



**USF Board of Trustees
Strategic Initiatives Committee**

Thursday, May 14, 2020
Time: 8:00 AM – 9:00 AM
Microsoft Teams Virtual Meeting

Trustees: Michael Carrere, Chair; Mike Griffin, Les Muma, Nancy Watkins, Jordan Zimmerman

A G E N D A

- I. Call to Order and Comments Chair Michael Carrere
- II. Public Comments Subject to USF Procedure Chair Carrere
- III. New Business – Action Items
 - a. [Approval of February 18, 2020 Meeting Notes](#) Chair Carrere
- IV. New Business – Information Items
 - a. Update on USF’s Strategic Renewal Process President Currall
 - b. Confirmation of strategic aspirations and key performance indicators (KPIs), President Currall
such as:
 - a. Preeminence
 - b. AAU eligibility
 - c. Financial performance
 - d. Fundraising and alumni support
 - e. Community service
 - c. Accountability planning for KPIs President Currall
 - d. Strategic Initiatives Committee Involvement in Strategic
Renewal Deliberations President Currall
- V. Adjournment Chair Carrere

USF Board of Trustees
Strategic Initiatives Committee
February 18, 2020
Time: 8:00 AM – 9:30 AM
Marshall Student Center – Room 3707

I. Call to Order and Comments

Chair Carrere called the meeting to order at 8:05 a.m. He welcomed the committee members and other members of the Board of Trustees.

II. Request for Public Comment

There were two requests for public comment:

Dr. Anila Jain, a member of the USF Sarasota-Manatee (USFSM) Campus Board, expressed that USFSM provides quality education in a home town setting. Currently, USFSM has the possibility of having nine acres of bay front property donated by Manatee County. USFSM is exploring student housing, as well as other buildings like a student center. Any plans USFSM has are on hold until appropriate approvals come from the Board of Trustees and the Florida Board of Governors. She stressed the importance of transitioning USFSM into a more traditional campus to attract out of state and international students. Dr. Jain implored the Board of Trustees to show a commitment to the university by supporting on-campus housing at USFSM.

Mr. William “Bill” Mariotti, a member of the USFSM Campus Board, expressed the same sentiments as Dr. Jain, noting the need for on-campus housing at USFSM in order to grow student enrollment. He said there was a great need to improve the facilities, noting there hasn’t been any new construction since the campus was first built. He also read a note from Rick Piccolo, another member of the USFSM Campus Board which mirrored the comments from Dr. Jain and Mr. Mariotti.

III. New Business – Action Items

a. Approval of November 20, 2019 Meeting Notes

Meeting notes were approved unanimously.

IV. New Business – Information Items

a. Update on USF/Tampa General Hospital Joint Affiliation

President Currall began the presentation by noting there has been a long series of deliberations regarding the concept of an Academic Medical Center (AMC) with USF and TGH. He noted the Joint Affiliation would come before the USF Board of Trustees during its March 10th meeting for approval and that draft contracts would be made available to the trustees prior to the meeting.

Dr. Charly Lockwood provided the Committee a brief overview of the agreement. USF and its primary teaching hospital, TGH, are embarking on an effort to integrate clinical and academic programs to position the Tampa Bay region as a prominent destination for the highest quality health care, medical

research, and medical education. At present, the Tampa Bay region has no AMC, which puts it at a distinct disadvantage relative to other major metropolitan healthcare hubs in the United States. USF's and TGH's joint plan will create a comprehensive, clinically integrated AMC providing many benefits to the students, patients, faculty and the state as a whole.

Dr. Lockwood walked through various components of the agreement including sources of support funding and additional capital, as well as how the structure preserves sovereign immunity and de-risks the university. Creating this new initiative will provide significant new revenues for USF Health to recruit additional world-class faculty and researchers, and develop innovative and cutting-edge clinical, research and academic programs for the Morsani College of Medicine and USF Health as a whole. Finally, Dr. Lockwood explained the new council that will be created for decision making authority which includes four representatives from USF and four representatives from TGH.

There was discussion from the Trustees regarding the various legal documents that need to be created and the timeline to create those. There was further discussion regarding the Board of Trustees' role, the TGH Board's role, as well as revenue streams and relationships with other healthcare providers. Discussions continued regarding the physical location of TGH and the liability in the event of significant weather, and finally the transition plan to unwind the affiliation should it not work out.

It was noted that while the Board of Governors does not need to approve this affiliation, the university cannot move forward without their support.

President Currall noted that this presentation was intended to just be an update and the Board of Trustees will be able to go into full discussion during the March 10th meeting with the updated documentation. He also explained this is not a joint venture or a partnership, but rather a strategic alliance or enhanced affiliation.

Chair Carrere thanked the trustees for the robust discussion and for raising excellence questions.

b. Update on USF's Strategic Renewal Process

Chair Carrere began by noting the existing USF System Strategic Plan was first drafted in 2016 and completed in 2017. Due to consolidation, it is important that USF relook at the Strategic Planning process.

President Currall thanked Chair Carrere for the introduction and affirmed his commitment to the university's strategic renewal process, noting USF's great upward trajectory. He explained the steps already taken in the process including engaging in a listening tour to have a deeper understanding of campus climate and culture. President Currall noted he recently launched the Principles of Community Task Force, which is charged with developing core principles to reinforce the culture of support and better equip the university to have a dialogue about strategic renewal.

President Currall outlined three components of the strategic plan – sources of parity, sources of competitive advantage and the resource model. He discussed timeframe, noting it would be important to have a draft by the beginning of 2021. Furthermore, he explained the plan would help drive a comprehensive fundraising campaign. There was discussion regarding outside consultants with President Currall noting the capability by the existing team at USF.

Chair Carrere noted the tremendous importance of making this strategic plan a living document. He explained that while a great deal of work has been done on previous plans, there is a lack of accountability and measurement. Furthermore, he explained the differences between a strategic plan and an operating plan, noting that the new strategic plan needs less time between renewal and a guide to constructing the annual plan.

Chair Carrere opened the meeting to a roundtable discussion. There was discussion regarding accountability and being measurable. President Currall noted how he strongly embraces the sentiment of accountability and the aspirational goals of the university. Discussion ensued regarding the unique identities of each campus and process to help identify special characteristics beyond location and academic offerings. A question regarding the timeframe around consolidation and the strategic renewal process was raised. President Currall clarified that the strategic renewal process will adjust and accommodate the consolidation process. There was further discussion regarding the opportunity to define the direction of the university for the faculty and programs, and how the strategic renewal process provides a foundation for moving forward and faculty recruitment.

The discussion concluded with Chair Zimmerman expressing the need to inspire faculty, students and staff and how the strategic renewal process will help with vision. He noted how the previous discussion on mission and goals will fit into the strategic renewal process and applauded President Currall on the process.

Finally, it was noted that members of the Strategic Initiatives Committee will be consulted throughout the strategic renewal process.

The discussion concluded with Trustee Shinn handing out a one pager on the draft USFSM master plan. He explained that the Manatee County Commission had unanimously voted to give land to USFSM and now it is up to USF to do due diligence on the property.

Adjournment

The meeting was adjourned at 9:31 a.m.

Update on USF's Strategic Renewal Process

- “Listening tour” visits to Colleges and administrative units
- Setting the foundation for the process of strategic deliberations: “Principles of Community”
- Articulation of strategic aspirations and key performance indicators (KPIs), such as:
 - Performance Based Funding
 - Preeminence
 - AAU eligibility
 - Financial performance
 - Fundraising and alumni support
 - Community service
- Accountability planning for KPIs
- Importance of Strategic Initiatives Committee members' involvement in strategic renewal deliberations