USF Board of Trustees Strategic Initiatives Committee

Tuesday, February 13, 2018
11:15 am – 12:45 pm
Gibbons Alumni Center

Trustees: Hal Mullis, Chair; Michael Carrere, Vice Chair; Les Muma, Charlie Tokarz, Nancy Watkins, Jordan Zimmerman
Senior Associate Vice President: Donna Petersen
Community Liaison: Bob Churuti

AGENDA

I. Call to Order and Comments
   Chair Hal Mullis

II. Public Comments Subject to USF Procedure
    Chair Mullis

III. New Business – Action Items
    Chair Mullis
    a. Approval of November 2, 2017 Meeting Minutes
    b. USF Football Center
       Executive Deputy Director of Athletics/Chief Operating Officer Barry Clements
       Head Football Coach Charlie Strong

IV. New Business – Information Items
    a. Institute of Applied Engineering
       Dean Robert Bishop
    b. IT Strategic Plan
       Chief Information Officer Sidney Fernandes
    c. Branding Update
       Chief Marketing Officer Joe Hice
    d. USF System Strategic Plan Update
       Special Advisor to the President Gregory Teague
    e. Pamela Muma Women’s Health Center Presentation
       Chief Financial Officer Richard Sobieray
       Medical Director Emily Haly, MD

V. Adjournment
   Chair Mullis

Next Scheduled Meeting: May 22, 2018
NOTES
USF Board of Trustees
Strategic Initiatives Committee
November 2, 2017, 9:15 AM – 10:45 AM
Marshall Student Center Room 3707

Present:
Committee Members: Chair Hal Mullis, Mike Carrere, Stephanie Goforth, 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 9:33 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
Trustee Jordan Zimmerman

II. Public Comments Subject to USF Procedure

Chair Mullis confirmed that no requests for public comments had been received.

III. New Business – Action Items

a. Approval of Minutes – October 12, 2017

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

IV. New Business – Information Items

a. System Health Collaborative Update

Senior Associate Vice President Donna Petersen provided a status update of the System Health Collaborative. The presentation outlined the rationale for the System effort, the structure of the Collaborative membership, conversations and actions completed to date. SAVP Petersen introduced the Dean of the College of Nursing, SAVP Victoria Rich, to provide a current update on System initiatives in nursing. She highlighted the Suncoast Accelerated Nursing Program and potential new nursing collaboration between USF Sarasota-Manatee and the USF College of Nursing.

Trustee Byron Shinn applauded President Genshaft and Dean Rich for their efforts to meet increasing demand for nurses in the Sarasota and Manatee areas. He explained that this is a prime example of how well the USF System can work.
There was additional discussion as to the differences of an RN and BSN, as well as the funding necessary to expand programs across the System.

b. Brand Research Update

Chief Marketing Officer Joe Hice reviewed the findings of the brand research study conducted by IPSOS, a market research company. The study was conducted to develop a benchmark for the USF brand and the research to be used to guide strategic planning and measure performance of future branding campaigns, including research into brand awareness outside of Florida, USF’s location, as well as effective logos/marks.

There was discussion of the brand regarding athletics, as well as the effect the perceived cost of tuition has on the brand. In addition, the physical location of USF was discussed, in particular that USF is still seen as a commuter school, and its home in Tampa Bay is not widely appreciated. President Genshaft said that, throughout the United States, students typically attend a university within a 2.5 hour driving range from their homes. She emphasized the importance of residence halls and making the campus a destination for students. President Genshaft acknowledged that USF is privileged to be located in a metro/urban area and to be surrounded by world class companies and employers.

CMO Hice concluded his presentation by explaining that this research will be used to build a brand campaign for the USF System, emphasizing that it must resonate with USF Tampa, USF Sarasota-Manatee, and USF St. Petersburg.

c. Strategic Planning Scorecard - Physician’s Group

USF Physicians Group Chief Executive Officer Richard Sobieray thanked the Committee for their time and invited Dr. Harry Van Loveren to provide a short testimony from the physicians. Dr. Van Loveren reported on the cultural shift that had taken place within the Physician’s Group, thanked President Genshaft for her commitment to the Physician’s Group and turned the presentation back to CEO Sobieray.

USF Physicians Group CEO Richard Sobieray provided an update on the current status of the USFPG. He reported that he was confident that there would continue to be an improvement in the numbers, bump rate, and increased communication with patients. There was discussion around financials, as well as CFTE and bump rate. USFPG is on track to meet or exceed the financial projections submitted to the BOT 2.5 years ago.

d. Strategic Planning Scorecard – Research

Senior Vice President for Research, Innovation & Knowledge Enterprise Paul Sanberg thanked the Committee for their time and provided an annual update on USF’s research and innovation metrics for FY2017, along with a first quarter status report for FY2018. He reported that research expenditures and awards received continue to rise and the number of National Academy members on the faculty has increased, as have patents, startups and industry-related grants and contracts, with USF continuing to meet the research-related metrics for preeminence. He reported that there was a decrease in proposals submitted during FY2017, which is being addressed by providing regular updates to the deans and by a research incentive program, intended to reward principal investigators for increased proposal submissions.

IV. Adjournment
Chair Mullis adjourned the meeting at 11:59 am.
Agenda Item: III.b.

USF Board of Trustees  
(March 6, 2018)

Issue: USF Football Center

Proposed action: Approval to move forward with RFQ for design

Executive Summary: Request to move forward with RFQ for design for proposed USF Football Center.

Financial Impact: $3.5M for design phase

Strategic Goal(s) Item Supports: Goals One, Two, Three, and Four  
BOT Committee Review Date: SIC & Finance, February 13, 2018  
Supporting Documentation Online (please circle): Yes  
USF System or Institution specific: Yes  
Prepared by: Barry Clements, Executive Deputy Director of Athletics/COO
USF System
Football Center Update
February, 2018
Goals: Playbook for Success

Goal 1: Student-Athlete Academic Excellence & Success

Goal 2: Competitive Greatness

Goal 3: Marketing, Branding & Communication

Goal 4: Expanded & Diversified Revenue & Resources

Goal 5: Facilities – Renovation & Construction
USF Football Center – Exterior Rendering
USF Football Center – Interior Rendering
USF Football Center – Site Plan
USF Football Center – Aerial Perspective
USF Football Center: Next Steps

Finance Committee Approval

Advertisement for Design (Request For Qualifications)
USF Board of Trustees  
March 6, 2018

Issue: Provide the USF Trustees (through the Strategic Initiatives Committee) background on the College of Engineering’s efforts to establish the Institute of Applied Engineering, a proposed new Direct Support Organization (DSO) of the University of South Florida.

Proposed action: No action at this time—for informational purposes only.

Executive Summary:
Advances in autonomous systems, data analytics, and human performance enhancement/biomedical engineering have the promise to dramatically increase national defense capabilities, while introducing new vulnerabilities related to cybersecurity. And yet, today’s institutions supporting the Department of Defense were not conceived to provide technical expertise on how to best prototype and adopt these capabilities. Meanwhile, though the USF College of Engineering is successfully transitioning to a nationally recognized public university program, they have constrained capability to provide solutions based on their known strengths to the government and industry through commercial-based contracts. The Institute of Applied Engineering was conceived to address these challenges, with the ultimate goal of being designated by the Department of Defense as one of a select number of University Affiliated Research Centers. The Institute plans on initially supporting the United States Special Operations Command, which is headquartered at MacDill Air Force Base and has a $500M research, development, test, and engineering annual budget. This builds on support the College of Engineering already provides USSOCOM. Several Institute planning efforts have already been accomplished, and with Board of Trustees approval for a new DSO through the Finance committee, will be ready to start operations in summer 2018.

Financial Impact:
The Institute will generate revenue through contracts with the Department of Defense and other federal, state, and local government and industry. However, additional funding will be required initially for start-up operations and cash flow requirements. As revenue grows, the need for external support will be reduced over time and eventually eliminated.

Strategic Goal(s) Item Supports: The Institute supports all four goals of the USF Strategic Plan
BOT Committee Review Date: Strategic Initiatives Committee, February 13, 2018
Supporting Documentation Online (please circle): Yes No
USF System or Institution specific: USF System
Prepared by: Eric Forsyth, College of Engineering
INSTITUTE OF APPLIED ENGINEERING

ON THE PATHWAY TO A UARC
UNIVERSITY AFFILIATED RESEARCH CENTER

Dr. Robert H. Bishop, PE | Feb 13, 2018
Mr. Eric Forsyth, Col (ret) U.S. Air Force
TODAY’S PURPOSE

• Provide awareness to Board of Trustees on USF College of Engineering’s plan to establish the Institute of Applied Engineering
  — Challenges facing the Department of Defense and College of Engineering
  — Rationale for a new Direct Support Organization (DSO)
  — Planning activities accomplished to date

• Solicit feedback and identify additional information necessary to obtain Board of Trustees approval (through Finance Committee) of Institute by summer 2018
THE CHALLENGE: DEPARTMENT OF DEFENSE PERSPECTIVE

Autonomous systems, data analytics & human performance enhancement tech promises to dramatically increase defense capabilities …

...while opening the door to new cyber threats that can negate their benefits.

And yet, today’s institutions were not conceived to provide technical expertise to DoD on how to best prototype & adopt these capabilities

$71.8B
$497M
THE CHALLENGE: USF ENGINEERING PERSPECTIVE

• College of Engineering is successfully transitioning to a nationally recognized, public university program

• However, there is constrained ability for College to provide engineering solutions beyond basic research to federal govt with commercial-based contracts

• In comparison, other world-class universities have supporting institutions providing this capability via University Affiliated Research Centers (UARCs)

• UARCs are university-based entities established to solve national security problems for the government
  - Approved by Assistant Secretary of Defense (Research and Engineering), who assigns a service sponsor
  - Provides essential engineering, research & development core capabilities to Dept of Defense
  - Long-term, strategic relationship; eligible for sole source funding (minimum $6M annually)
MEETING THE CHALLENGE: THE INSTITUTE OF APPLIED ENGINEERING

• Nov 2016 memo established Institute intent and sought authority to proceed

• Institute supports USF Strategic Plan Goals
  – Well-educated & highly skilled global citizens
  – High-impact research & innovation
  – Major economic engine, creating new partnerships
  – Sound financial management to establish a strong & sustainable economic base

• Why does the Institute need to be a Direct Support Organization?
  – As a not-for-profit, Institute can enter into Federal Acquisition Regulation-based commercial contracts with government and industry
  – As DSO, Institute has ability to hire outside of State of Florida employee hiring
  – As DSO, Institute better positioned to accept sponsor security constraints and publication restrictions

• Initial client focus: United States Special Operations Command (USSOCOM)
CURRENT USF SUPPORT TO USSOCOM
$1.05M funded efforts in 2016-2017 and $1.28M projected 2018

- Full-time presence at SOFWERX
- USF-led undergrad intern / graduate research assistants
  - USF acts as the umbrella, hiring students from other universities
  - Providing technical, business and graphic design support
  - Florida Corridor Matching funds help offset costs
  - Spring 2018: 16 undergraduate and 6 graduate-level students
- USSOCOM’s Program Executive Office - Special Reconnaissance, Surveillance & Exploitation’s Small Sat
  - Extremely low-cost satellite, 2 phases: Design, test, integration, launch in 12-18 months
  - Florida Corridor Matching funds offset labor costs; 1 PhD student, 6 undergraduates
- Mad Jack’s Cyber Range
  - USF Florida Cyber Center funds supporting 2 graduate and 5 undergraduate students in 2018
- Air Force Blue Horizon Fellow Support
  - Faculty Member part-time SME

Future SOFWERX support will flow through Institute
INSTITUTE STAND UP CURRENT STATUS (FEBRUARY 2018)

- Prepared IRS not-for-profit application, articles of incorporation and bylaws for General Counsel review
- Forming Institute Board; secured initial interest to serve from four prospective directors
- Established Institute core competencies and identified faculty to provide support
- Engaged w/ USF DSOs and other UARCs to understand operations
- Evaluated accounting system options with USF IT and Business/Finance teams; finalizing recommendation
- Identified operating expenses; will require upfront investment until revenue increases
- Working with USF Chief Operating Officer’s leadership team and Research & Innovation to draft Institute operating concept
- Presented Institute strategy to USSOCOM leaders and discussed opportunity to award task order contract to USF
- Established schedule and actions required to obtain Trustees final approval (through Finance Committee) by June
DISCUSSION
BYLAWS
OF
UNIVERSITY OF SOUTH FLORIDA
INSTITUTE OF APPLIED ENGINEERING, INCORPORATED
(a Florida Corporation Not For Profit and a University Direct Support Organization of the University of South Florida)

ARTICLE I
Name and Address

The name of this corporation is University of South Florida Institute of Applied Engineering, Incorporated (the “Corporation”). The principal office and mailing address of the Corporation shall be University of South Florida College of Engineering, 4202 East Fowler Avenue, Tampa, Hillsborough County, Florida 33620.

ARTICLE II
Purposes and Powers

SECTION 1. Purposes and Powers.

The Corporation is organized as (i) a corporation not for profit under Chapter 617, Florida Statutes, and (ii) a university direct-support organization under Section 1004.28, Florida Statutes, Florida Board of Governors Regulations 1.001(8)(b) and 9.011, and University of South Florida Regulation 13.002, and corresponding provisions of any subsequent laws or regulations. The Corporation is organized and shall be operated exclusively for charitable, scientific and educational purposes and not for pecuniary profit, and exclusively
for the support and benefit of the University of South Florida (the “University” or “USF”) including without limitation the USF College of Engineering (“COE”). The Corporation shall possess all of the powers and authority as are now or may hereafter be granted to corporations not for profit and university direct-support organizations under the laws of the State of Florida. Pursuant to the Corporation’s operations and activities exclusively for the support and benefit of the University, the specific purposes for which the Corporation is organized shall include but not be limited to the following:

A. The Corporation is organized and operated to provide applied engineering solutions to the United States Federal government as well as other State, County, and Municipal governments and industry. A distinguishing feature of the Corporation, compared to other USF direct support organizations, is that it will predominantly provide these solutions through contracts subject to Federal Acquisition Regulation Sub-Part 31.2, Contracts with Commercial Organizations. Further, these solutions, which include both products and services, will come from, but not be limited to, the fields of Electrical, Mechanical, Aerospace, Chemical, Material Science, Computer Science, Civil & Environmental, Industrial & Management Systems, and Bio-Medical Engineering. Through this, the Corporation will enhance scientific research and educational opportunities for the University and community while attracting new technology-focused industries to the local geographic area. As such, the Corporation will further promote, stimulate, develop and advance the business prosperity and economic welfare and diversity of the State of Florida (the “State”) and its residents.

SECTION 2. Limitations on Purposes and Powers.

A. All the assets and earnings of the Corporation shall be used exclusively for the exempt purposes hereinabove set forth, including the payment of expenses incidental thereto. No part of the net earnings of the Corporation shall inure to
the benefit of any member, director, or officer of the Corporation, or any other private individual, and no member, director, or officer of the Corporation or any private individual shall be entitled to share in the distribution of any of the corporate assets on dissolution of the Corporation.

B. No substantial part of the activities of the Corporation shall be the carrying on of a program of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publication or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.

C. The Corporation shall not have the power to convey, lease, pledge, or otherwise encumber assets owned by the State of Florida or the University. The Corporation shall have sole responsibility for the acts, debts, liabilities, and obligations of the Corporation in accordance with Florida law.

D. The Corporation does not have the power to issue stock or pay dividends, and the private property of the members, directors, and officers shall not be liable for the debts of the Corporation.

E. The Corporation shall not have the power to conduct any activities not permitted by applicable laws including without limitation the Internal Revenue Code and pertinent Treasury Regulations (or corresponding provisions of any subsequent revenue laws) (hereinafter the “Code”).

F. Persons employed by the Corporation shall not be considered employees of the University or State of Florida by virtue of such employment.

G. The University’s President shall retain the ability, powers, and duties to: monitor and control the use of University resources and the University name by the Corporation; assure that the Corporation’s activities are consistent with and supportive of the mission of the University; monitor compliance of the
Corporation with federal and state laws and applicable rules, regulations and policies; approve salary supplements and other compensation or benefits paid to University faculty and staff from the Corporation’s assets, consistent with applicable policies; approve salaries, benefits, and other compensation paid to employees of the Corporation, consistent with applicable policies; and otherwise supervise the Corporation as provided by Florida Board of Governors Regulations 9.011, University of South Florida Regulations 13.002, and provisions of any subsequent laws, regulations, and University policies and internal management memoranda.

SECTION 3. Special Duties as a University Direct Support Corporation.

The Corporation shall comply with all requirements and perform all duties which are necessary to maintain approval and certification of the Corporation as a university direct support organization under Section 1004.28, Florida Statutes, Florida Board of Governors Regulation 9.011, and University of South Florida Regulation 13.002, and corresponding provisions of any subsequent laws or regulations. Without limiting the foregoing:

A. The Corporation shall comply with all conditions established by the Florida Board of Governors and the USF Board of Trustees in order to be approved and certified and to use property, facilities, or personal services at the University.

B. The Corporation shall comply with all such additional conditions, controls and requirements as the Florida Board of Governors and the USF Board of Trustees deems appropriate to provide for budget and audit review and oversight.

C. The Corporation’s Executive Director shall report to the University’s President (or designee) in compliance with Florida Board of Governors Regulation 9.011(2).

D. The Corporation shall prepare an operating budget at least annually which, upon approval by the Corporation’s Board of Directors, shall be submitted for approval by the USF Board of Trustees or designee. Significant changes in planned expenditures in the approved budget must be reported by the Corporation to the USF Board of Trustees or designee as soon as practicable.
but no later than the deadline established by the USF Board of Trustees. The Corporation may provide any salary supplements and other compensation or benefits for University faculty and staff employees only as set forth in the Corporation’s budget and subject to approval by the University’s President.

E. The Corporation shall provide for an annual audit conducted pursuant to the University’s regulations or policies. The annual audit report shall be submitted by the Corporation to the USF Board of Trustees or designee, the Florida Board of Governors, and the Florida Auditor General for review. The USF Board of Trustees or designee, the Florida Board of Governors, the Florida Auditor General, and the Florida Office of Program and Policy Analysis and Governmental Accountability may require and receive any records relative to the operation of the Corporation from the Corporation or its independent auditors.

F. The Corporation shall submit its federal Internal Revenue Service application for Recognition of Exemption form (Form 1023) and its federal Internal Revenue Service Return of Organization Exempt for Income Tax form (Form 990) to the USF Board of Trustees or designee at the times required by the applicable regulation or policy of the USF Board of Trustees.

G. In the event of the Corporation’s decertification by the USF Board of Trustees, the Corporation shall provide an accounting of its assets and liabilities to the USF Board of Trustees or designee, and take such reasonable action as is necessary to secure the return of all University property and facilities as requested by the University.

ARTICLE III

Membership

The sole member of the Corporation shall be the USF Board of Trustees, a public body corporate of the State of Florida, acting for and on behalf of the University (the “Member.”).
The Member of the Corporation shall have no voting rights as member of the Corporation.

ARTICLE IV
Board of Directors

SECTION 1. Powers and Duties

A. The Board of Directors (the “Board”) shall be the governing body of the Corporation exercising supervisory control over the operation, maintenance, and governance of the Corporation in accordance with applicable laws and regulations.

B. The Board shall have the powers, duties and responsibilities vested in the board of directors of a Florida not for profit and university direct support organization under applicable Florida laws and regulations.

SECTION 2. Qualification and Compensation of the Board of Directors

The property, affairs, business, funds and operations of the Corporation shall be managed, supervised and controlled by the Board, subject to applicable law and regulations, the limitations contained in the Corporation’s Articles of Incorporation and Bylaws, and the powers and duties reserved to the University’s President and the USF Board of Trustees. The members of the Board shall serve in such capacity without compensation. The Board shall carry out the purposes of the Corporation in compliance with the Articles of Incorporation and these Bylaws. The Board shall include the incumbent holders of the following named offices and persons from the following named classes (note the maximum number of members on the Board of Directors is nine (9)):

A. The University’s Dean of the College of Engineering (the “USF Dean, College of Engineering”).

B. One (1) Director shall be a person who is selected and appointed to the Board by the Chairperson of the USF Board of Trustees in accordance with Section
1004.28, Florida Statutes.

C. One (1) Director shall be a person who is selected and appointed to the Board by the University’s President as the President's representative (provided, the University’s President may elect to appoint the USF Dean, College of Engineering to serve as the President's representative for this purpose).

D. A minimum of four (4), up to a maximum of six (6) additional persons who are each selected and appointed to the Board by the USF Dean, College of Engineering, and who are not employed by the University.

Except as may be otherwise provided in the Articles and these Bylaws, Directors shall serve a term of two (2) years and may be reappointed. Directors shall be removed in accordance with the procedure provided in the Bylaws; provided, the Director who is appointed to the Board by the Chairperson of the USF Board of Trustees may be removed only by action of the Chairperson of the USF Board of Trustees.

SECTION 3. Removal and Resignation of Directors.

Directors may be removed by the University’s President in his/her sole discretion; provided, the Director who is appointed to the Board by the Chairperson of the USF Board of Trustees may be removed only by action of the Chairperson of the USF Board of Trustees. Any Director may resign at any time by giving written notice to the Board. Any such resignation shall take effect at the time specified therein or, if no time is specified therein, upon its acceptance by the Board.

SECTION 4. Conflict of Interest

The Board shall adopt and keep in full force and effect a substantial conflict of interest policy for its Directors and principle officers in accordance with the rules and regulations of the Internal Revenue Service applicable to tax exempt organizations.
ARTICLE V

Officers

SECTION 1. Officers of the Corporation

The officers of the Corporation shall consist of a President, Secretary, and Treasurer and such other positions as from time to time are elected or appointed by the Board. The Secretary and Treasurer positions may be held by the same person.

SECTION 2. Appointment and Election

The Corporation President shall be appointed by and serve at the pleasure of the University President. All other officers shall hold office until the next annual meeting of the Board or until their successors are elected or appointed by the Board.

SECTION 3. Qualifications and Duties

A. President: The President shall be a member ex officio, with the right to vote, of all committees. At the regular annual meeting of the Board and at such other times as the President deems proper, the President shall communicate to the Board such matters and make such suggestions as may in the President's opinion tend to promote the prosperity and usefulness of the Corporation. The President shall act as the Chief Executive Officer of the Corporation and shall do and perform such other duties as may be assigned to the President by the Board. The President is authorized to execute, in the name of the Corporation, all contracts and other documents or legal instruments authorized or issued by the Board. The President shall report to the University President.

B. Secretary: The Secretary shall keep full and accurate minutes of all the meetings of the Board in a book provided for that purpose and shall transmit all notices required by the Bylaws. The Secretary shall have custody of the corporate seal of the Corporation. The Secretary is authorized to execute, in the name of the Corporation, all contracts and other documents or legal instruments authorized or issued by the Board. The Secretary may sign documents with the President.
in the name of the Corporation and, when required, shall affix thereto the seal of the Corporation. The Secretary shall have charge of all official records of the Corporation that shall be at all reasonable times open to the inspection of any Director, and the Secretary shall, in general, perform all duties incident to the management of the office of Secretary for the Board.

C. Treasurer: The Treasurer shall receive and keep the funds of the Corporation and pay out the same only in accordance with the guidelines established by the Board. The Treasurer shall deposit all monies, checks and other credits to the account of the Corporation in such bank or banks or other depositories as the Board may designate. The Treasurer shall review all receipts and vouchers for payment made to and all vouchers and checks made by the Corporation and shall regularly maintain a full and accurate account of all funds received and paid out by the Corporation. The Treasurer shall render to the Board an account and statement of the Treasurer's actions at the annual meeting of the Board and at such other times as the Board may determine. The Treasurer shall at all reasonable times exhibit the Treasurer's books and accounts to any Director of the Board, and shall, in general, perform all duties incident to the management of the office of Treasurer and such other duties as may be assigned to the Treasurer by the Board.

SECTION 4. Resignation and Removal

Any officer of the Corporation may resign at any time by giving written notice to the Board. Any such resignation shall take effect at the time specified in the notice, or, if no time is specified therein, upon its acceptance by the Board. The University President may, with or without cause, remove from office the Corporation President. The Board may, with or without cause, remove any other officers of the Corporation with the exception of the Corporation President. The Board shall have authority to make appointments to fill vacancies in officer positions, subject to the provisions of these Bylaws.
ARTICLE VI
Meetings of the Board of Directors and its Committees

SECTION 1. Regular Meetings.

The Board shall hold regular meetings as called by the President. One regular meeting of the Board, to be held in October of each year, shall be designated the annual meeting of the Board for the purpose of electing officers of the Corporation as applicable, appointing new committee members as applicable, and the transaction of other business. The Corporation President, upon approval by the Board, and the chairpersons of other committees shall fix the time and place of regular meetings of such Board or committee, respectively.

SECTION 2. Special Meetings.

The Corporation President and the chairpersons of other committees shall have authority to call special meetings of such Board or committee respectively whenever he/she deems necessary or desirable. In addition, the Corporation President and the chairpersons of other committees shall call a special meeting whenever requested in writing to do so by a majority of the members of the Board or other committee.

SECTION 3. Participation in Meetings by Telephone.

Members of the Board and other committees may participate in meetings of the Board and other committees by means of a conference telephone or similar communications equipment by which all persons participating can hear each other at the same time, and participation by such means shall constitute presence in person at such meeting.

SECTION 4. Notice, Agendas and Minutes.

A. Unless waived as provided by law, written notice of the place, date, time, and purpose of regular Board and committee meetings shall be given to each member thereof by personal delivery, mail, facsimile, telegram or email at least one (1) day prior to said meetings, and similar notice of any special meetings shall be given to all Board or committee members as soon as practicable prior to said meetings. Either a regular or
special meeting may be held without notice if all Board or committee members waive, in writing, the right to receive notice. Notice of a meeting need not be given to any member who signs a waiver of notice either before or after the meeting. Attendance of any Board or committee member at any meeting shall be deemed a waiver of notice of such meeting and a waiver of any and all objections to the place of the meeting, the time of the meeting, or the manner in which it has been called or convened, except when a member states at the beginning of the meeting or promptly upon arrival at the meeting, any objection to the transaction of affairs because the meeting is not lawfully called or convened.

B. The Corporation President and the chairpersons of other committees may elect to provide notices of Board and committee meetings to individuals other than members of such Board or committee, respectively. The Corporation President shall provide notices of all Board meetings to the USF Chief Financial Officer who shall have the right to attend all meetings of the Board.

C. A written agenda of the matters to be considered at a Board or committee meeting shall be delivered to members thereof prior to such meeting, provided, however, that Board and committee proceedings shall not be limited to matters set forth in such agenda.

D. Written minutes of the proceedings of the Board and committees shall be maintained and all actions taken at Board and committee meetings shall be properly recorded in the minutes. Minutes shall, where reasonably possible, be delivered to the members of the Board or committee in advance of its next scheduled meeting.
SECTION 5.  Quorum and Voting.

A. The presence of a majority of the members of the Board shall be necessary and sufficient to constitute a quorum for the transaction of business at all meetings of the Board.

B. The presence of a majority of the members of any Board committee shall be necessary and sufficient to constitute a quorum for the transaction of business at all meetings of committees of such Board committee.

C. In the absence of a quorum, a majority of members present at the meeting of the Board or committee may adjourn the meeting until a quorum is present for the transaction of business.

D. The vote of a majority of the members of the Board or any Board committee present at a meeting of the Board or committee shall constitute the action of the Board or Committee except as otherwise provided by these Bylaws.


The most recent edition of “Roberts Rules of Order” shall be followed in conducting the meetings of the Board and committees unless otherwise provided by resolution of the Board.

ARTICLE VII

Committees of the Board of Directors

SECTION 1.  Appointment to and Removal from, Composition, and Term of Committees.

A. The chairpersons and members of all standing and special committees of the Board shall be appointed as provided by these Bylaws. A committee
chairperson or member may be removed from a committee only by the Board.

B. All committees of the Board shall consist of not less than three (3) members, at least one (1) of whom shall be a Director. Individuals other than Directors shall be eligible to serve on committees. However, the chairperson of each committee shall be a Director.

C. The chairpersons and members of standing committees shall continue in these capacities until their successors have been appointed. Special committees shall be discharged by the Board upon completion of the task for which they are established.

SECTION 2. Other Standing and Special Committees.

A. Composition. The Board may by resolution appoint one or more other standing or special committees which shall perform specific functions and tasks as provided in the resolution, except that a delegation of power to such committees shall not include any of the following powers:

(i) approve or recommend to members actions or proposals required by Chapter 617, Florida Statutes, to be approved by members

(ii) fill vacancies on the Board or any committee thereof;

(iii) adopt, amend, or repeal the Articles of Incorporation or these Bylaws of the Corporation;

(iv) sell, lease, exchange, or otherwise dispose of all or substantially all of the property and assets of the Corporation;

(v) adopt a plan of voluntary dissolution of the Corporation;

(vi) amend or repeal any resolution approved by the Board; or

(vii) exercise any other powers specifically provided in the Bylaws as being
reserved for the Board.
In addition, if such a committee includes a member who is not a Director, the committee shall not be delegated any powers of the Board. The Board shall have the authority to appoint a special committee from time to time for the sole purpose of advising the Board on such matters as may be deemed necessary and appropriate at the time.

Meetings of standing and special committees may be called by the chairperson of the committee or by the Board, and notice of any committee meeting shall be given in the manner provided in these Bylaws for notices of special meetings of the Board. Each committee shall keep regular minutes of its proceedings. The Corporation President, and his/her designees, shall have the right to attend any meeting of any special and standing committee.

ARTICLE VIII
Adoption and Amendments

The Board shall adopt these Bylaws and may from time to time modify, alter, amend or repeal the Bylaws by an affirmative vote of two-thirds (2/3) of the members of the Board present and voting at any duly held regular or special meeting of the Board, or by all Directors signing a written statement manifesting their intention that the Bylaws be adopted, amended or repealed; provided, with respect to such meetings, notice thereof, which shall include the text of the proposed change to the Bylaws, shall be furnished in writing to each member of the Board at least seven (7) days prior to the meeting at which the change to the Bylaws is to be voted upon; provided further, the adoption, amendment or repeal of the Bylaws shall not be effective without the written concurrence of the University’s President, the USF Board of Trustees, and such other approvals as may be required by law or regulation.
ARTICLE IX
Indemnification

The Corporation shall indemnify each director, officer, employee and agent of the Corporation, and may indemnify any other person, to the full extent permitted by the Florida Not For Profit Corporation Act and other applicable laws. The rights conferred by this Article shall not be exclusive of any other right that any director, officer, employee, agent or other person may have or hereafter acquire under the Florida Not For Profit Corporation Act, any other statute or agreement, pursuant to a vote of disinterested directors, or otherwise. No repeal or modification of this Article shall limit the rights of any director, officer, employee or agent to indemnification with respect to any action or omission occurring prior to such repeal or modification.

ARTICLE X
Dedication of Assets and Dissolution

The Corporation dedicates all assets which it may acquire to the charitable purposes as set forth in Article III hereof. In the event that the Corporation shall dissolve or otherwise terminate its corporate existence, subject to the provision of Chapter 617, Florida Statutes, the Corporation shall distribute all its existing assets as provided in the Articles of Incorporation.

ARTICLE XI
Access to Corporate Records

Public access to all records of the Corporation shall be governed by Section 1004.28, Florida Statutes and the Corporation’s policy on disclosure of records.
ARTICLES OF INCORPORATION

OF

UNIVERSITY OF SOUTH FLORIDA

INSTITUTE OF APPLIED ENGINEERING, INCORPORATED

(A Corporation Not for Profit)

ARTICLE I

Name and Address

The name of this corporation is University of South Florida Institute of Applied Engineering, Incorporated (the “Corporation”). The principal office and mailing address of the Corporation shall be University of South Florida College of Engineering, 4202 East Fowler Avenue, Tampa, Hillsborough County, Florida 33620.

ARTICLE II

Purposes and Powers

SECTION 1. Purposes and Powers.

The Corporation is organized as (i) a corporation not for profit under Chapter 617, Florida Statutes, and (ii) a university direct-support organization under Section 1004.28, Florida Statutes, Florida Board of Governors Regulations 1.001(8)(b) and 9.011, and University of South Florida Regulation 13.002, and corresponding provisions of any subsequent laws or regulations. The Corporation is organized and shall be operated exclusively for charitable, scientific and educational purposes and not for pecuniary profit, and exclusively for the support and benefit of the University of South Florida (the “University” or “USF”).
including without limitation the USF College of Engineering (“COE”). The Corporation shall possess all of the powers and authority as are now or may hereafter be granted to corporations not for profit and university direct-support organizations under the laws of the State of Florida. Pursuant to the Corporation’s operations and activities exclusively for the support and benefit of the University, the specific purposes for which the Corporation is organized shall include but not be limited to the following:

A. The Corporation is organized and operated to provide applied engineering solutions to the United States Federal government as well as other State, County, and Municipal governments and industry. A distinguishing feature of the Corporation, compared to other USF direct support organizations, is that it will predominantly provide these solutions through contracts subject to Federal Acquisition Regulation Sub-Part 31.2, Contracts with Commercial Organizations. Further, these solutions, which include both products and services, will come from, but not be limited to, the fields of Electrical, Mechanical, Aerospace, Chemical, Material Science, Computer Science, Civil & Environmental, Industrial & Management Systems, and Bio-Medical Engineering. Through this, the Corporation will enhance scientific research and educational opportunities for the University and community while attracting new technology-focused industries to the local geographic area. As such, the Corporation will further promote, stimulate, develop and advance the business prosperity and economic welfare and diversity of the State of Florida (the "State") and its residents.

SECTION 2. Limitations on Purposes and Powers.

A. All the assets and earnings of the Corporation shall be used exclusively for the exempt purposes hereinabove set forth, including the payment of expenses incidental thereto. No part of the net earnings of the Corporation shall inure to the benefit of any member, director, or officer of the Corporation, or any other
private individual, and no member, director, or officer of the Corporation or any private individual shall be entitled to share in the distribution of any of the corporate assets on dissolution of the Corporation.

B. No substantial part of the activities of the Corporation shall be the carrying on of a program of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publication or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.

C. The Corporation shall not have the power to convey, lease, pledge, or otherwise encumber assets owned by the State of Florida or the University. The Corporation shall have sole responsibility for the acts, debts, liabilities, and obligations of the Corporation in accordance with Florida law.

D. The Corporation does not have the power to issue stock or pay dividends, and the private property of the members, directors, and officers shall not be liable for the debts of the Corporation.

E. The Corporation shall not have the power to conduct any activities not permitted by applicable laws including without limitation the Internal Revenue Code and pertinent Treasury Regulations (or corresponding provisions of any subsequent revenue laws) (hereinafter the “Code”).

F. Persons employed by the Corporation shall not be considered employees of the University or State of Florida by virtue of such employment.

G. The University’s President shall retain the ability, powers, and duties to: monitor and control the use of University resources and the University name by the Corporation; assure that the Corporation’s activities are consistent with and supportive of the mission of the University; monitor compliance of the Corporation with federal and state laws and applicable rules, regulations and
policies; approve salary supplements and other compensation or benefits paid to University faculty and staff from the Corporation’s assets, consistent with applicable policies; approve salaries, benefits, and other compensation paid to employees of the Corporation, consistent with applicable policies; and otherwise supervise the Corporation as provided by Florida Board of Governors Regulations 9.011, University of South Florida Regulations 13.002, and provisions of any subsequent laws, regulations, and University policies and internal management memoranda.

ARTICLE III
Membership

The sole member of the Corporation shall be the USF Board of Trustees, a public body corporate of the State of Florida, acting for and on behalf of the University (the “Member.”). The Member of the Corporation shall have no voting rights as member of the Corporation.

ARTICLE IV
Management

SECTION 1. Board of Directors

The property, affairs, business, funds and operations of the Corporation shall be managed, supervised and controlled by a Board of Director’s (the “Board”), subject to applicable law and regulations, the limitations contained in the Corporation’s Articles of Incorporation and Bylaws, and the powers and duties reserved to the University’s President and the USF Board of Trustees. The members of the Board shall serve in such capacity without compensation. The Board shall carry out the purposes of the Corporation in compliance with these Articles of Incorporation and the Bylaws. The Board shall include the incumbent holders of the following named offices and persons from the following named classes (note the
maximum number of members on the Board of Directors is nine (9)):  

A. The University’s Dean of the College of Engineering (the “USF Dean, College of Engineering”).  

B. One (1) Director shall be a person who is selected and appointed to the Board by the Chairperson of the USF Board of Trustees in accordance with Section 1004.28, Florida Statutes.  

C. One (1) Director shall be a person who is selected and appointed to the Board by the University’s President as the President's representative (provided, the University’s President may elect to appoint the USF Dean, College of Engineering to serve as the President's representative for this purpose).  

D. A minimum of four (4) additional persons who are each selected and appointed to the Board by the USF Dean, College of Engineering, and who are not employed by the University.  

Except as may be otherwise provided in these Articles and the Bylaws, Directors shall serve a term of two (2) years and may be reappointed. Directors shall be removed in accordance with the procedure provided in the Bylaws; provided, the Director who is appointed to the Board by the Chairperson of the USF Board of Trustees may be removed only by action of the Chairperson of the USF Board of Trustees.  

SECTION 2. Committees  

The Board, by resolution adopted by the Board, may designate committees of the Board with such membership and authority as are provided in such resolution, except that a delegation of power to such committee shall not include any of the following powers:  

A. Approve or recommend to members actions or proposals required by Chapter 617, Florida Statutes, to be approved by members;  

B. Fill vacancies on the Board or any committee thereof;
C. Adopt, amend, or repeal these Articles of Incorporation or the Corporation's Bylaws; and

D. Exercise any other powers specifically provided in the Bylaws as being reserved for the Board.

ARTICLE V

Officers

SECTION 1. Officers

The officers of the Corporation shall consist of a President, Secretary, and Treasurer, and such other officers as the Board may be provided in the Bylaws.

SECTION 2. Qualifications, Duties, Term

The qualifications, time and manner of election or appointment, duties, term of office, and manner of removal of officers shall be set forth in the Bylaws.

ARTICLE VI

Amendments to Bylaws and Articles of Incorporation

The Bylaws of the Corporation may be adopted, altered, amended, or repealed by an affirmative vote of two-thirds (2/3) of the members of the Board present and voting at any duly held regular or special meeting of the Board, or by all Directors signing a written statement manifesting their intention that the Bylaws be adopted, altered, amended, or repealed; provided, with respect to such meetings, notice thereof, which shall include the text of the proposed change to the Bylaws shall be furnished to each member of the Board at least seven (7) days prior to the meeting at which such change to the Bylaws is to be voted upon; provided further, the adoption, alteration, amendment, or repeal of the Bylaws shall not be effective without the written concurrence of the University's President, the USF Board of
Trustees, and such other approvals as may be required by law or regulation.

The Articles of Incorporation of the Corporation may be amended by an affirmative vote of two-thirds (2/3) of the members of the Board present and voting at any duly held regular or special meeting of the Board, or by all Directors signing a written statement manifesting their intention that an amendment to the Articles of Incorporation be adopted; provided, with respect to such meetings, notice thereof, which shall include the text of the proposed amendment to the Articles of Incorporation, shall be furnished to each member of the Board at least seven (7) days prior to the meeting at which such amendment to the Articles of Incorporation is to be voted upon; provided further, the amendment of the Articles of Incorporation shall not be effective without the written concurrence of the University's President, the USF Board of Trustees, and such other approvals as may be required by law or regulation.

ARTICLE VII

Term of Existence

This Corporation shall have perpetual existence unless it is dissolved pursuant to the laws of the State of Florida.

ARTICLE VIII

Registered Office and Registered Agent

The corporation hereby designates the corporation's Registered Office to be located at University of South Florida, Office of the General Counsel, 4202 East Fowler Avenue, CGS 309, Tampa, Florida 33620-6250, and hereby designates and appoints the University's General Counsel as Registered Agent of the Corporation, to accept service of process within this State, to serve in such capacity until a successor is selected and duly designated.
ARTICLE IX
Dissolution

Upon dissolution of this Corporation, all of its assets remaining after the payment of all costs and expenses of such dissolution shall be disbursed to the University of South Florida Foundation, Incorporated, provided that it is exempt from federal income taxation under Section 501(a) of the Code as an organization described in Section 501(c)(3) of the Code, and is an organization contributions to which are deductible under Section 170(c)(2) of the Code, for use only by the University of South Florida, or in the event that such organization is not in existence or the University of South Florida Foundation, Incorporated, is not so qualified under Sections 501 and 170 of the Code, the remaining assets of the Corporation shall be distributed to such scientific, educational and charitable organizations ruled exempt by the Internal Revenue Service under Section 501(c)(3) and Section 170(c)(2) of the Code, as may be selected by the last Board of Directors, subject to the approval of the University's President and such other approvals as may be required by law, rule or regulation, and none of the assets will be distributed to any members, officers, or directors of the Corporation.
BACKUP SLIDES
INSTITUTE OF APPLIED ENGINEERING CORE COMPETENCIES

- Autonomous- & Decision Support-systems development;
- Other human performance enhancement technologies, to include performance optimization, injury treatment & healing, and machine-aided prosthetics /sensors;
- Cybersecurity to protect the availability and integrity of data and systems;
- Infrastructure development/sustainment, including next-generation transportation and energy systems;
- Supporting capabilities, including large scale data analytics / optimization and advanced manufacturing.
HOW USF ENGINEERING SUPPORT IMPROVES WITH INSTITUTE

Today

- College of Engineering
- USF Research & Innovation
- SOFWERX (Doolittle Institute)
- USSOCOM

With Establishment of Institute

- Institute of Applied Engineering
- SOFWERX (Doolittle Institute)
- USSOCOM

Non-Govt Partners & Sponsors (e.g. Non-profits, Industry)
Govt Sponsors (e.g. Air Force, Army, NASA etc)
INSTITUTE OF APPLIED ENGINEERING VISION & VALUES

Vision: Become our customers’ trusted agent to provide engineering solutions that enhance the performance, effectiveness and safety of their frontline operators
  • Our customers include:
    – First and foremost, the United States Special Operations Command;
    – Soon, additional Defense commands, services and agencies; and
    – Ultimately, other federal/state/local government agencies and industry.
  • Our engineering solutions include affordable products and subject matter expert services

Values: The Institute promotes a culture of integrity, mutual respect, and innovation that enables us to serve our partners and customers in their dynamic operating environment

As part of the USF College of Engineering, the Institute has full access to USF System intellectual capital, including the students, faculty and facilities of a nationally-recognized, major research University still reaching its potential. In turn, Institute accomplishments will serve as a catalyst to further the education and research missions of the College and University.
ENVISIONING A STRATEGIC PARTNERSHIP WITH USSOCOM

Air Launched Drone Swarms for SOF Missions
Joint Tactical C4I Transceiver System
Processing, Exploitation, & Dissemination (PED): Distributed Common Ground/Surface Systems
Full Motion Video PED
Biometrics and Forensics
Tactical Local Area Network
Shark Bite Wound Stasis Dressing
Individual & Combat Medic Kits
AC/MC-130J SOF Mods Production Flow
Aircrew Human-Machine Interface & Task Optimization
Tactical Communications
Intelligence, Surveillance, & Reconnaissance (ISR) CONOPS Enhancement, System of Systems Optimization
MC-130J SOF Systems Network Engineer
Tactical Assault Lightweight Operator Suit Systems
INSTITUTE BOARD OF DIRECTORS, OFFICERS, AND KEY EMPLOYEES

Board of Directors

Proposed USF Members (3 total)
• Dean, College of Engineering
• President’s Designee
• Board of Trustees’ Designee

Non-USF Member Selection Approach (4-6 total)
• Identify important attributes
  – Military Operations Experience
  – Defense Acquisition (Govt) Experience
  – Defense Acquisition (Industry) Experience
  – Non-Defense Industry Experience
  – Located in Tampa Bay Area / Florida
• Develop potential director list
• Cross reference attributes with directors to build potential boards

Key Employees and Officers

Key Employees (Initial)
• Executive Director
• Director of Operations

Corporation Officers
• President (dual-hatted w/Executive Director)
• Secretary/Treasurer

Board of Director Status: Identified four non-USF members who have indicated preliminary willingness to serve
UNIVERSITY AFFILIATED RESEARCH CENTER (UARC)

UARCs are university-based entities established to solve national security problems for the government:
- Approved by Assistant Secretary of Defense (Research and Engineering), who assigns a service/agency sponsor
- Provide/maintain essential engineering, research and/or development core capabilities to Dept of Defense
- Eligible for sole source funding ($6M annual minimum)

Characterized by a long term strategic relationship:
- Responsiveness to sponsor requirements
- Broad corporate knowledge
- Independence and objectivity
- Quick Response Capability
- Deep knowledge of sponsor problems
- Freedom from conflicts of interest
- Current operational experience

<table>
<thead>
<tr>
<th>University Affiliated Research Centers</th>
<th>(Association of American University Members)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Primary Sponsor</strong></td>
<td><strong>University</strong></td>
</tr>
<tr>
<td>Army</td>
<td>Georgia Institute of Technology</td>
</tr>
<tr>
<td></td>
<td>Massachusetts Institute of Technology</td>
</tr>
<tr>
<td></td>
<td>University of California, Santa Barbara</td>
</tr>
<tr>
<td></td>
<td>University of Southern California</td>
</tr>
<tr>
<td>Navy</td>
<td>The Johns Hopkins University</td>
</tr>
<tr>
<td></td>
<td>Penn State University</td>
</tr>
<tr>
<td></td>
<td>University of Hawaii</td>
</tr>
<tr>
<td></td>
<td>University of Texas at Austin</td>
</tr>
<tr>
<td></td>
<td>University of Washington</td>
</tr>
<tr>
<td>Missile Defense Agency</td>
<td>Utah State University</td>
</tr>
<tr>
<td>DASD (Systems Engineering)</td>
<td>Stevens Institute of Technology</td>
</tr>
<tr>
<td>National Security Agency</td>
<td>University of Maryland, College Park</td>
</tr>
<tr>
<td>U.S. Strategic Command</td>
<td>University of Nebraska</td>
</tr>
</tbody>
</table>

Founded in 1942
$1.3B contracts/grants (2015)

Founded in 1934
$370M contracts/grants (2015)

Founded in 2012
$24M awards in first 3 yrs of ops

Founded in 2008
$20M awards in first 3 yrs of ops
Agenda Item: IV.b

USF Board of Trustees
March 6, 2018

Issue: USF System Information Technology Strategic Plan

Proposed action: Information Item

Executive Summary:

USF Information Technology is responsible for technology within the University of South Florida System in support of its Education, Research and Clinical missions.

The objective of the 2018-2022 IT Strategic Plan is to outline how USF IT will lead the implementation of the USF System’s technology strategy. This will be accomplished by partnering with our clients to implement innovative and impactful technology in support of the USF System goals.

Financial Impact:

Financial impact will be determined as part of the established Technology Governance process for initiatives in partnership with USF IT’s clients.

Strategic Goal(s) Item Supports: All USF Strategic Goals
BOT Committee Review Date: SIC February 13, 2018
Supporting Documentation Online (please circle): Yes No
USF System or Institution specific: USF System
Prepared by: Sidney Fernandes
Strategic Planning Process

• Reviewed USF System institutions strategic documents
  Including USF System, USF Tampa, USF Health, USF St Petersburg, USF Sarasota/Manatee, USF Healthcare

• Performed assessment of environmental factors
  Gartner facilitated various sessions including, SWOT analysis, review of emerging technology trends in higher education

• IT Strategic plan created in partnership with IT Management Council (ITMC)
  ITMC has representation from USF St Petersburg, USF Sarasota Manatee, Senior VP areas, Students and Faculty
Vision and Mission

Vision
USF IT will lead the use of disruptive technology to achieve USF System goals.

Mission
Through a culture of excellence, we partner with our clients to implement innovative and impactful technology across the USF System.
# Values & Guiding Principles for Strategic Growth

## Values

<table>
<thead>
<tr>
<th><strong>Focus</strong></th>
<th>Because we focus on only a few things at a time, we work well together and produce excellent work. We deliver valuable items sooner.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Courage</strong></td>
<td>Because we work as a team, we feel supported and have more resources at our disposal. This gives us the courage to undertake greater challenges.</td>
</tr>
<tr>
<td><strong>Openness</strong></td>
<td>As we work together, we express how we're doing, what's in our way, and our concerns so they can be addressed.</td>
</tr>
<tr>
<td><strong>Commitment</strong></td>
<td>Since we are empowered, we are more committed to success.</td>
</tr>
<tr>
<td><strong>Respect</strong></td>
<td>As we work together, sharing successes and failures, we come to respect each other and to help each other become worthy of respect.</td>
</tr>
</tbody>
</table>

## Guiding Principles

- Focus on the success of our clients
- Manage institutional risk
- Advance the institutional vision utilizing disruptive technologies strategically
- Ensure complete funding of initiatives and services
**Goals**

*In support of the USF System institutions goals:*

**Student Success**

Create a globally accessible, digital ecosystem that transforms the student experience and supports student retention, timely graduation and cost-effectiveness of education. This will be accomplished through modernization of our student information system; creation of internships and certificate programs; and use of predictive analytics and other strategic technologies to enhance student outcomes.

**Research and Innovation**

Provide the research community with technology solutions for world-class research in support of preeminence. Accomplish this through implementation of efficient grant management solutions, expansion of innovative infrastructure, research and education facilitator programs, and a focus on pioneering emerging technologies.

**Strategic Partnerships**

Pursue local, national and global entrepreneurial partnerships with technology leaders to promote USF’s brand, create academic and research technology job opportunities for students, and establish new collaboration opportunities for the USF community.

**Provider/Patient Engagement**

Create a superior patient and provider experience by leveraging cutting-edge technologies, including virtualized treatment, self-service and self-help to improve satisfaction and quality outcomes.
Goals (continued)

Digital Foundation Transformation

Transform the underlying technology architecture to accommodate a digital ecosystem required by a world-class institution.

• Continue to improve the cybersecurity posture of the institution by using analytics, threat intelligence, and other innovative approaches.

• Prepare for a world of expanded digitization including electronic devices of all forms (“Internet of Things”) using new ways of IT operations to increase productivity.

• Adopt innovative talent management approaches to recruit and retain top-notch talent.

• Leverage IT employees’ passion and expertise in process improvement frameworks as well as the platform of technology tools that enable efficiencies, such as intelligent business process management.

• Increase use and awareness of technology tools to improve the digital experience, increase self-service and reduce work effort where possible.

• Seek opportunities to use digital assistance, robotic process automation, and machine learning, to scale services for a growing client base.

• Embrace a “cloud first” and “mobile first” strategy.

• Continually analyze existing technologies and retire those that are no longer viable.
## Selected Performance Metrics

<table>
<thead>
<tr>
<th>Metrics</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Security Posture Index</strong></td>
<td>Industry recognized security index, measured quarterly against peer universities</td>
</tr>
<tr>
<td><strong>Client Satisfaction</strong></td>
<td>Percent of clients satisfied with technology services</td>
</tr>
<tr>
<td><strong>Calls resolved on first contact</strong></td>
<td>Percent of support incidents resolved on the first contact with the service desk</td>
</tr>
<tr>
<td><strong>Unplanned Effort</strong></td>
<td>Percent of technology resource time spent on unplanned work in each quarter</td>
</tr>
<tr>
<td><strong>ROI on Digital Foundation Ecosystem</strong></td>
<td>Number of technology projects that yield a positive return on investment</td>
</tr>
<tr>
<td><strong>Strategic Alignment Index</strong></td>
<td>Measurement of the contribution of technology projects to the achievement of USF System institutions goals, determined in collaboration with the client.</td>
</tr>
</tbody>
</table>
Table of Contents

Introduction.................................................................................................................. 3
Developing the Plan...................................................................................................... 4
Next Steps.................................................................................................................... 4
SWOT Analysis......................................................................................................... 5
Vision.......................................................................................................................... 6
Mission....................................................................................................................... 6
Values.......................................................................................................................... 6
Guiding Principles..................................................................................................... 6
Strategic Goals
   Student Success...................................................................................................... 7
   Research and Innovation......................................................................................... 7
   Strategic Partnerships............................................................................................ 7
   Provider / Patient Engagement.............................................................................. 8
   Digital Foundation Transformation....................................................................... 8
Strategic Metrics....................................................................................................... 9
Planning Committee................................................................................................. 10
Introduction

USF Information Technology (USF IT) provides technology services and support for the USF System including the USF institutions in Tampa (including USF Health), St. Petersburg and Sarasota-Manatee. The IT team, led by Sidney Fernandes, System Vice President and CIO, provides the following services.

**Administrative Systems:** IT enables efficient administrative functions by providing systems that support the achievement of institutional goals. Services include access and management of student, clinical, business, and public safety systems as well as facilitating integration between these systems.

**Client Support:** IT provides clients with a digital workplace that enables effective performance. Services include desktop and software management, printers, storage solutions, research computing, and much more.

**Communication Services:** IT promotes information sharing through communication and collaboration, enabling the USF community to work together effectively. Services include online collaboration, video conferencing, messaging, email, event services, and digital signage.

**Teaching and Learning:** IT supports achievement of student success by fostering a 21st century teaching and learning environment. Services include academic support resources such as Canvas, technology in classrooms and smart computing labs, lecture capture, and more.

**Analytics and Reporting:** IT enables decision makers by providing a full range of reporting and business intelligence tools. Services include data analysis and mining, predictive analytics, creation of interactive dashboards, data visualization, and ad hoc reports.

**Mobile and Web Services:** IT empowers the USF community to engage their clients using dynamic, secure and recognizable web and mobile solutions. Services include custom application development, business process automation solutions, website hosting and management, web content management, user experience analysis, MyUSF enhancements, and mobile app development.

**Consulting Services:** IT assists clients in optimizing use of technology to solve challenging institutional needs. Services include research consulting, visualization, 3D modeling, project management, process improvement, new technology solution evaluations, and more.

**Cybersecurity Services:** IT reduces risk of cybersecurity threats by protecting USF’s technology assets. Services include secure computing such as data protection and encryption, and vulnerability scans.
Developing the plan

The USF System Board of Trustees requested a 5 year technology strategy in support of the USF System institutions' strategic plans. The IT leadership team, together with input and feedback from the Information Technology Management Council, developed the technology strategy for 2018 – 2022. In addition to reviewing missions and goals of all institutions within the USF System, input was gathered from students, faculty and staff to determine the technology needs of the institutions over the next 5 years. Research was performed to understand the trends in technology in Higher Education through expert organizations such as Gartner and Educause. Analysis was also conducted to evaluate the strengths, weaknesses, opportunities and threats facing USF IT today and into the future.

Next Steps

Following the review of the Technology Strategy Plan by the USF System Board of Trustees, operational plans will be developed each year within the IT organization to align resources and funds with strategic goals and initiatives. The USF IT governance process will require relevant governance work groups to review and approve or reject new initiatives as appropriate. USF IT will monitor metrics by establishing benchmarks and targets to demonstrate the progress and achievement of the strategic plan; review and update the strategy on an annual basis to ensure that it aligns with the mission and strategic goals of the USF System and its member institutions.
SWOT Analysis

Strengths

• Energetic, passionate employees who are experts in USF’s institutional practices and committed to the System’s success
• Developing a culture of openness and respect, inspiring a focus on client communication and transparency
• Transformation to agile processes enabling improved client engagement and responsiveness to their needs
• Improved governance processes enabling effective decision making on technology investments
• New technology infrastructure suites, including an integration platform and an intelligent business process management platform, modernizing the client experience through innovative solutions

Weaknesses

• Recruitment, talent management, and retention is hindered by outdated classification and compensation practices
• Limitations of financial resources impacts the ability to replace aging infrastructure and to invest in new systems
• Limited IT marketing and communication channels across a large, complex, client base, contribute to slow client adoption of new technology
• Limited resource capacity and multiple competing demands impede our ability to deliver timely solutions
• Multiple login credentials and authentication pathways increase the complexity for users and decrease the visibility of the systems for security purposes
• Inconsistent alignment of technology solution purchases leading to multiple solutions for the same business problem
• Data Center limitations and deficiencies jeopardize availability and reliability of core computing infrastructure

Opportunities

• Leadership focus and support to fix disjointed and siloed systems and processes needing disruptive technologies to achieve efficiencies
• Institutional costs may be reduced by emerging commodity technology services
• A digitally native student body expecting an academic experience utilizing modern technology
• Consumerization of healthcare creates opportunities to improve patient experience and outcomes
• Innovative technology tools and platforms will contribute to the success of the USF System in surpassing performance goals
• Integrating IT initiatives into the training and development of USF students, enabling them to build skills required to successfully find employment upon graduation
• Engaging with local and national industry and community partners to promote USF’s brand and identify solutions for the USF community

Threats

• Constant cyber threats put University and client data, as well as the reputation of the institution, at risk
• Competition for technology talent within the SUS and market
• Evolving state funding models increases internal competition for limited resources
• State and USF procurement policies limits agility in acquisition of products and services
• Resistance to change limits the effectiveness of new technology solutions
• New regulatory mandates create additional risks and require complex controls necessary for compliance
Vision

USF IT will lead the use of disruptive technology to achieve USF System goals.

Mission

Through a culture of excellence, we partner with our clients to implement innovative and impactful technology across the USF System.

Guiding Principles

Focus on the success of our clients.

Manage institutional risk.

Advance the institutional vision utilizing disruptive technologies strategically.

Ensure complete funding of initiatives and services.

Our Values*

Focus
Because we focus on only a few things at a time, we work well together and produce excellent work. We deliver valuable items sooner.

Courage
Because we work as a team, we feel supported and have more resources at our disposal. This gives us the courage to undertake greater challenges.

Openness
As we work together, we express how we're doing, what's in our way, and our concerns so they can be addressed.

Commitment
Since we are empowered, we are more committed to success.

Respect
As we work together, sharing successes and failures, we come to respect each other and to help each other become worthy of respect.
IT Strategic Goals

The following are the strategic goals that IT will focus on to support the USF System and its member institutions in achieving their missions and strategic goals.

**Student Success**
Create a globally accessible, digital ecosystem that transforms the student experience and supports student retention, timely graduation and cost-effectiveness of education. This will be accomplished through:

- Modernization of our student information system
- Creation of internships and certificate programs
- Use of predictive analytics and other strategic technologies to enhance student outcomes

**Research and Innovation**
Provide the research community with technology solutions for world-class research in support of preeminence. Accomplish this through:

- Implementation of efficient grant management solutions
- Expansion of innovative infrastructure
- Research and education facilitator programs
- Focus on pioneering emerging technologies

**Strategic Partnerships**
Pursue local, national and global entrepreneurial partnerships with technology leaders to:

- Promote USF’s brand
- Create academic and research technology job opportunities for students
- Establish new collaboration opportunities for the USF community
IT Strategic Goals (continued)

Provider/Patient Engagement
Create a superior patient and provider experience by:
• Leveraging cutting-edge technologies, including virtualized treatment, self-service and self-help to improve satisfaction and quality outcomes

Digital Foundation Transformation
Transform the underlying technology architecture to accommodate a digital ecosystem required by a world-class institution.
• Continue to improve the cybersecurity posture of the institution by using analytics, threat intelligence, and other innovative approaches
• Prepare for a world of expanded digitization including electronic devices of all forms (Internet of Things) using new ways of IT operations to increase productivity
• Adopt innovative talent management approaches to recruit and retain top-notch talent
• Leverage IT employees’ passion and expertise in process improvement frameworks as well as the platform of technology tools that enable efficiencies, such as intelligent business process management
• Increase use and awareness of technology tools to improve the digital experience, increase self-service and reduce work effort where possible
• Seek opportunities to use digital assistance, robotic process automation, and machine learning, to scale services for a growing client base
• Embrace a “cloud first” and “mobile first” strategy
• Continually analyze existing technologies and retire those that are no longer viable
Strategic Metrics

The following metrics will be used to measure achievement of the IT strategic plan. Benchmarks will be established in year 1 and targets will be established annually.

- **Security Posture Index**
  - Industry recognized security index, measured quarterly against peer universities

- **Client Satisfaction**
  - Percent of clients satisfied with technology services

- **Calls resolved on first contact**
  - Percent of support incidents resolved on the first contact with the service desk

- **Unplanned Effort**
  - Percent of technology resource time spent on unplanned work in each quarter

- **ROI on Digital Foundation Ecosystem**
  - Number of technology projects that yield a positive return on investment

- **Strategic Alignment Index**
  - Measurement of the contribution of technology projects to the achievement of USF System institutions goals, determined in collaboration with the client
Planning Committee

The IT strategic plan was created by the IT leadership team in partnership with the Information Technology Management Council (ITMC) which has representation from USF Tampa, USF St Petersburg, USF Sarasota Manatee and all Senior Vice President areas.

**IT Leadership Team included:**
Sidney Fernandes (USF System VP and CIO)
Jenny Paulsen (Associate VP and Deputy CIO)
Patrick Gall (Associate VP and CTO)
Swapna Chackravarthy (Assistant VP – BI and Analytics)
Dan Majchrzak (Assistant VP – Research Technologies)
Alex Campoe (Assistant VP and CISO)
Jay Evans (Director - Financial Strategy)
Carrie Garcia (Director – Application Services)
Jason Hair (Senior Director – Infrastructure and Operations)
Alice Wei (Director – Digital Innovations)
Chase Holland (Associate Director – Service Management)
Brian Ippolito (Director – Infrastructure Services)
Jay Unnikrishnan (Director – BI and Analytics)
Adam Tobias (Director – BI and Analytics)
Beth Reid (Director – Business Operations)
Mary Chang (Director – Business Analysis)
Andy Wineinger (Director – Clinical Systems)

**Information Technology Management Council included the following members:**

**Academic Affairs** - Theresa Chisolm; Paul Dosal
**Athletics** - Yulander Wells
**Business and Finance** - Nick Trivunovich
**Communications and Marketing** - Steve Dapcic
**USF System Faculty Council** - Timothy Boaz; Gregory Teague
**Research and Innovation** - Rebecca Puig
**University Advancement** - Noreen Segrest; Susan Vandermast

**Student Government** - Alec Waid; Shaquille Kent
**Information Technology** - Sidney Fernandes
**Library** - Todd Chavez
**USF Health** - Rich Sobieray; Joann Stobbe
**USF Sarasota-Manatee** - Ben Ellinor
**USF St Petersburg** - Joe Trubacz
**Administrative Services** - Calvin Williams

*Our Values – adopted from The Scrum Guide, Ken Schwaber and Jeff Sutherland, 2017*
Agenda Item: IV.c

USF Board of Trustees
March 6, 2018

Issue: Branding Update

Proposed action: Informational regarding establishment of an ownable brand position

Executive Summary:

The update outlines the progress toward establishing a brand position, the intent of which is to inspire students to achieve their dreams and guide us in everything we do. The presentation covers the purpose, understanding the cultural backdrop and increasing competitive environment, leveraging our brand as a preeminent research university, and bringing the strategy to life through the pillars of academics, athletics, culture, innovation, agility, community, and global.

Financial Impact:

TBD

Strategic Goal(s) Item Supports: Goals One and Three
BOT Committee Review Date: SIC February 13, 2018
Supporting Documentation Online (please circle): Yes No
USF System or Institution specific: USF
Prepared by: Vice President of Marketing Joe Hice, Chief Marketing Officer
PURPOSE

To establish an ownable brand position that will *inspire students to achieve their dreams* and guide us in everything we do.
ROADMAP

INSIGHTS
- Culture
- Brand

PLATFORM
- Brand Platform
- Market Opportunity

EXPRESSION
- Campaign
- Brand House
- Stakeholders
UNDERSTANDING THE CULTURAL BACKDROP
THE WORLD HAS BECOME MORE COMPETITIVE FOR OUR STUDENTS

MORE COMPETITION THAN EVER BEFORE

33% of Americans have a bachelor’s degree - an increase from 28% a decade ago.

INFLUX OF START-UPS

More entrepreneurs are launching startups in 2017 than 4 years ago.

MORE GRADUATES WITHOUT JOBS

The Millennial unemployment rate stands at 13% versus 5% national average.

AUTOMATION THREAT

37% of students are worried about automation putting jobs at risk - up from 33% in 2014.
AND HAVING A ‘COMPETITIVE EDGE’ IS INCREASINGLY IMPORTANT

81% of recruiters screen out entry-level candidates because they do not have a college degree.

44% of business owners who have received a college degree say that it puts them ahead of the general population.

32% of employers are bumping up education requirements for new hires.

27% are recruiting those who hold a master’s degree for positions that used to only require a four-year college.
WE MUST GO OUTSIDE OF OUR COMFORT ZONE TO POSITION OURSELVES FOR THE FUTURE.

We now accept the fact that learning is a lifelong process of keeping abreast of change. And the most pressing tasks, to teach people how to learn

- Peter Drucker
CULTURAL INSIGHT:

PEOPLE ARE PUSHING THEMSELVES FORWARD
LEVERAGING OUR BRAND
FIRST, WE MUST ANCHOR IN OUR BRAND VISION

The University of South Florida is a preeminent Research University dedicated to empowering students for lifelong success.
AND HONOR THE VALUES THAT DEFINE US AND ENCOURAGE A CULTURE TO SUCCEED

**STUDENT-FIRST**
We take care of our students and work to ensure their academic success. As a result, they graduate on time and prosper.

**YOUTHFUL**
We have a freshness and vigor that invites creativity and wonder. We remain young in our interpretation of the world and our expectations for it. We are comfortable trying new things and we always expect to succeed.

**MODERN**
We move in step with the ever-changing world, but at the Speed of USF. We have reached higher and achieved more, faster than our peers in student success, faculty achievement, research and discovery and philanthropy.

**GLOBAL**
We operate in a global community and think and act globally. We create opportunities for the global exchange of people and ideas and seek out learning experiences for our students and faculty in international environments at home and abroad.

**INCLUSIVE**
We believe there is value in diversity and we foster a climate that is welcoming, inclusive and safe for everyone.
BRAND INSIGHT:

INSPIRES STUDENTS TO HELP ACHIEVE THEIR DREAMS
ESTABLISHING AN OWNABLE BRAND PLATFORM
SHIFTING FROM A PASSIVE POSITION TO AN ACTIVE ONE

INDIVIDUAL

UNF
“Looking back”
“Unbridle ambition”

USF
“Bulls unite” (Today)

“Strength, skill, character”

FOUNDATION

“Looking back”
“No one like you. No place like us”

INSTITUTION

UF
“The Foundation for The Gator Nation”

“Unbridle ambition”

“Worlds ahead”

“To attract, develop and unleash creative talent”

FUTURE

(TOMORROW)
### WHY WE LIKE “___________”

| Strong cultural relevance on what it takes to succeed today. We have to make life happen, not let life happen | Possesses overtones of the bull market which implies financial rewards | Separates us more aggressively from our competitors through our confident attitude |

---

Bullish. Optimistic about something's or someone's prospects
BRINGING THE STRATEGY TO LIFE
INSERT CREATIVE.
INSERT CREATIVE.
USF ranks #1 in student success and is the nation's top performer in overall student success among 1,100 public research universities according to Eduventures Student Success Rankings.

USF is home to 17 men's and women's teams, including football, basketball, baseball, softball and soccer, competing at the NCAA level.

We are united in a relentless optimism for the future. Working together, and guided by our key values, there is nothing we can't achieve.

The USF System was awarded more than $535 million in contract and grants in fiscal year 2017, a record for the institution.

Our youth works in our favor and we pride ourselves on being agile and fast for our stakeholders.

USF Health is integrating research, education and health care to reach our shared value - making life better. Our commitment is to improve the full spectrum of health, from the environment, to the community, to the individual.

The University of South Florida is home to a student body of 50,577 students representing over 145 different countries.
USF Board of Trustees
March 6, 2018

Issue: USF System Strategic Plan Update

Proposed action: Informational – provide update for USF System Strategic Plan

Executive Summary: The update briefly outlines the structure of the current USF System Strategic Plan and reports on current status, convening of committees (Advisory and Future of Higher Education), and anticipated progress in addressing USF BOT priorities, including specification of metrics, refinement of the plan, and considerations for USF System strategic planning.

Financial Impact:

TBD

Strategic Goal(s) Item Supports: Goals One, Two, and Three
BOT Committee Review Date: SIC February 13, 2018
Supporting Documentation Online (please circle): Yes No
USF System or Institution specific: USF System
Prepared by: Dr. Greg Teague, Special Advisor to the President for Strategic Planning
USF System Strategic Plan
– Update –

Gregory B. Teague, Ph.D.
Special Advisor to the President
February 13, 2018
Current USF System Strategic Plan

- Mission, vision, **BULLISH** values, stakeholders
- Goals & strategies
  1. Leverage system capabilities
  2. Activate constituencies
  3. Burnish reputation
- Process: frequent review & adaptation
- Supporting information
Current situation

- Changes & timing
  - Periodic review
  - Annual goals
- Convening committees
  - Advisory for system strategic plan
  - Future of higher education
Anticipated progress

- Defining metrics
  - Community engagement / corporate partnerships
  - Reputation
  - Others
- Refining & enhancing the plan
  - Revision
  - Adaptation
Considerations

- Articulation of the USF System
  - Institutions & DSOs
  - Interactions/exchanges
  - Emergent phenomena

- Levels of planning
  - Strategic
  - Long-range
  - Tactical
Near-term adaptation

Status of the USF System Strategic Plan as such

Relationships with and among institution/campus strategic & tactical plans

Long-term locus/method for articulation of continuing systemic priorities
USF Board of Trustees  
March 6, 2018

**Issue:** Development of The Pamela Muma Women’s Health Center at USF Health

**Proposed action:** Informational

**Executive Summary:**

To provide a facility devoted to women’s health care needs in a concierge style environment in South Tampa.

The project is in support of USF Strategic Goal #3: Highly effective, major economic engine, creating new partnerships to build strong and sustainable future for Florida in the global economy.

**Financial Impact:**

Les and Pam Muma have donated $2M towards development of the Center. The bottom line will be supported through memberships, additional philanthropy and a partnership opportunity with Tampa General Hospital.

**Strategic Goal(s) Item Supports:**  
Goal 3: Creating Partnerships

**Committee Review Date:**  
SIC February 13, 2018

**Supporting Documentation Online (please circle):** Yes

**USF System or Institution specific:**  
USF Health

**Prepared by:**  
Richard J Sobieray, (813) 974-4991
The Pamela Muma Women’s Health Center

Emily Haly MD
Medical Director

&

Rich Sobieray
Chief Financial Officer
Vision of Pamela Muma

To provide a comprehensive primary care concierge center in South Tampa defined by personalization and convenience and dedicated to women in our community.
Enhanced Patient Experience

Five-Star Service

⭐ Personal patient relationships
⭐ Stress free and relaxed atmosphere
⭐ Passionate and engaged care team
⭐ 24/7 access
⭐ Seamless coordination
Enhanced Patient Experience

How will we be different?

• Convenient & coordinated care in a comforting environment
• Ease of access, who and when you need
• Partnerships across service lines in our multi-specialty group practice
• Spa-like healing environment
• Best practices in patient flow
Comfort & Convenience

- Relaxing & Healing environment
- Full-service amenities
- Private bathrooms
- Complimentary beverages
- Comfortable gowns
- Health prioritization & coaching
- Private discussion areas
- 24/7 access to physician
## Example of Health Services

### Concierge Membership Services:

- **Physician Access 24/7**
- Select telemedicine services in the future
- Dedicated Health Care Coordinator (tests, labs, referrals, follow-ups)
- Written Health Action Plan
- Patient Appointment Same Day or within 24-72 hours of request (depending on urgency)

### Services billable to patient’s insurance:

- MD Routine & Urgent Office Visits
- Annual Physical & Preventive Care
- In-Office Procedures*

*In-Office Procedures include blood draws, EKG, injections, laceration repair & suture removal, freezing of benign skin lesions, rapid flu and strep testing, joint injections and routine immunizations (Flu, Tetanus, and Pneumonia vaccines).
Development Plan - Assumptions

- Planned opening in CY 2018.
- The Muma’s have pledged $2M to the project, however must initially finance through a USF Foundation loan.
- Financial success dependent on:
  1. Membership
  2. TGH partnership
  3. Philanthropy
- # of patients managed per MD are smaller due to the concierge service.
- Assumes 3 Internists when fully ramped up.
- Almost 6,000 SF located on 5th Floor of South Tampa Center.
- Coordination with Monsour Executive Wellness Center at USF Health.
- Downstream revenue opportunity for USF Health specialists and ancillaries as well as TGH is high. Not estimated in this plan.