



**Board of Trustees  
Strategic Initiatives Committee**

**DRAFT  
Meeting Minutes**

Thursday, April 6, 2017  
9:53 a.m. - 11:41 a.m.  
Marshall Student Center, Room 3707  
Tampa, Florida

Present:

*Committee Members:* Hal Mullis, Chair; Scott Hopes, Vice Chair; Mike Carrere; Stephanie Goforth; James Stikeleather;  
*Trustees:* Brian Lamb, James Garey, Byron Shinn  
*President:* Judy Genshaft  
*Senior Vice President:* Edmund Funai

**I. Call to Order and Comments**

Chair Mullis called the meeting to order at 9:53 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**

**A. Approval of the [February 16, 2017 Meeting Minutes](#)**

A request to adopt the Minutes was made by Chair Mullis. A motion was so made by Trustee Goforth and seconded by Trustee Stikeleather and the Minutes were unanimously approved as submitted.

**IV. New Business – Information Items**

**A. [USF Health Collaborative](#)**

Chair Mullis invited Donna Petersen, USF Health Sr. Associate Vice President, Dean, College of Public Health and Interim Dean, College of Nursing, to address the Committee updating information/progress of the USF Health Collaborative with Dr. Petersen explaining the name of this group had been changed (by their choice) from “consortium” to “collaborative” to portray the true nature and intent to serve as a model and expand its scope--as needed--throughout the USF System.

**B. Interprofessional Efforts Planned for Downtown Meeting**

Dr. Petersen presented a slide show to the Committee, refreshing a definition of Interprofessional Education and its benefits to students, faculty in facilitating effective workplaces and resulting in enhanced experiences, such as patient safety. She noted a variety of locations at USF Health, including at CACL, CAMLS, the Bridge Clinic as well as a large number of focused interprofessional groups and efforts being undertaken in conjunction with community organizations. In discussing how the downtown building is being designed to accommodate interprofessional education, she noted integrated curriculum as allowed within the constraints of accreditations; a theme then reinforced by Senior Vice President of USF Health, Dr. Charles Lockwood.

**C. USF Morsani College of Medicine/Heart Health Institute Building Update**

Providing an update on the new downtown building, Senior Vice President of USF Health and Dean of the Morsani College of Medicine Charles Lockwood also remarked on the new designation and structure of the former USF Physicians Group to “USF Healthcare” to encompass and recognize the various organizational elements of USF Health to further interprofessionalism. He noted we are now closer to breaking ground on the downtown project and have a great exterior (particularly the “wow” factor of the Plaza area) as well as the described ongoing interior designing refinement. He ended by emphasizing recent philanthropic successes, including a very recent \$1M donation from Florida Blue for the project and a possible upcoming generous donation from a supportive community leader. He thanked the USF Foundation and Health Development Team as well as Mr. Dave Pizzo of Florida Blue for these outstanding results, ending with an additional thanks to the Board and President for their unwavering support.

**D. St. Petersburg Campus P3 Project Update**

Mr. Joe Trubacz, Regional Vice Chancellor of the USF St. Petersburg campus, provided a brief update on the status of the P3 project by reporting that they have (1) selected two finalists for the project; (2) will meet with each firm separately for a question/answer session; (3) expect to receive responses from the finalists by April 10; and (4) have a meeting scheduled on April 11 to make final selection. All tasks for this Project are on schedule; therefore, it is planned to present a full report to this Committee at its next meeting of May 18<sup>th</sup>, to the full Board of Trustees at its June 8<sup>th</sup> meeting and to the Board of Governors at its August 30-31, 2017 meeting due to the time sensitivity of this particular project. Chair Lamb sought (and received) verification of anticipation of and coordination with the latest Board of Governors’ information and guidelines (including their interface with the Division of Bond Finance) for P3 projects via transparency and open dialogue.

**E. USF System Strategic Planning Process Update**

USF System Senior Vice President Ed Funai updated the Committee regarding the USF System Strategic Planning process. Dr. Funai both presented a slideshow and indicated an initial draft of the Plan had been given to Trustee Lamb and President Genshaft for their review and feedback with further distribution soon. He reiterated commitment to the original timeline for finalization of this Plan as presented at the February 16, 2017 Strategic Initiatives Committee meeting.

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He then referred to Trustee Stikeleather, who, due to his background in system processes and strategies, was appointed by the Committee to act as a liaison to the USF System Strategic Planning Committee. Trustee Stikeleather initially observed that the Planning Team was doing an excellent job and that they were forward focused.

He remarked there is a need to establish a framework for an ongoing System Planning approach to enable flexible future response to declining public revenues for public universities and changing expectations. He seeks notation in this current Plan to establish a process for further planning of a long range (tactical) nature to continue to address roles (System and component units).

Chair Lamb noted that another Board retreat may be called later in this year to address, among other items, Committee member comments regarding appropriate Plan length, identification and inclusion of System stakeholders, identification and review of appropriate global and national models and determination of SUS consortia possibilities. Chair Lamb, Trustee Stikeleather and President Genshaft all thanked the current Planning Team for their outstanding efforts.

**V. Roundtable Discussion**

- A. Chair Lamb requested an update from Vice Chair Hopes who has been monitoring and attending some legislative sessions/meetings. Vice Chair Hopes reported that he believes USF is well positioned to receive significant State funding in this current budget cycle; the actual numbers being discussed and to finalized shortly in this Legislative session. He also expects favorable national low-income targeted funding news shortly. He reported that he and Trustee Watkins had just returned from a productive Association of Governing Boards' conference and both believe that USF is a leader in the areas of strategic planning, private investment partnerships and shared governance.
- B. Chair Mullis emphasized a Letter of Intent which had been signed between USF and Tampa General Hospital with respect to formulation of a Joint Operating Agreement, noting this was a significant milestone with a major hospital partner of USF Health, portending great work together.

**VI. Adjournment**

Chair Mullis thanked all presenters and attendees and adjourned the meeting at 11:41 a.m.



**Board of Trustees  
Strategic Initiatives Committee**

**DRAFT  
Meeting Minutes**

Thursday, February 16, 2017  
10:01 a.m. -12:09 p.m.  
Marshall Student Center, Room 3707  
Tampa, Florida

Present:  
*Committee Members:* Hal Mullis, Chair; Scott Hopes, Vice Chair; Mike Carrere; Stephanie Goforth; James Stikeleather; Bob Churuti  
*Trustees:* Brian Lamb, James Garey, Byron Shinn  
*President:* Judy Genshaft  
*Senior Vice President:* Edmund Funai

**I. Call to Order and Comments**

Chair Mullis called the meeting to order at 10:01 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**

**a. Approval of the January 19, 2017 Meeting Minutes**

A request to adopt the Minutes was made by Chair Mullis. A motion was so made by Trustee Goforth and seconded by Vice Chair Hopes and the Minutes were unanimously approved as submitted.

**b. Approval of Amended UMSA and MSSC Articles of Incorporation and Bylaws Changes**

Chair Mullis invited Bryan Burgess, USF Health Associate Vice President for Corporate & Transactional Affairs, to address the Committee and present the proposed amendments. The University Medical Services Association (UMSA) and Medical Services Support Corporation (MSSC) are two Direct Support Organizations (DSOs) designed and established to support USF Health. UMSA primarily acts as a billing entity for clinical practice and, in the past, MSSC provided support personnel for the clinical enterprise, a function now largely provided by UMSA. To reflect this and to achieve focus and efficiency, these corporate amendments are proposed to modify the governance structures, consolidate responsibility in each respective corporation's Board of Directors,

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modify the representative composition and reduce the size of the Boards. Prior to presentation to this Committee, these proposed amendments have been voted on and passed by the respective UMSA and MSSC Board of Directors. Motion to approve the proposed amendments was made by Trustee Goforth and seconded by Trustee Carrere. Amendments were Approved as submitted.

**IV. New Business – Information Items**

**a. College of Pharmacy (COP) Update**

USF College of Pharmacy Dean Kevin Sneed began his presentation by sharing the College vision, mission and past significant accreditation, graduation, student success, research and clinical innovation achievements to the Committee. In response to Committee query, he noted the changing nature of the pharmacy and reaffirmed the College's goal of providing graduates to comprise the workforce of the future. He emphasized the necessity of preparing graduates via interdisciplinary education (expanded scope of practice) and collaboration, in particular, with medical professionals to train the type of graduate sought by prospective employers which offer high wages. The College already attracts high quality applicants, has a very low drop rate and has a long waiting list for application, but could produce at an even higher level with new programs and philanthropic efforts, in addition to dedicated facility (which the College currently lacks).

**b. USF Morsani College of Medicine Operational Plan Update**

Senior Vice President Charles Lockwood introduced the presentation, noting that the process of designing/developing a new downtown medical school site had largely incidentally coincided with the beginning of his USF employment; and so, he was excited to have witnessed the remarkable impetus the project had provided in the arena of academic achievement and number of medical student applicants and recruitment of high quality researchers, both of which advantage our primary teaching hospital partner, Tampa General Hospital as well. The proposed and current interior design of the downtown medical school and heart institute is not only intentionally flexible and adaptable, but also to showcase the USF brand at a national and local level. The USF design team has been able to stay on scope, schedule and budget for this project and key user groups have worked diligently to bring this project forward to this point. He introduced Carole Post, Deputy COO of USF Health, who then updated the Committee with a high-level view/schematics of the inside of the building. Carrying out the theme of flexibility and adaptability, she accented openness and brightness elements designed to encourage communication and adaptable office spaces to be primarily used as a "touch down spot" for staff and faculty to use when in the building. She also noted introduction of the undergraduate medical education students to a newly renovated space at CAMLS; the Clinical Skills Education Center (CSEC), just last week. Various questions were posed about patient entry, lab space, color schemes, soft engineering concepts, branding and building infrastructure as well as discussion of available resources to complete this state-of-the-art facility and its future use. USF Vice President Calvin Williams addressed facility and resource issues, as known at this time, in response.

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**c. USF System Strategic Planning Process Update**

USF System Senior Vice President Ed Funai updated the Committee regarding the need for and development of a refreshed USF System Strategic Plan, noting the comprehensive existing strategic plans of each campus in the System which resulted from highly deliberative processes over a lengthy period of time with extensive collaboration and input from key stakeholders.

As background, he cited sources indicating strategy is the creation of a unique and valuable position in the market which involves identification of the “market” in which one competes, differentiating from the competition in that “market” and finding one’s place in that market to achieve lasting and consistent strategic direction. Specifically, he addressed the concept that strategy (1) requires you to make trade-offs in competing—to choose what not to do. This is already a key component of President Genshaft’s Path to Preeminence—identifying what the USF system won’t be doing in the future; (2) creating “fit” amongst a company’s numerous activities and addressing the ways a company’s activities interact and reinforce one another.

However, he reminded that business strategy is predicated on free markets, and by design, the State University System and the USF System are not truly free markets; thus, business principles may be applied in some cases, but not necessarily strictly.

He also noted that the creation of this System Strategic Plan, while relying on those robust individual campus plans and processes, would also involve a more focused and targeted collaboration between the Board of Trustees, its Strategic Initiatives Committee and the University President.

Trustee Stikeleather, due to his background in system processes and strategies, was appointed by the Committee to act as a liaison to the USF System Strategic Planning Committee, remarking on the significant difference between a strategic plan (directional and aspirational) and a long range plan (more tactical). He provided background noting the creation of the Strategic Initiatives Committee itself had resulted from a Board retreat last year and that development of a System Strategic Plan had been discussed there. However, he remarked that since the last Committee meeting of January 19, the strategic intent of the Board for Plans such as the USF System Strategic Plan had been evolving and he was glad this elaborating discussion was now occurring with input to occur from each individual Trustee with the additional avenue of the Strategic Planning Committee meetings which, it was determined, will be publicly noticed to achieve maximum input within the short timeframe for this System-wide strategic plan expected to synthesize existing campus plans plus the added elements of cataloging unique contributions of each campus, assessing strengths of each campus and strategizing on the strengths/challenges of the System as a whole.

**d. St. Petersburg Campus P3 Project Update**

USF St. Petersburg Dean of Students Jacob Diaz updated the Committee stating that, in accord with applicable state law/BOG and USF regulations/policies, five completed responses to the Invitation to Negotiate were received last week, a comprehensive list of

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questions for each respondent had been developed which would be asked to address in their formal proposals next week. After those formal presentations, two finalists will be identified and subsequent negotiation process will be finalized by March 7, to enable presenting a final recommendation for Board of Trustee approval in the May-June timeframe. Trustee Goforth reminded of the significant participation, as permitted, of the USFSP Campus Board in the process.

**V. Roundtable Discussion**

Trustee Chair Lamb and Committee Chair Mullis noted that, due to lack of time, a roundtable discussion would occur at the next Committee meeting scheduled for April 6, 2017.

**VI. Adjournment**

Chair Mullis thanked all presenters and attendees and adjourned the meeting at 12:10 p.m.

Minutes prepared by Cheryl Lesko and Roberta Burford

DRAFT

# USF System Health *Collaborative*

Donna J. Petersen  
April 6, 2017





# 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.
- 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.
- A collaborative effort across the USF System around health professions education can promote **situational awareness**, a shared commitment to **student success** and achievement of relevant **performance metrics**.

# Our Response

- Convene a group representing 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
  
- Meetings are open, goal is to work through consensus, though if a vote is necessary, we have agreed that each participating “entity” for these purposes, has one vote: USFSP, USFSM, USF Health, USF Tampa

# USF System Health *Collaborative*

- This group agreed to approach this important task/opportunity as a group of interested persons with expertise and a commitment to high quality health professions education engaging in conversation about how best to meet student, institution, market and community needs
  - We agreed that we would be advisory to the APAC on health related programming
  - We agreed that we would consider, coordinate, review and recommend for approval through existing mechanisms, new programs in health-related areas, especially at the undergraduate level

# USF System Opportunities

- Optimize learning opportunities in health across the USF System
- Optimize faculty talent, knowledge resources
- Expand service-learning, study-abroad and internship opportunities in health
- Coordinate and manage enrollment into pre-health programs across the USF System
- Create coordinated and/or accelerated programs within the USF System
- Promote outstanding advising for students pursuing health professional or graduate degrees post-graduation from any pre-health undergraduate program in the USF System
- Create new undergraduate opportunities in response to emerging job opportunities
- Support career guidance in health across the USF System for students seeking employment post-graduation
- Coordinate and enhance engagement of corporate and community partners in pursuit of these goals
- Protect, promote and extend the USF Health and USF “health” brands
- Meet System Performance Metrics

# USF Health Interprofessional Education

Donna J. Petersen  
April 6, 2017



# USF Health IS Interprofessional

- **We created USF Health over 10 years ago because we recognized that we were stronger together, that everything we did was in service to improving health and quality of life**
  - Across the mission areas of education, research and practice
  - Across the continuum of health/disease
  - Across the entire life-course
  - Within a population health and community context
  - And across the professions
    - Medicine, nursing, public health, physical therapy, pharmacy, athletic training, physician assistants
    - Behavioral health, audiology, psychology, aging studies
    - And also business, engineering, communications and the arts

# What is Interprofessional Education?

“Interprofessional education occurs when students from two or more professions learn about, from, and with each other to enable effective collaboration and improve health outcomes. Once students understand how to work interprofessionally, they are ready to enter the workplace as a member of the collaborative practice team. This is a key step in moving health systems from fragmentation to a position of strength.”

*WHO, 2010*

## Interprofessional Collaboration Competency Domain



The Learning Continuum pre-licensure through practice trajectory

# Example: Ten Interprofessional Modules

1. Introduction to Interprofessional Education
2. Introduction to Roles and Responsibilities
3. Introduction to Communication
4. Introduction to Transitions of Care
5. Paper to Practice Teaching Care Plan
6. Introduction to TeamSTEPPS
7. Patient Safety Education
8. Capstone/Preparation for Practice



# Array of Interprofessional Activities

- Art in Health, workshops
- Business of Medicine Bootcamp, summer program
- Patient Safety, interprofessional course
- Backstage Pass to Health, Honors course for pre-health majors
- Curricula that spans professions, students in the same classrooms
- Dual/joint degrees
- Clinically Oriented IPE
  - Case-Based Learning
  - Role Playing
  - Simulation exercises with standardized patients
  - Simulation exercises with manikins
  - Simulation in the community – disaster response
  - Community-Based Learning

# Array of IPE Learning Spaces, Places

- CACL: Center for Advanced Clinical Learning
- Center for Virtual Learning
- CAMLS: Center for Advanced Medical Learning and Simulation
- BRIDGE Clinic
- Service-Learning Opportunities across USF Health
- Study-Abroad Courses and Service Trips
  - International Health Services Collaborative (since 2005)
- Classrooms, Group Learning Spaces
- USF Health-wide symposia, lectures
- Community organizations, community sites

# New USF Health Building Downtown

- New Building Downtown adds enhanced learning opportunities
  - Highly flexible space included in the design
    - Experiential learning space @ 5,000 square feet
    - Small group learning and student learning community spaces
  - Enables more learners to be assembled at the same time
  - Creates seamless integration across downtown sites
  - Promotes continuity across all sites
  - Facilitates engagement with practicing professional partners
  - Enables other professions of critical importance to improving health care and health outcomes to join us
    - Business, engineering, etc.

# USF System Strategic Plan Update

*Where Are We Now???*

Senior Vice President Edmund Funai  
April 6, 2017



# System Status at Planning Inception

- The System consists of the three (3) separately accredited institutions; however, does not currently – as a System:
  - Offer degrees
  - Receive certain national rankings as a whole, e.g., USNWR
  - Have common branding
  - Engage dedicated staff, except for the System SVP

# Planning Process–Emerging Questions

- Long range vision planning vs. System Strategic Plan
- System’s independent role
  - Including System role in long term higher education trends
- System costs/benefits
  - Contribution of each component of system
- We are in “crawl” vs. “walk” vs. “run” phase