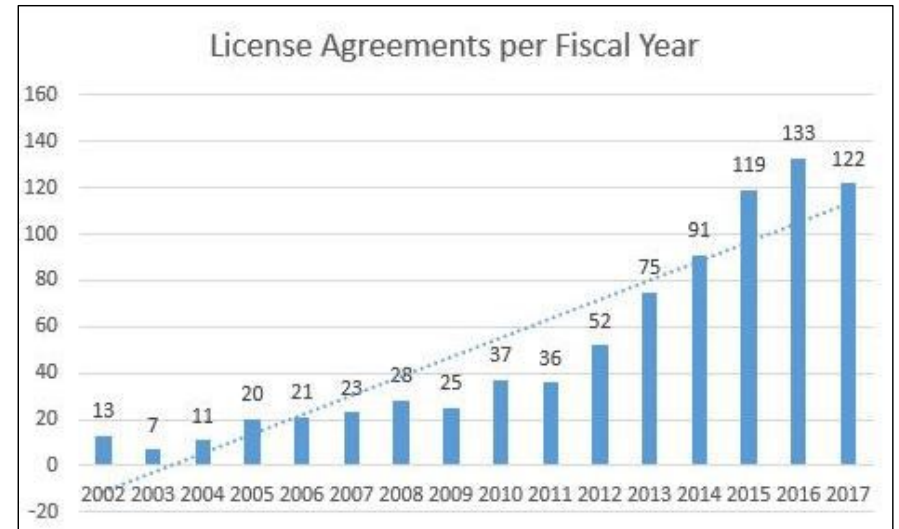


Effective F&A Rate FY2010-2017

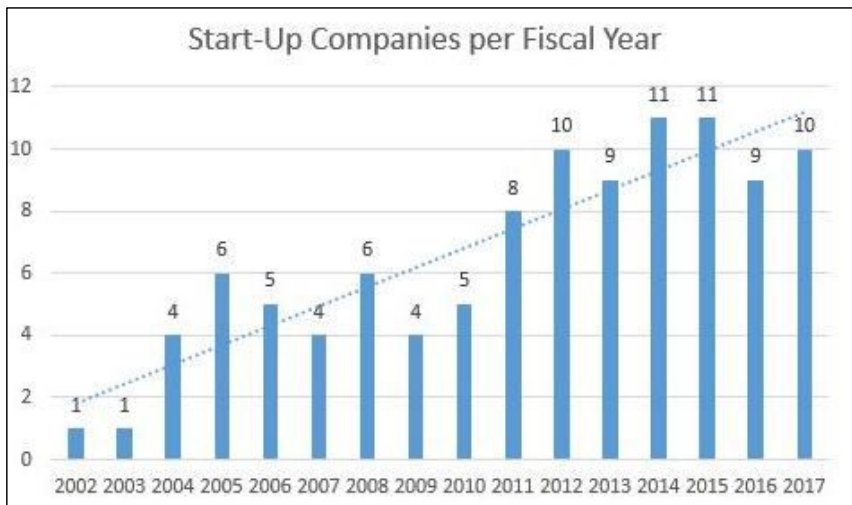




**Issued U.S. Patents
FY2002-2017**



**License Agreements
FY2002-2017**



**Start-Up Companies
FY2002-2017**