



**USF Board of Trustees Strategic Initiatives Committee**

Thursday, January 19, 2017  
11:15 am – 12:45 pm  
Marshall Student Center Room 3707

*Trustees:* Hal Mullis, Chair; Scott Hopes, Vice Chair; Michael Carrere, Stephanie Goforth,  
James Stikeleather, Jordan Zimmerman

*Senior Vice President:* Edmund Funai

*Staff Liaisons:* Roberta “R.B.” Burford, Judy Lowry

**A G E N D A**

- I. Call to Order Chair Hal Mullis
- II. Public Comments Subject to USF Procedure Chair Hal Mullis
- III. New Business – Action Items
  - Approval of [November 17, 2016 Meeting Minutes](#) Chair Hal Mullis
- IV. New Business – Information Items
  - a. [Office of Corporate Relations](#) SVP Paul Sanberg/SVP Joel Momberg
  - b. [Health-related Professions Consortium](#) Regional Chancellor Sophia Wisniewska/  
Regional Chancellor Sandra Stone/  
EVP Ralph Wilcox/SVP Ed Funai/  
SAVP Donna Petersen/VP Steve Prevaux
  - c. [Tampa General Hospital Joint Operating Agreement Update](#) SVP Charles Lockwood/  
SVP Edmund Funai
  - d. [St. Petersburg Campus P3 Project Update](#) Regional Chancellor Sophia Wisniewska/  
Regional Vice Chancellor Joe Trubacz
- V. Adjournment Chair Hal Mullis



## **PROCEDURE FOR APPEARANCES BEFORE THE BOARD OF TRUSTEES**

Individuals or representatives of groups, who desire to appear before the Board to comment on an agenda item prior to the Board taking action on the agenda item, must submit written requests to comment to the Corporate Secretary, c/o Office of the Board of Trustees Operations, 4202 E. Fowler Avenue, CGS401, Tampa, FL 33620 or via e-mail to: [board@trustees.usf.edu](mailto:board@trustees.usf.edu)

The request to comment should specify: (1) the agenda item upon which the requester wishes to comment; and (2) whether the comment will be offered in support, opposition or neutrality to the agenda item. Such a request, along with any supporting documentation, must be submitted at least three (3) business days (i.e. Monday-Friday excluding legal holidays) prior to the start of the Board Workgroup meeting in which the agenda item will be considered.

Comments shall be heard at Board Workgroups; however, the President, in consultation with the Board Chair, will determine whether the item will be heard and when it will be heard. As permitted by Section 286.0114 Florida Statutes the Board Chair may decline to hear any matter as well as any matter determined by the President and Chair not to relate to a particular agenda item or that is outside the Board's jurisdiction, or because it is not practicable for a particular meeting.

There will be a three minute time limit on any presentation. The total time allotted for all comments shall not exceed a reasonable period of time of fifteen minutes, unless approved by the Chair.

In order to proceed with the essential business of the Board in an orderly manner, any individual or group representative who attempts to disrupt a Board meeting will be subject to appropriate action pursuant to law.



**Board of Trustees  
Strategic Initiatives Committee**

**DRAFT  
Meeting Minutes**

Thursday, November 17, 2016  
9:58 a.m. – 12:04 p.m.  
Marshall Student Center, Room 3707  
Tampa, Florida

Present:  
*Trustees:* Hal Mullis, Chair; Scott Hopes, Vice Chair; Mike Carrere; Stephanie Goforth; Brian Lamb (via telephone)  
*President:* Judy Genshaft

**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. Sharon 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,

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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

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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.

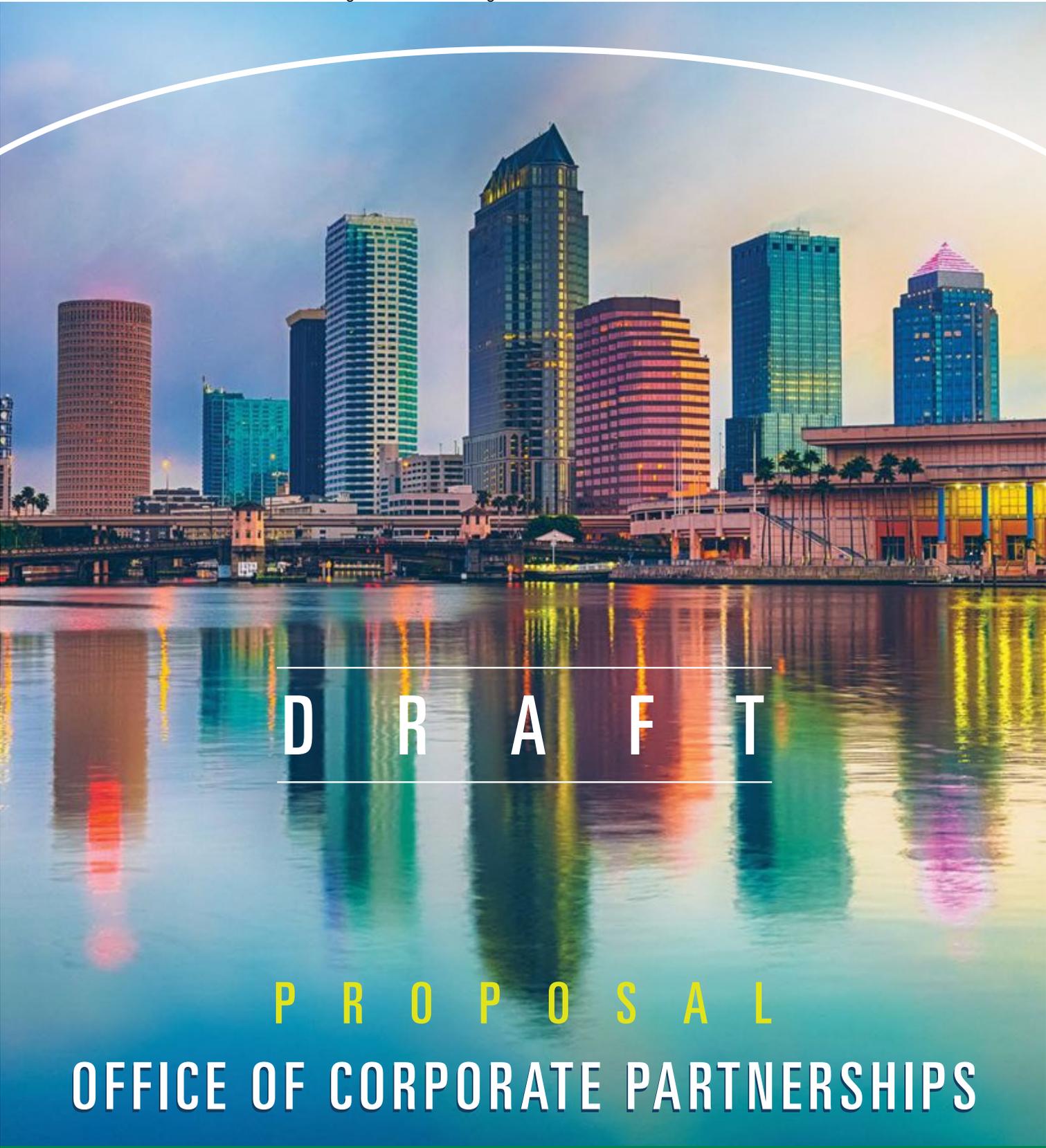
**V. Adjournment**

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

Minutes prepared by Cheryl Lesko and Judy Lowry

DRAFT





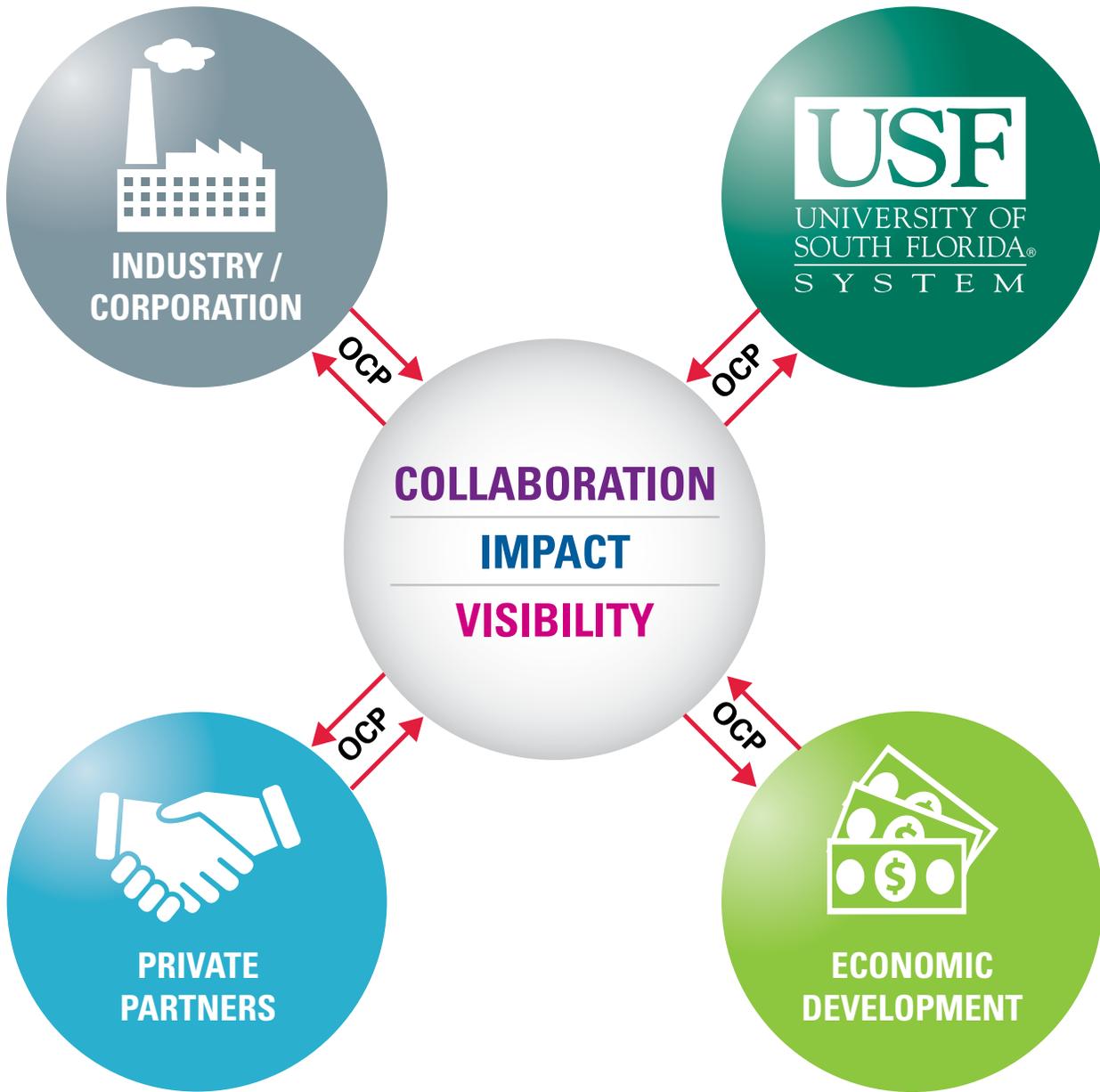
D R A F T

P R O P O S A L

OFFICE OF CORPORATE PARTNERSHIPS



UNIVERSITY OF  
SOUTH FLORIDA®  
SYSTEM



OCP = Office of Corporate Partnerships

# PROPOSAL FOR USF SYSTEM 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 28<sup>th</sup> 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.



## The Right Timing

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.



Photo: USF MUMA COLLEGE OF BUSINESS

## 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 21<sup>st</sup> 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.

Ultimately, the corporate relations director will create and maintain a free-flowing pipeline for corporate investment in USF. The challenge is to find the best place for the money to go within the university and to keep it coming in, assuring a powerful, productive synergy between USF and industry as we continue our exciting climb as one of the country's great public research universities.



Photos: USF MAGAZINE

**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. Proposed direct reporting chart to leadership and the President:

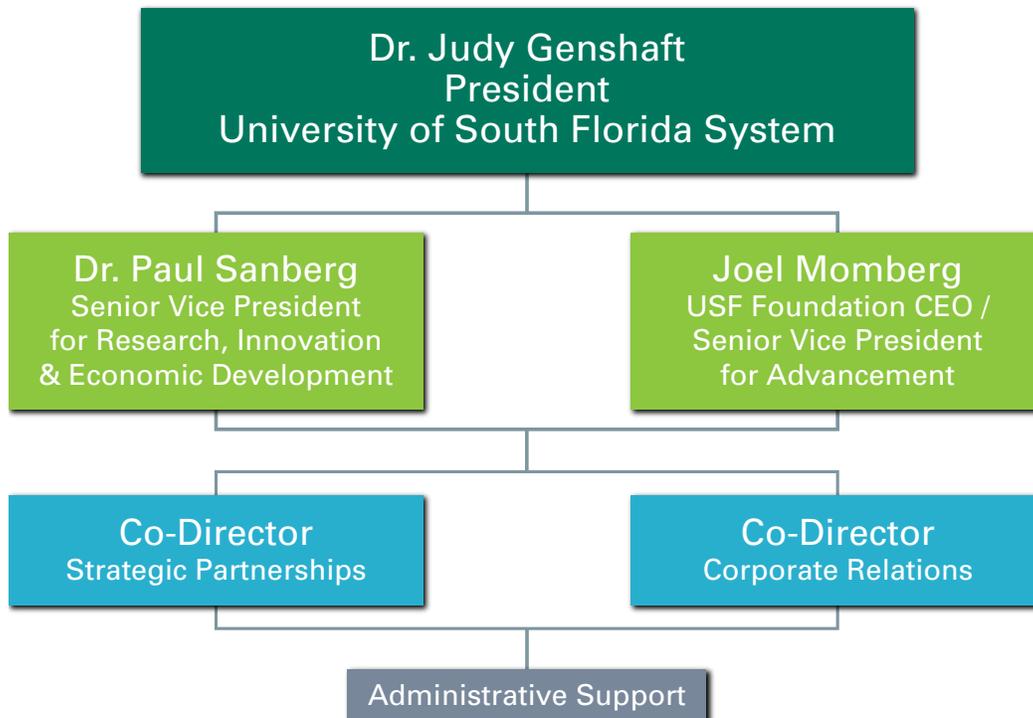




Photo: USF MUMA COLLEGE OF BUSINESS

## 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.



Photo: USF MUMA COLLEGE OF BUSINESS

## USF System Research Strategic Plan

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

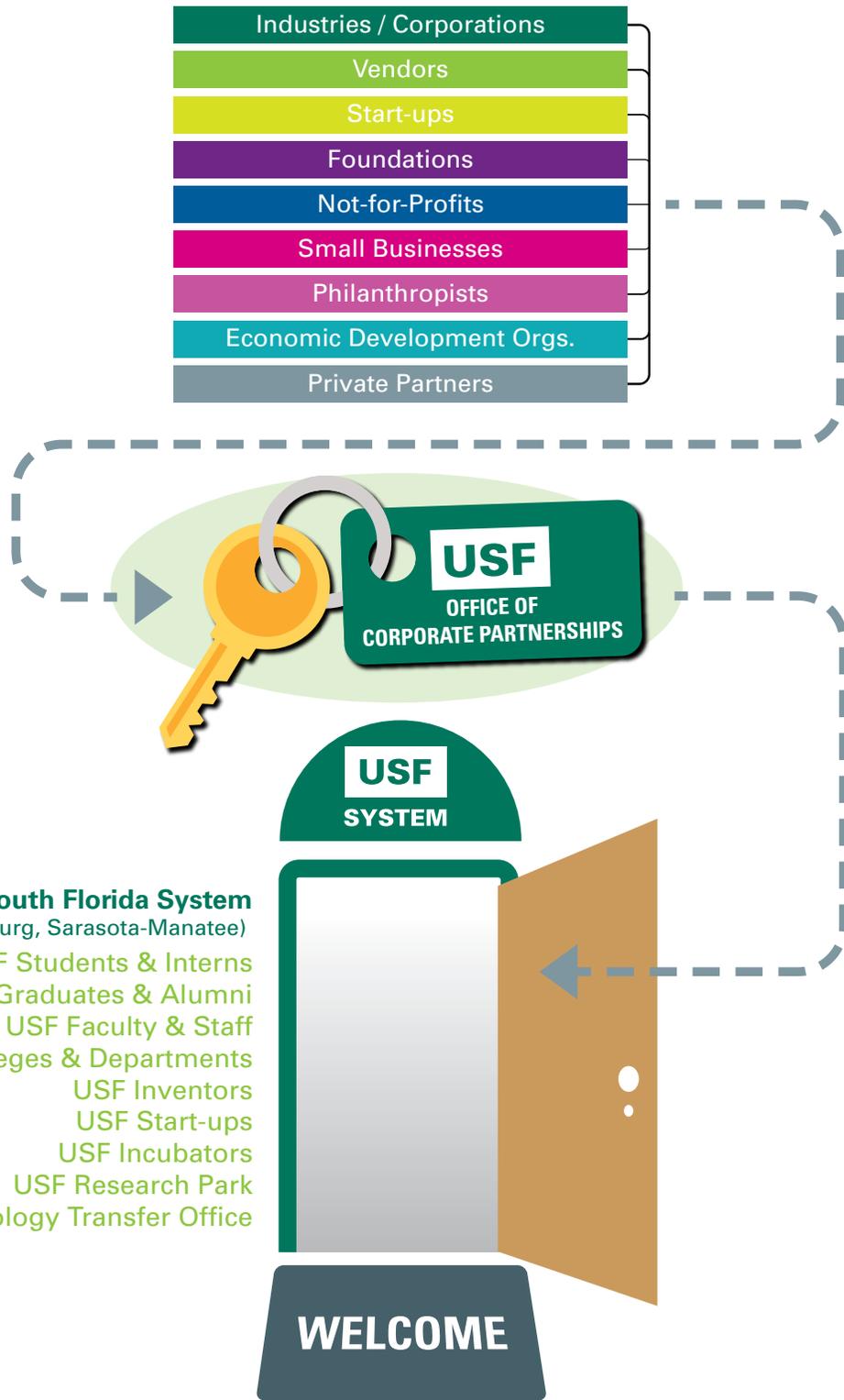
- Tactic–Connect with unique population groups from the region. (Academic Affairs, USF Health)
- Tactic–Increase business development and incubation. (Academic Affairs, USF Health, USFRI)
- Tactic–Create a dynamic live/work/play environment. (USFRI, USF Research Foundation)
- Tactic–Work with community partners to enhance the area surrounding the university, and downtown. (USFRI, USF Research Foundation, Academic Affairs, USF Health)

### 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.







**USF Research & Innovation**  


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**USF Foundation**

**Agenda Item: IV.b**

**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.

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**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

UNIVERSITY *of* SOUTH FLORIDA SYSTEM



# 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.)

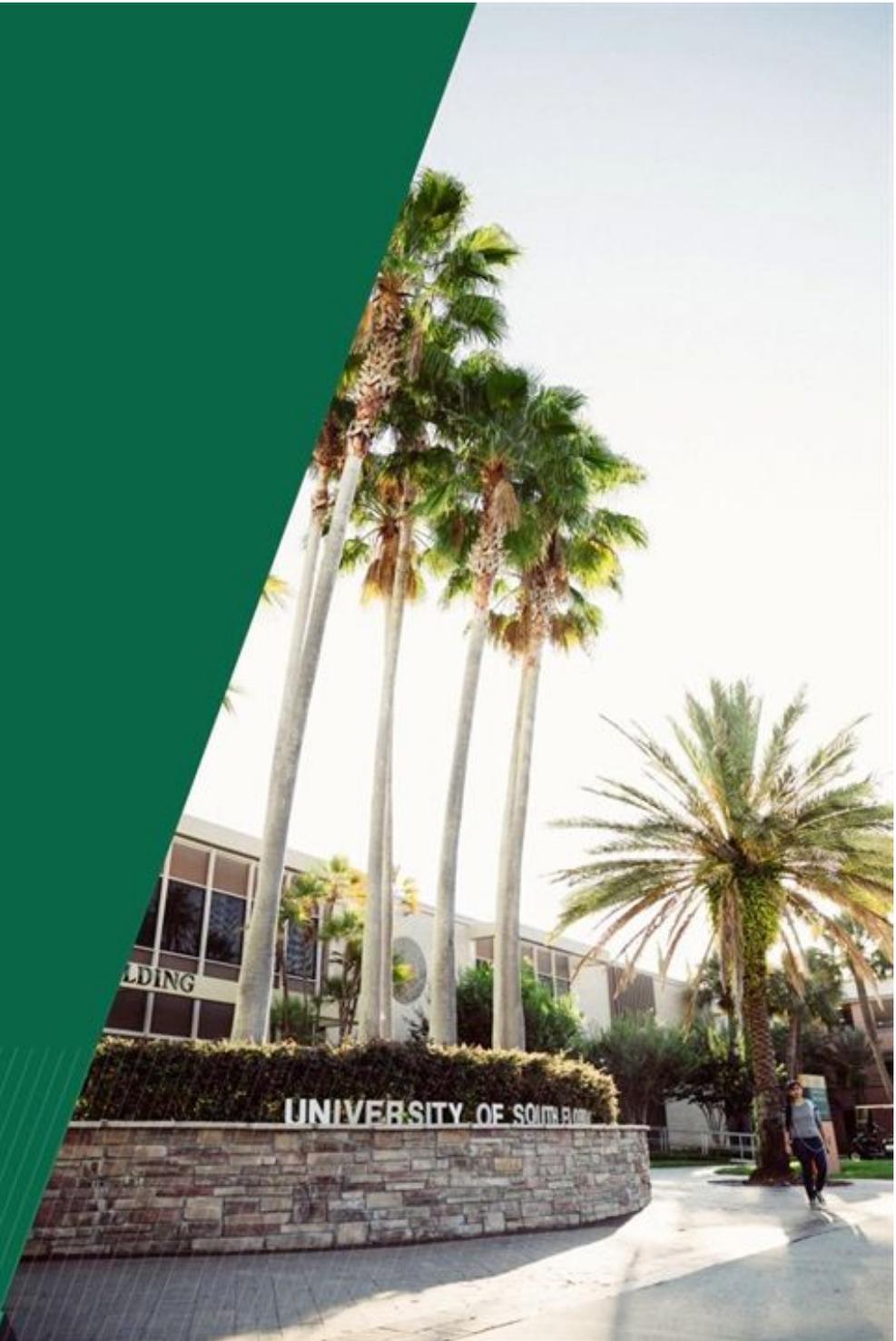
# Opportunities

- 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?

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**Agenda Item:** IV.c

**USF Board of Trustees  
Strategic Initiatives Committee  
January 19, 2017**

**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.

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**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

No

**USF System or Institution specific:** Morsani College of Medicine

**Prepared by:** Strategic Initiatives Committee Staff

**Agenda Item:** IV.d

**USF Board of Trustees  
Strategic Initiatives Committee  
January 19, 2017**

**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.

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**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 **No**

**USF System or Institution specific:** Morsani College of Medicine

**Prepared by:** Strategic Initiatives Committee Staff

# USF St. Petersburg Campus P3 ITN Update

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# P3 ITN Schedule

PHASE I EVENTS	DATE
Release of ITN	Monday, October 24, 2016
Deadline for questions	Thursday, November 3, 2016
Response Addendum posted	Monday, November 7, 2016
Phase I - ITN responses due	Thursday, November 17, 2016
ITN Committee Review of Proposals	Monday & Tuesday, November 28 & 29, 2016
ITN Qualified Proposers (i.e. shortlist) Posted	Tuesday, December 6, 2016
PHASE II PROJECTED SCHEDULE	DATE
ITN documents issued to Qualified Proposers	Tuesday, December 13, 2016
Qualified Proposers meeting	Thursday, January 5, 2017
Phase II - ITN responses due	Thursday, February 9, 2017
Proposal Evaluation	Friday, February 10, 2017 – Monday, February 27, 2017
Campus Interviews (at USFSP Option)	Tuesday, February 21 – Thursday, February 23, 2017
Finalists Selected/Posted	Tuesday, March 7, 2017

# Qualified Proposers

- American Campus Communities
- Balfour Beatty
- Capstone Development Partners
- Corvias
- EdR

# Questions?

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