USF Board of Trustees

Tuesday, March 10, 2020

USF Research Park, Discovery Hall

9:30 AM – 12 NOON

A G E N D A

I. Call to Order and Comments — Chair Jordan Zimmerman

II. President's Update — President Steve Currall

III. New Business – Action Items (Minutes and Consent)

a. FL 101 – Approval of Minutes — Chair Zimmerman

December 3, 2019
February 3, 2020
February 18, 2020

b. Consent Agenda (FL 102 – FL 105) — Chair Zimmerman

(BOT committee representatives may address approved items listed below. UFF representative may address any item that relates to terms and conditions of in-unit faculty employment.)

Board members should notify the Assistant Corporate Secretary of any items they wish to be pulled from the Consent Agenda 48 hours prior to the meeting. Items pulled will be discussed and voted on separately after the remainder of the consent agenda is approved.

ACE Committee Approved Items

FL 102 - Tenure as a Condition of Employment

Audit & Compliance Committee Approved Items

FL 103 – Approval of Revised Audit Charter

Governance Committee Approved Items

FL 104 – Approval of Direct Support Organization Board Member – USF HPCC

FL 105 - Approval of Revisions to USF Board of Trustees Operating Procedures

c. New Business – Action Items

FL 106 – Approval of USF/TGH Partnership Agreement — President Currall, Dr. Lockwood, TGH CEO Couris

IV. New Business – Informational Items

a. USF Research Park — Sr. VP Paul Sanberg

V. BOT Roundtable Discussion — Chair Zimmerman

VI. Adjournment — Chair Zimmerman

University update

Steven C. Currall, Ph.D. | 10 March 2020

University update

USF WELCOMES **JAY STROMAN**

Senior VP of Advancement and **Alumni Affairs** and **CEO of the USF Foundation**

Jay Stroman joins the University of South Florida after serving as senior associate vice president for development and alumni relations at the University of Georgia.

Since joining UGA in 2014, Stroman successfully helped coordinate and lead a capital campaign that exceeded its $1.2 billion goal more than a year earlier than the original target date. He also played a key role in securing a $30 million gift, the largest in the 200-plus year history of the state's flagship university and establishing more than 500 endowed need-based scholarships.

Prior to his time at UGA, Stroman spent six years as vice president for advancement at Young Harris College, a private, liberal arts college located in northeast Georgia. While at Young Harris, the college completed its largest capital campaign and secured its largest single gift in the institution's history.

Cyber Florida names Vice Admiral Mike McConnell Executive Director

12 February 2020

- McConnell, retired U.S. Navy vice admiral and former director of the National Security Agency (NSA) brings an extensive military and intelligence background.
- McConnell is deeply familiar with Cyber Florida's mission and goals, having served as chair of Cyber Florida's Board of Advisors since 2015.

USF to break ground on new Research Park Building, 10 March 2020

- 120,000-square-foot building to house state-of-the-art lab, office and meeting space, faculty research teams, startup companies and established firms, as well as retail and dining
- Located at Spectrum Boulevard and Fowler Avenue, the building will increase the research park's space by 34 percent to 469,807 sq. ft.
- The $42 million project's targeted completion date is fall 2021.

Coronavirus update

UNIVERSITY of SOUTH FLORIDA

Coronavirus update

- No coronavirus cases within the USF community at this time
- Leadership team in constant communication, working closely with local, state and federal agencies
- Special task force chaired by Dean Donna Petersen, USF College of Public Health
- USF-sanctioned international travel for spring break has been canceled; All nonessential international or domestic travel is discouraged
- Provost's Office and faculty preparing for online delivery of coursework, as needed
- Continual USF updates and FAQs available at www.usf.edu/coronavirus

Legislative update

UNIVERSITY of SOUTH FLORIDA

Legislative session

- Session was scheduled to end by Friday; may be extended by at 1-3 days
- Budget expected to be completed by Thursday night
- USF's highest priority continues to be new recurring funding to hire new faculty and support our quest toward Top 25
- There are also numerous policy issues still in debate in the closing week of session, including possible changes to the PBF metrics, the uses of carryforward funds, student-athletes' ability to profit off their own name, image or likeness, and other issues
- USF's Government Relations team will provide an update on the final budget and any key policy changes as soon as the session has concluded

Principles of Community

UNIVERSITY of SOUTH FLORIDA

Principles of Community Task Force

- Commissioned 30 October 2019
- Chaired by Charles Adams, dean of the Judy Genshaft Honors College, with broadly representative membership
- Town hall forums held on each USF campus
- Online survey with over 5,000 responses
- One-page articulation of principles delivered 28 February; now under review
- The final version to be distributed during the spring and will inform Strategic Renewal process

USF Consolidation update

UNIVERSITY of SOUTH FLORIDA

USF Consolidation timeline

- SACSCOC Substantive Change Prospectus presented to USF Board of Trustees 3 December 2019
- Substantive Change Prospectus to be submitted to SACSCOC no later than **15 March 2020**
- Prospectus to be considered by SACSCOC Board of Trustees in June 2020

UNIVERSITY of SOUTH FLORIDA

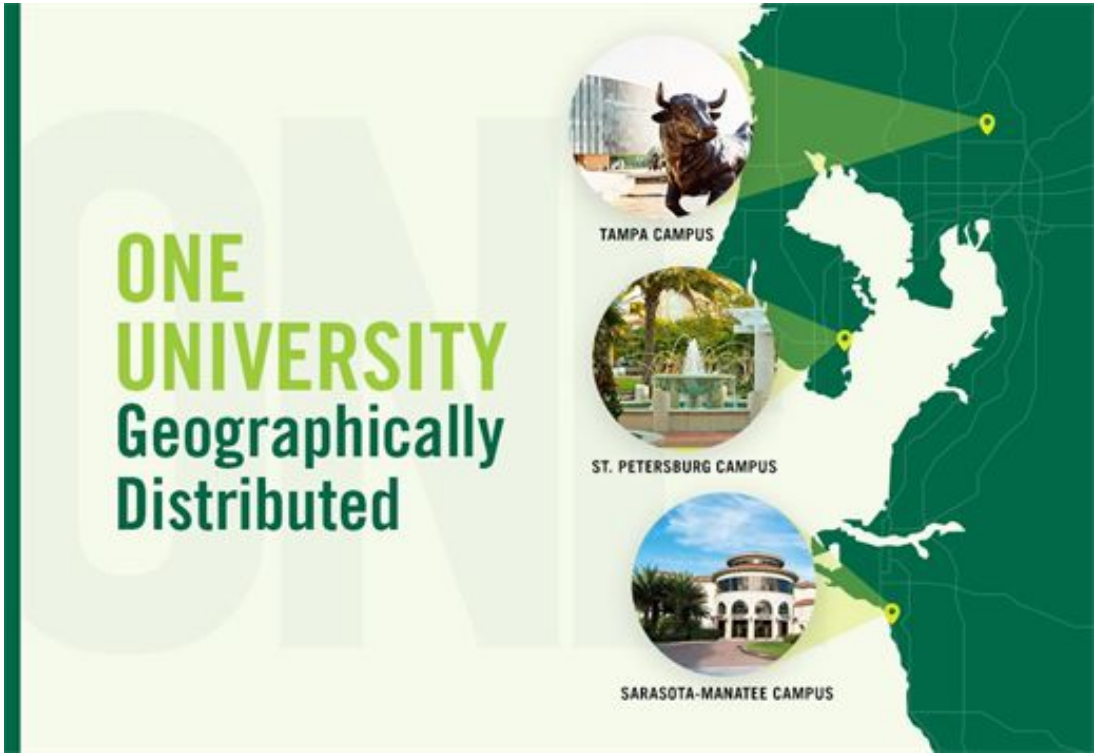
Learn more

USF Consolidation website:

- www.usf.edu/system/board-of-trustees/system-consolidation/

“ONE USF” Blog series:

- www.usf.edu/news/listing.aspx?tag=Consolidation



University of South Florida
Board of Trustees Regular Meeting
December 3, 2019
Unofficial Minutes

Chair Jordan Zimmerman convened the regular meeting of the USF Board of Trustees at 9:30 am and thanked everyone for being in attendance.

Chair Zimmerman announced the upcoming winter commencement ceremonies and asked fellow Trustee members to plan to participate.

Chair Jordan Zimmerman read a perspective on Student Success in A Consolidated USF, authored by Dr's. Paul Dosal and Patty Helton. The Chair commented that Student Success is everyone's responsibility. He requested that Dr. Cynthia Visot forward the perspective links and would like to hear future perspectives from the Board of Trustee Members.

Chair Zimmerman proudly announced that nine USF faculty members including Deans Julianne Serovich, College of Behavioral Sciences and Robert Bishop, College of Engineering, have been named Fellows of the American Association for Advancement of Science (AAAS).

Chair Jordan Zimmerman reported on the recent USF Presidential Inauguration which was a flawless spectacular event. President Steven Currall did a marvelous job.

Dr. Cynthia Visot called the roll with the following Trustees present:

Trustee Michael Carrere
Trustee Britney Deas
Trustee Stephanie Goforth – By Phone
Michael Griffin
Trustee Oscar Horton
Trustee Deanna Michael
Trustee Harold Mullis
Trustee Leslie Muma
Trustee John Ramil
Trustee Byron Shinn
Trustee Charles Tokarz
Trustee Nancy Watkins
Trustee Jordan Zimmerman

President's Update

On behalf of himself and Dr. Cheyenne Currall, President Steven Currall thanked the USF Community for the warm welcome during the Inauguration process. It was also an opportunity to reflect on their vision for the future. The President thanked Paige Geers and her team for her hard work organizing the event.

A power point presentation was provided which highlighted an update on recent activities as part of the effort for advancement for global reputation.

- Higher Education Advocacy
- APLU Award
- Council on Competitiveness
- Athletics Update – Athletic Director Michael Kelly announced that there will be a change in leadership of the football program and a national search for a new football coach.
- Congratulated the Women's Soccer Team for making it to the NCAA Sweet 16. This was a historic season for USF. Evelyn Viens earned the AAC Co- Offensive player of the year.
- Congratulations to the Men's Soccer Team for making it to the NCAA Tournament.
- Legislative Budget Request and BOG Pillars of Excellence
- Jabil Innovation Institute
- Foundation Update – Endowment Growth – Alumni Association Events
- USF Morsani College of Medicine and Heart Institute Ribbon Cutting: 8 January 2020.
- Principles of Community Task Force and Strategic Renewal Process - Will receive information from the Task Force by February 28, 2020.
- Listening Tour
- Celebrated 2019 Homecoming
- Meeting with other Community Groups

New Business

FL 101 – Approval of Minutes

1. September 10, 2019
2. October 28, 2019

Chair Zimmerman asked if there were any changes to the Minutes that needed to be reviewed. Trustee Nancy Watkins had an amendment to the September 10th Board Minutes.

Trustee Hal Mullis made a motion to approve the amended September 10th BOT Minutes with a second from Trustee John Ramil. The September 10th and the October28th BOT Minutes were approved.

Consent Agenda (FL 102 –FL 115)

FL 102 – Approval of "One USF" Mission and Goals as amended
Governance Committee Approved Items
FL 103 – Approval of Revisions to USF Board of Trustees Operating Procedures
FL 104 – Approval of Revisions of USF Health Professionals Conferencing Corporation Articles of Incorporation and By-Laws
FL 105 – Approval of Direct Support Organization Board Members – USF Health Professions Conferencing Corporation Board of Directors
FL 106 – Approval of Direct Support Organization Board Members – USF Research Foundation
Board of Trustees Regular Meeting - Meeting Agenda
FL 107 – Approval of Direct Support Organization Board Members – USF Institute of Applied Engineering
Finance Committee Approved Items
FL 108 – Approval of 2020-21 USF Parking System Budget
Academics and Campus Environment Committee Approved Items
FL 109 – Approval of Tenure as a Condition of Employment (USF Health)
FL 110 – Approval of Degree Program Productivity Report and Proposed Terminations
FL 111 – Approval of Proposed B.S. Cell and Molecular Biology
FL 112 – Approval of Proposed B.S. Information Science
FL 113 – Approval of Proposed B.S. Marine Biology
FL 114 – Approval of Proposed M.S. Marriage and Family Therapy
FL 115 – Approval of Proposed B.S. Personal Financial Planning

Trustee Hal Mullis commented on behalf of the Joint Strategic Initiatives and CAP Committees. During the last full board meeting scheduled on September 10, 2019 the focus of discussion was the USF Mission Statement Goals.

Trustee Mullis commented that the revised Mission Statement satisfies the SACS requirement with one amendment to Goal 1. The word graduate was changed to alumni. After A full discussion at the November 20th committee meeting, an enormous outreach developing the Mission Statement and the amended change, the Joint Strategic Initiatives and CAP Committees recommended approval.

Vice Chair Les Muma commented on behalf of the Governance Committee. The Committee reviewed and approved the proposed amendments to the USF Operating Procedures, Article 1 Section C3 –Address the scope and treatment of Campus Advisory Board materials by the President and by the Board. The Committee also recommended approval of the updated DSO Memberships and Bylaws as it appears in the consent agenda.

Trustee Charles Tokarz commented on behalf of the ACE Committee. After a thorough discussion of the items the Committee unanimously recommended approval.

Chair Jordan Zimmerman asked the United Faculty of Florida representative, Dr. Arthur Shapiro if he had any comments concerning the consent agenda.

Dr. Shapiro commented on:

- Salary negotiations were complete, contracts were settled and should be implemented soon.
- President Currall has settled the Consolidation issue.
- UFF hosted a welcome celebration for President Steve and Dr. Cheyenne Currall

Dr. Shapiro wished everyone a happy and safe holiday season.

Chair Jordan Zimmerman asked for a motion to approve the consent agenda items FL102 – FL 115. Trustee Hal Mullis made a motion and seconded by Trustee Byron Shinn. The consent agenda was approved.

Chair Jordan Zimmerman made comments concerning the thorough discussions held during the Joint Strategic Initiatives and CAP Committee meeting as it relates to a step towards a SACS Accreditation of one University. One great university with three great campuses. The Chair suggested getting pennants made for faculty as well as for students.

New Business – Action Items

FL 116 – Approval of Resolution indicating alignment of the SACSCOC Substantive Change Prospectus with the BOT-approved Guiding Principles.

USF President Steve Currall presented.

The Board's oversight responsibilities include review of the SACSCOC Substantive Change Prospectus ("Prospectus") for consistency with the Board's Guiding Principles, as adopted on April 23, 2018. The implementation of the Prospectus, the underlying structure of the university, and the delivery of academic programs are delegated to the President.

The Prospectus was presented at the combined Strategic Initiatives and CAP committees ("Combined Committees) on November 20, 2019. Based on the Combined Committees' feedback and discussion of the Prospectus, the full Board is now asked to consider the following resolution confirming that the Prospectus aligns with the Board guidance on Consolidation:

President Steve Currall thanked the Faculty Senate represented on all three USF campuses and the faculty for approving a new Faculty Constitution. President Currall thanked Trustee Deanna Michael and Campus Senate Presidents Ray Arsenault, Tim Boaz and Mike Gillespie.

President Currall also thanked the Student Government Presidents and students at large for approving a new constitution. A special thanks went out to Student Government President and Trustee member, Britney Deas and Regional Student Government Presidents Jadzia Duarte and Isabelle Starner.

Trustee Deanna Michaels thanked several members of the Faculty Senate Subcommittees and the System Faculty Council for their commitment and time:

The Constitution Subcommittee: Tim Boaz and Drew Smith from USF Tampa also to Ray Arsenault and Patricia Pettijohn from USFSP.

Trustee Michael also gave special thanks to Mike Gillespie, Sandra Stone and Fawn Ngo from USFSM. Trustee Michael gave recognition to Steve Prevaux for his expertise as it relates to the Constitutional Subcommittee.

Trustee Michael thanked the Tenure and Promotion Subcommittee – Tim Boaz, Mike Gillespie, Ray Arsenault and Steve Lang. Instructor Guidelines Committee - Nichole Stovall, Katie Tecario and Phillip Wagner. A special thanks went out to Jim Gary and his team for keeping everyone organized during the process.

As it relates to the Intercampus Constitutional Committee Trustee Michael thanked Fawn Ngo, Jill Roberts, Kirby Russell; David Rosengrant; Mike Sinclair, Phil Wagner. For the administrative support a special thanks went out to Provost Ralph Wilcox, Terrie Chisolm, Cynthia Hernandez Brown, Jennifer Lister and their teams.

Trustee Michael also thanked the General Education Consolidation group: Kyna Betancourt, Morgan Grisham and Phillip Wagner for their hard work and dedication.

Chair Jordan Zimmerman thanked both President Steve Currall and Provost Ralph Wilcox for their vision and spectacular leadership as well as the faculty, students and all committee participants for their diligence and commitment while serving.

Chair Jordan Zimmerman asked for a motion to approve, Vice Chair Les Muma moved for approval. Trustee John Ramil seconded and FL 116 was approved.

FL 117 – Approval of USF St. Petersburg Campus Board Appointment

The Board shall appoint members to the Campus Boards, from recommendations of the President. Consistent with the State Constitution, members shall hold no other State office. Members may be reappointed for additional terms not to exceed eight (8) years of service.

President Steve Currall presented.

Melissa Seixas is Vice President, Government and Community relations for Duke Energy Florida. She directs the company's efforts to strengthen relationships with municipal, community and civic organizations and business leaders throughout the company's 35 county service area in order to best meet their needs. Ms. Seixas is the current chairwoman of the Board for the St. Pete Downtown Partnership. She holds a bachelor's degree from Eckerd College, a master's degree the University of South Florida and a professional certification in Corporate Social Responsibility (CSR) from Johns Hopkins University.

Trustee Michael Griffin commented on his experience while serving with Ms. Seixas on the consolidation task force and subcommittees. She's an incredible advocate, friend and leader for the University of South Florida.

Trustee Stephanie Goforth is in full support of Ms. Seixas becoming a USFSP Regional Campus Board member. She's a terrific advocate for USF and will have many great ideas to bring to the table.

Trustee Nancy Watkins moved to approve, it was seconded by Trustee Byron Shinn.
Motion carried. FL 117 was approved.

Trustee Byron Shinn had questions pertaining to a technical matter with consolidation documentation, for the USF General Counsel Gerard Solis. Trustee Shinn also made comments concerning a local board reset July 1, 2020.

General Counsel Solis's recommendation is to proceed with the law as currently written and make technical updates and adjustments as needed when the time comes.

FL 118 – Approval of Chair Emeritus Title

Chair Jordan Zimmerman made comments concerning Trustee Hal Mullis's tenure and extraordinary leadership as a Trustee member.

- USF has benefitted from his knowledge and service
- We learned patients and fortitude.
- Amazing desire and passion for USF
- Energy and leadership

Vice Chair les Muma presented the Resolution. A powerpoint of Trustee Mullis's accomplishments were highlighted.

Today is Trustee Hal Mullis' last meeting as his term on the Board ends January 6, 2020. In an effort to honor Trustee Mullis for his service as Board Chair 2014-2016 and for his dedication to USF and our Board. A few of the accomplishments that occurred during his chairmanship included:

- *Celebrated breaking the $900 million milestone, including over $60 million in donations, including some of the largest gifts in USF history:*
    - *Les and Pam Muma's gift to USF College of Business of $25 million;*
    - *Kate Tiedemann gift of $10 million for Tiedemann College of Business;*
    - *Jordan Zimmerman gift of $10 million for Zimmerman Advertising*
    - *Lynn Pippenger gift of $10 million for Muma College of Business and $5 million for USFSP Tiedemann College of Business*
    - *Dana and Barron Collier gift of $10 million for Muma College of Business*
    - *Ellen Cotton gift of $1 million for Tiedemann College of Business*
- *University's research funds increased to more than $440 million*
- *USF System ranked 33 in total research expenditures for public institutions by the National Science Foundation*
- *USF System ranked 13th world-wide for granting U.S. patents among all universities; 1st in Florida*
- *USF consistently ranked among the top tier of colleges listed in the US News & World Report for Best Colleges, ranking in the top 100 of best public schools*
- *Qualified for Florida Emerging Preeminence status and top tier of performance based funding*
- *Morsani College of Medicine achieved history with its CORE class average MCAT score the highest among all medical schools in Florida*
- *USF Tampa received SACS re-accreditation without any follow up actions*
- USF Sarasota-Manatee achieved BOG approval to accept freshman and sophomore level students.

We are excited that Trustee Hal Mullis will not go too far as the Chair is going to appoint him to serve on University Medical Services Association. As a Board member for (UMSA) and USF Medical Services Support Corporation (MSSC) Trustee Mullis will be able to continue his work with the Sr. VP for USF Health and the University President on enhancing the partnership between the University and Tampa General Hospital.

With Board approval, Trustee Mullis will carry the title Chair Emeritus of the USF Board of Trustees for life.

Trustee John Ramil commented that Trustee Mullis's leadership as Chair influenced and helped him during his term as Chair.

Trustee Nancy Watkins has served as a Trustee member with Trustee Mullis since 2013. She thanked him for his display and example of leadership.

Trustee Oscar Horton commented on his appreciation for Trustee Mullis's coach and council over the years.

Trustee Deanna Michael thanked Trustee Mullis for listening and soliciting USF faculty opinions.

Trustee Byron Shinn thanked Trustee Hal Mullis for listening and having an open mind to the issues that were affecting the students.

Trustee Carrere credits Trustee Mullis for him becoming a Trustee member. He commended Trustee Mullis on his approach and work ethics.

Trustee Mike Griffin commended Trustee Hal Mullis on his mentorship and everything that he's done for USF.

Trustee Charles Tokarz thanked Trustee Mullis for welcoming him and for his hospitality.

President Steve Currall thanked Trustee Mullis for his wisdom and leadership.

Chair Jordan Zimmerman thanked Trustee Mullis for his honor and integrity as well as excellent service as a Board of Trustee member. Chair Zimmerman presented Trustee Mullis with a plaque.

Chair Jordan Zimmerman asked for a motion to approve FL 118. Vice Chair Les Muma moved for approval with a second from Trustee John Ramil and FL 118 was approved.

Trustee Hal Mullis thanked the Board for the extraordinary honor in being selected as Chair Emeritus.

Chair Jordan Zimmerman thanked Trustee Byron Shinn for his 10 years of excellent service as a USF BOT member and as a Campus Board member for the USF Sarasota Manatee campus. He has opened the doors for Nursing, Engineering and other programs. The Chair also thanked

both Trustee Shinn and USFSM Regional Chancellor Karen Holbrook and their teams on their work during the consolidation process.

Trustee John Ramil commented on Trustee Shinn's passion and dedication to the USFSM campus.

Trustee Les Muma made comments that not only is Trustee Byron Shinn passionate about USFSM, he's that way for the Sarasota community.

Regional Chancellor Karen Holbrook made comments on the wonderful working relationship that she has with Trustee Byron Shinn as well as the care and concern that he has for USFSM. She commended him on his leadership.

Trustee Nancy Watkins thanked Trustee Byron Shinn for his service to the Board and for helping to make separately accredited campuses into one university.

Trustee Hal Mullis commented that Trustee Shinn's collegiality in times of tension has been appreciated and that it was an honor to serve on the USF Board of Trustees with him.

Trustee Charles Tokarz commented that he and Trustee Shinn travel together to the Board meetings from the USF Sarasota-Manatee campus and that his passion goes far and beyond the Board meetings. He will continue to welcome Trustee Shinn's input as it relate to the USF BOT issues.

Trustee Mike Carrere thanked Trustee Shinn for his well representation of USFSM and hope that the next appointed Trustee member can fill his shoes.

Trustee Deanna Michael thanked Trustee Shinn for listening to the USFSM faculty concerns and for the strength he brought to the Board and to the Campus Board.

Trustee Britney Deas thanked Trustee Mullis for his kindness and sense of humor. Trustee Deas commented that witnessing Trustee Byron Shinn's passion during her very first BOT meeting, gave her the confidence to speak up.

On behalf of the Board, Chair Jordan Zimmerman presented Trustee Byron Shinn with a plaque for his leadership and service to the USF Board of Trustees.

USF President Steve Currall thanked Trustee Shinn for his transparency, diligence and thoughtfulness as it relates to their professional relationship and to the Board.

Trustee Byron Shinn thanked everyone and reflected on his ten years as a Trustee member. He made comments concerning staying in alignment with the BOG and also the importance of Research.

BOT Roundtable Discussion & Recognition

Trustee Byron Shinn provided an update on the USF Sarasota Manatee campus.

Trustee Shinn made comments on the issue of housing property that the county would like to contribute. The attorneys are involved and are now in the final stages of competing the deal.

Trustee Shinn also commented on the local competition for education dollars.

Having no further business Trustee Jordan Zimmerman wished everyone a happy Holiday and adjourned the USF BOT meeting.

University of South Florida
Board of Trustees Conference Call
Monday, February 3, 2020
Minutes

Chair Jordan Zimmerman called the meeting to order at 11:30 a.m. Chair Zimmerman thanked everyone for joining this call.

Chair Zimmerman asked Assistant Corporate Secretary Dr. Cindy Visot to call the roll.

Dr. Visot called roll with the following trustees present:

Trustee Michael Carrere
Trustee Britney Deas
Trustee Stephanie Goforth
Trustee Michael Griffin
Trustee Oscar Horton
Trustee Deanna Michael
Trustee Harold Mullis
Trustee Leslie Muma
Trustee John Ramil
Trustee Byron Shinn
Trustee Charles Tokarz
Trustee Nancy Watkins
Trustee Jordan Zimmerman

FL 101 – Approve an Amendment to the USF Fixed Capital Outlay Budget and to Approve the Expenditure Authorization Request

Chair Zimmerman provided some opening comments/points about today's agenda item:

- Lab renovation is for 2400 sqf in ISA with a cost of $1,530,000 ($1,170,000 construction & $360k for design, FF&E, & contingency) through competitive bid.
- The space has dense research requirements dedicated to computer rack space, dense IT needs, & IT bandwidth requirements that are @ ten times greater than the rest of the building.
- Dr. Spirou is internationally known leader in brain & neural circuit development & excellent instructor/mentor to his students
- Research has important implications for technology advances in neuroscience & medical drug discovery/development
- Dr. Spirou has three multi-year NIH grants with @ $3.9 million remaining in spending authority
- Financial returns of these grants pays the full USF Federal Indirect Cost rate with additional USF patents a high possibility due to the innovative nature of Dr. Spirou's research
- Dr. Spriou's activities helps to drive our success in PBF & Preeminence metrics; has 25% teaching; 10% service and 65% research assignment

Chair Zimmerman called on CFO Nick Trivunovich. Mr. Trivunovich shared the competitive process saw the lowest qualified bid accepted with additional negotiations that reduced the bid by $450k. The electrical needs and dense research requirements creates a unique renovation for the lab space.

Provost Wilcox shared with the trustees that the department is a strategic priority. They are unique being a joint department between the College of Engineering and College of Medicine. Dr. Spirou was a strategic hire. The Provost shared that Dr. Frisina the chair of the department will be providing an update on February 18th at the ACE meeting.

Dean Bob Bishop shared that the joint relationship brings the doctors and engineers together. He shared that Dr. Spirou "lives" between technology and medicine, creating amazing discoveries. He shared that the undergraduate program has become one of the most prestigious in the College in its short tenure.

Dr. Frisina shared that the department's uniqueness and distinctiveness puts them "ahead of the curve". He shared that engineering faculty are in the operating room learning firsthand. USF's faculty are world leaders in their area, especially Dr. Spirou who are leading the way with 3 dimensional reconstruction of the brain. The renovations will allow the research to move in critical areas.

Trustee Carrere asked if construction costs line up with similar projects and if USF has benchmarking from previous work to determine best costs. CFO Trivunovich shared that Chair Zimmerman has requested they provide more benchmarking among peers on projects. Steve Lafferty explained the process they went through and that this project falls within their own expectations for costs. He shared that they work hard to economize while taking into consideration the needs of the researcher. Chair Zimmerman emphasized the importance of benchmarking and tightening up the bidding process.

Trustee Carrere emphasized this is a tremendous benefit to USF. He asked during the recruiting process for the researcher if the contract included buildout of lab and operating costs. Provost Wilcox shared that they did anticipate/plan for such costs. He emphasized the importance of federal funding with indirect costs covering administrative and facility costs. He feels strongly that the early investments will pay dividends in indirect funds for a ROI.

President Currall agreed that the ROI is critical when recruiting and investing in talent. He shared that consideration includes both financial and non-financial, contributing to the academic statute of the institution.

With no further discussion, Chair Zimmerman called for a vote. A motion to approve unanimously passed by all trustees present. The Chair thanked the Board for joining the call and adjourned the meeting.

University of South Florida
Board of Trustees Meeting
Tuesday, February 18, 2020
USF Marshall Student Center Room 3707
Unofficial Minutes

Trustee Zimmerman called the meeting to order at 12:30pm. He thanked the trustees for attending the Audit and Compliance meeting that just concluded so that the full board can approve the BOG required Acceptance of Performance Based Funding Data Integrity Audit and the Data Integrity Certification. He then asked Dr. Visot to call roll.

Dr. Visot called roll with the following trustees present:

Trustee Sandy Callahan
Trustee Michael Carrere
Trustee Britney Deas
Trustee Stephanie Goforth
Trustee Michael Griffin
Trustee Deanna Michael
Trustee John Ramil
Trustee Byron Shinn
Trustee Charles Tokarz
Trustee Nancy Watkins
Trustee Jordan Zimmerman

FL 101 - Approval of Acceptance of Performance-Based Funding Data Integrity Audit & Approval of Data Integrity Certification

Trustee Zimmerman then asked Trustee Watkins to share the Audit and Compliance committee's recommendation.

Trustee Watkins recommended the approval of Acceptance of Performance-Based Funding Data Integrity Audit and Approval of Data Integrity Certification.

Trustee Zimmerman called for a motion, it was made by Trustee Griffin and seconded by Trustee Goforth. The motion was approved.

Chair Zimmerman thanked the Trustees and adjourned the meeting at 12:35pm.

Agenda Item: FL102

USF Board of Trustees
March 10, 2020

Issue: Tenure Nomination as a Condition of Employment

Proposed action: Approve Tenure as a Condition of Employment

Executive Summary:

Administrators such as the President, Provost, Deans, Chairs, and senior faculty who are recruited to USF are normally awarded tenure as a condition of employment. These highly qualified individuals usually have earned tenure at their previous institutions, which makes them attractive candidates to USF. In order to attract them, USF must provide a package that is competitive with other nationally and internationally ranked institutions. Tenure upon appointment for qualified candidates, among other things, is a term and condition of the employment package that makes USF an institution of choice.

Financial Impact:

Strategic Goal(s) Item Supports:
USF Strategic Plan 2013-2018, Goal II
Workgroup Review Date:
Academic and Campus Environment Work Group –
Supporting Documentation Online (*please circle*): (Yes) **No**

- Memorandum to Jordan B. Zimmerman, Chair, USF Board of Trustees
- Tenure Nominations as a Condition of Employment
- Faculty Profiles

Prepared by: Dwayne Smith, Senior Vice Provost & Dean, Graduate Studies, 813-974-2267

UNIVERSITY of SOUTH FLORIDA

MEMORANDUM

DATE: February 18, 2020

TO: Jordan B. Zimmerman, Chair

FROM: Steven C. Currall, President

SUBJECT: Tenure as a Condition of Employment Nominations

I am requesting approval by the USF Board of Trustees of the enclosed Tenure as a Condition of Employment Nominations at USF. In nominating these faculty members for tenure, I certify that the requirements and conditions contained in USF Regulations, Policies, and Procedures for the granting of tenure have been met. I am satisfied that the nominee will make a significant professional contribution to USF and the academic community.

Enclosures

UNIVERSITY of SOUTH FLORIDA

Faculty Nominations for Tenure as a Condition of Employment, USF

USF Board of Trustees Meeting – February 18, 2020

College	Name	Rank	Department/ School	Degree of Effort*	Previous Institution	Tenure at Previous Institution
Arts & Sciences	Georgia Chao, PhD	Professor	Psychology	1.0 FTE	Michigan State University	Yes
Arts & Sciences	Kathy R. Fitzpatrick, JD	Professor & Director	Zimmerman School of Advertising & Mass Communications	1.0 FTE	American University	Yes
Arts & Sciences	Steve W. Kozlowski, PhD	Professor	Psychology	1.0 FTE	Michigan State University	Yes
Arts & Sciences	Chapurukha Kusimba, PhD	Professor	Anthropology	1.0 FTE	American University	Yes
Engineering	George Spirou, PhD	Professor	Medical Engineering	1.0 FTE	West Virginia University School of Medicine	Yes

*If less than 1.0 FTE

Arts & Sciences

Georgia Chao, PhD

Dr. Georgia Chao will join the faculty at the USF College of Arts and Sciences, on August 7, 2020, as Professor with the Department of Psychology. Dr. Chao received a Ph.D. in Industrial/Organizational Psychology from the Pennsylvania State University in 1982. After three years of Assistant Professor and Management Section Head at General Motors Institute (currently known as Kettering University) in Michigan, she joined the Department of Management at the Michigan State University, where she is currently a tenured Professor. Dr. Chao is an Industrial/Organizational Psychologist whose research interests are in the areas of teams, work adjustment, and cross-cultural psychology. She has published over 40 publications in books and high-quality refereed journals, many of which are among the top in the field, as well as many technical reports and conference/meeting presentations. Her h-index is 14 and total citations are about 2,000. Dr. Chao has funding from the National Science Foundation, Army Research Institute, Department of Defense, and Office of Naval Research nearly three million dollars. Dr. Chao also has extensive teaching experiences including undergraduate courses, doctoral seminar courses, and MBA courses Dr. Chao has served in many leadership positions at MSU as well as in her professional field. She was elected to the American Psychological Association Council and currently serves on the editorial boards of several major journals. Dr. Chao served as a program officer at NSF and is currently the president of the Society for Industrial and Organizational Psychology. Based on the above evidence, the faculty of the Department of Psychology recommend tenure upon employment at the rank of Professor. Dr. Eric Eisenberg, Dean, Arts & Sciences along with Provost Ralph Wilcox and President Steven C. Currall, concur with this recommendation for tenure upon appointment.

Arts & Sciences

Kathy R. Fitzpatrick, JD

Professor Fitzpatrick will join the faculty of the College of Arts & Sciences, on August 1, 2020 as Professor and Director of the Zimmerman School of Advertising and Mass Communications. Professor Fitzpatrick comes to us from American University where she was professor and former senior associate dean for academic affairs in the School of Communication. Prior to coming to American University, Fitzpatrick was professor and associate dean for graduate programs and research in the School of Journalism and Mass Communication at Florida International University. She also served on the faculties and directed graduate and undergraduate programs in public relations at Southern Methodist University, the University of Florida, DePaul University and Quinnipiac University. Fitzpatrick is an internationally-recognized scholar in public relations and public diplomacy. She currently serves as a faculty fellow in the Center on Public Diplomacy in the Annenberg School at the University of Southern California, Her books and monographs include *U.S. Public Diplomacy in a Post-9/11 World: From Messaging to Mutuality*, *The Future of U.S. Public Diplomacy: An Uncertain Fate*, *U.S. Public Diplomacy's Neglected Domestic Mandate*, *Ethics in Public Relations: Responsible Advocacy and Public Relations Ethics*. Her research has been published in leading scholarly journals in communications and diplomacy. Fitzpatrick is a member of the Arthur W. Page Society, whose members are corporate, agency and academic leaders in the field of public relations. Fitzpatrick is licensed to practice law in Texas and accredited in public relations by the Public Relations Society of America. The faculty of the Zimmerman School of Advertising and Mass Communications recommend tenure upon employment at the rank of Professor. Dr. Eric Eisenberg, Dean, Arts & Sciences along with Provost Ralph Wilcox and President Steven C. Currall, concur with this recommendation for tenure upon appointment.

Arts & Sciences

Steve W. J. Kozlowski, PhD

Dr. Steve W. J. Kozlowski will join the faculty at the USF College of Arts and Sciences, on August 7, 2020, as Professor with the Department of Psychology. Dr. Kozlowski received a Ph.D. in Industrial/Organizational Psychology from the Pennsylvania State University in 1982. He then joined the Department of Psychology at the Michigan State University, where he is currently a tenured Professor. Dr. Kozlowski is an eminent researcher in the areas of multilevel theory; team leadership and team effectiveness; and learning, training, and adaptation. He has published over 120 publications in books and high-quality refereed journals, many of which are among the top in the field. His h-index is 56 and total citations are over 25,000. Dr. Kozlowski has had over 30 external grants totaling over three million dollars from the National Science Foundation, Army Research Institute, Department of Defense, and Office of Naval Research. His past awards and recognition include the Distinguished Scientific Contributions Award from the Society for Industrial and Organizational Psychology (2017) and McGrath Award for Lifetime Achievement in the Study of Groups, INGRoup (2017). Dr. Kozlowski also has extensive teaching experiences including undergraduate courses as well as doctoral seminar courses, and he has supervised numerous undergraduate and graduate students. Dr. Kozlowski has been serving in major leadership positions in the professional field including the President of SIOP (2015-2016), Research and Science Officer of SIOP (2017-2020), and Chair, Council of Editors, American Psychological Association (2012-2013). He has also served on advisory boards of major federal agencies including the National Academy of Sciences. Based on the above evidence, the faculty of the Department of Psychology recommend tenure upon employment at the rank of Professor. Dr. Eric Eisenberg, Dean, Arts & Sciences along with Provost Ralph Wilcox and President Steven C. Currall, concur with this recommendation for tenure upon appointment.

University of South Florida 4
Tenure Nominations as a Condition of Employment

Arts & Sciences

Chapurukha Kusimba, PhD

Dr. Chapurukha Kusimba will join the faculty at the College of Arts & Sciences, on January 24, 2020 as Professor with the Department of Anthropology. Dr. Chapurukha Kusimba comes to us from American University as a tenured Professor. Dr. Chapurukha Kusimba holds his degrees from Bryn Mawr (PhD) and Kenyatta University in Nairobi. His specialties include the archaeology of complex societies and the origins of inequality, ancient African chiefdoms and states, urbanism in Africa, Islam in Africa, and the African Diaspora in Asia and the Americas. He directs multiple anthropological research projects in East Africa and Madagascar. One core area of Dr. Chapurukha Kusimba's work is the archaeology of ancient Kenya, with a focus on the emergence of social complexities and inequalities. He connects Kenya and its surrounding region to the rise of circuits of international trade, human migration, and wealth-flows, especially as they relate to China and India. On October 6, 2018, Dr. Chapurukha "Chap" Kusimba was elected as a fellow to the American Academy of Arts and Sciences (AAAS), the prestigious honorary society of world leaders, innovators, artists, and academics. Kusimba is the academy's 2018 archaeology fellow. The faculty of the Department of Anthropology recommend tenure upon employment at the rank of Professor. Dr. Eric Eisenberg, Dean, Arts & Sciences along with Provost Ralph Wilcox and President Steven C. Currall, concur with this recommendation for tenure upon appointment.

Engineering

George Spirou, PhD

Dr. George Spirou joined the Department of Medical Engineering as Professor on January 12, 2019. Prior to joining USF, Dr. Spirou was at the University of West Virginia (WVU), where he was a tenured Professor in the Department of Otolaryngology/Head and Neck Surgery in the West Virginia University School of Medicine. At WVU, he also held Director positions in the Centers for Neuroscience and Sensory Neuroscience Research Center. Dr. Spirou received his B.S. in Physics and Philosophy from Denison University in 1977, M.S. in Physiology from Indiana University in 1979, and Ph.D. in Neuroscience from University of Florida in 1985. Dr. George Spirou has had an extremely productive career as a Neuro-engineer and Sensory Neuroscientist. He currently has been awarded two NIH R01 grants having to do with state-of-the-art analysis and investigations of the auditory nervous system. In addition, he is a principal of a successful startup company that currently markets and sells an advanced imaging system for central nervous system cell analysis. He also was the key founder of the very successful Neuroscience Center and community at West Virginia University, now grown to over 50 highly productive faculty across a variety of departments. A primary interest of Dr. Spirou's is studying structure/function relationships for neurons of the auditory brainstem, the neural encoding of sound by the auditory nerve and cochlear nucleus (CN) and development of the lower auditory system. The College of Engineering and the Chair of the Department of Medical Engineering recommend Dr. Spirou for tenure at the rank of Professor. Dr. Robert Bishop, Dean of Engineering, along with Provost Ralph Wilcox and President Steven Currall, concur with this recommendation for tenure upon appointment.

Agenda Item: FL 103

USF Board of Trustees
March 10, 2020

Issue: USF System Audit Charter Revisions

Proposed action: Approval of the revised Charter for USF System Audit

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Executive Summary:

According to Florida Board of Governors (BOG) Regulations 4.002 State University System Chief Audit Executives, "each board of trustees shall adopt a charter which defines the duties and responsibilities of the office of the chief audit executive" and this "charter shall be reviewed at least every three (3) years for consistency with applicable Board of Governors and university regulations, professional standards, and best practices".

In compliance with BOG Regulation 4.002, the current Charter has been reviewed and suggestions have been made by the chief audit executive to better align the Charter with the BOG regulation and professional standards.

The current Charter was approved on March 9, 2017.

Financial Impact: N/A

Strategic Goal(s) Item Supports: Goal 4: Sound financial management to establish a strong and sustainable economic base in support of USF's continued academic advancement.
BOT Committee Review Date: Audit & Compliance Committee, 02/18/2020
Supporting Documentation Online (*please circle*): **Yes** **No**
Proposed Revised Charter for USF System Audit
USF System or Institution specific: USF System
Prepared by: Virginia Kalil, Executive Director/Chief Internal Auditor

USF System Audit Charter

This Charter identifies the purpose, authority, and responsibilities of University of South Florida System Audit.

I. Purpose

USF System Audit (Audit) provides independent, objective assurance and advisory services to the USF System Board of Trustees (BOT) in the effective discharge of their responsibilities. Audit facilitates the University of South Florida System (USF System or University) in accomplishing its goals and objectives through a systematic, disciplined approach to evaluating and improving risk management, internal control, compliance, and governance processes. Audit is responsible for coordinating activities that promote accountability, integrity, and efficiency in the operations of the USF System.

II. Authority

USF System Audit reports functionally to the BOT and administratively to the President ~~and the Chief Operating Officer (COO)~~. This reporting relationship ensures the organizational independence and objectivity of the Chief Audit Executive (CAE) in the performance of his/her responsibilities in a manner free from actual or perceived impairment. The CAE routinely reports to the BOT significant risk exposures, control issues, fraud risks, governance issues, and other matters requested by the President and the BOT~~to the BOT~~. This reporting is done ~~reporting~~ through the BOT Audit & Compliance Committee ~~as requested by the President and the BOT. The CAE conducts and reports on audits, investigations, and other inquiries free from actual or perceived impairments to the independence of USF System Audit.~~

In order to ensure independence, promote comprehensive audit coverage, and assure adequate consideration of Audit recommendations:

- Audit has full, unrestricted, and timely access to all USF System functions, including its direct support organizations (DSOs) and practice plans, activities, records, property, information systems, and personnel, including those records or activities exempt from the Public Records laws, needed to fulfill its responsibilities. Any unresolved restrictions or barriers which restrict the scope or access of Audit to information or people necessary to perform its assigned duties will be addressed by the CAE. If such scope and access limitations cannot be remedied by the CAE after working with the BOT and university management, the CAE shall timely notify the Board of Governors (BOG) through its Office of the Inspector General and Director of Compliance (OIGC) of any such restrictions, barriers, or limitations.
- The CAE is responsible for ensuring confidential records obtained in the course of performing Audit activities are adequately secured and are not disclosed without established

authority.

- Audit has no direct operational responsibility or authority over any of the activities they review. Participation of Audit in the planning, development, implementation, or modification of university systems or processes is limited to an advisory or consulting role. This Audit role is managed so as to provide independence when conducting future assessments.
- Audit staff shall govern themselves by adherence to the International Standards for the Professional Practice of Internal Auditing (IIA), the IIA Code of Ethics, and the Florida Code of Ethics for Public Officers and Employees.

III. Responsibilities

Audit is responsible for assessing the various functions and control systems of the USF System and for advising management concerning their condition. While DSOs may obtain internal audit and compliance services from public accountants, consultants, and their own internal audit staff, Audit may also provide DSOs with internal audit and compliance services. Audit may also provide these services to other entities under the control and direction of the USF System at the request of management or the Board of Trustees.

Audit and CAE responsibilities include, but are not limited to, the following activities:

- Developing and submitting an Audit Work Plan to the BOT Audit ~~and~~ & Compliance Committee and the President for ~~annual~~ review and approval. Such Audit Work Plan development utilizes an appropriate risk-based methodology which takes into consideration risk or control concerns identified by management. The Audit Work Plan progress and resource requirements, including significant changes, must be communicated to the BOT Audit & Compliance Committee at least annually.
- Evaluating risk exposures and the adequacy and effectiveness of controls within the governance, operations, and information systems of the USF System in responding to identified risk exposures. This evaluation of risk exposure and control assessment is performed in the context of the following:
  - Ability of the USF System to achieve its strategic objectives,
  - Reliability and integrity of financial and operational information,
  - Effectiveness and efficiency of operations and programs,
  - Safeguarding of assets, and
  - Compliance with laws, regulations, policies, procedures, and contracts, including controls designed to enhance and promote accountability.
- Providing audits, consulting services, and compliance oversight based on the following professional frameworks and standards:
  - International Professional Practices Framework, published by the IIA professional standards;
  - Information Technology Assurance Framework, published by the Information Systems Audit and Control Association (ISACA); and/or
  - Other professional standards as appropriate for the Audit engagement.
- Following up on findings appearing in Audit's reports ~~as well as those in reports and assessments issued by external audit entities, research sponsors, and other external parties~~. Such follow up by Audit will determine whether the corrective actions appearing in these

reports and assessments have either been effectively implemented or senior management or the BOT have chosen to accept the risk of not taking these corrective actions.

- Providing and issuing reports to the President, ~~COO,~~ BOT Audit & Compliance Committee, and others, as appropriate, on the following:
  - Audit work performed and resources utilized;
  - Status of internal ~~and external~~ audit recommendations; and
  - Significant unmitigated risks and/or noncompliance.
- Promoting, in collaboration with other appropriate University officials, effective coordination of external audit, review, and investigatory work performed at the USF System between the University and the State of Florida Auditor General, federal auditors, accrediting bodies, and other governmental or oversight bodies to facilitate effective, timely completion of these engagements.
- Provide training programs to USF System employees and management to assist in improving operational efficiency, effectiveness, and compliance. Such training programs are provided based on Audit work performed or as requested.
- Ensure compliance with all BOG reporting requirements as established by BOG Regulation 4.002.

Audit is responsible for the providing investigative services to all entities and support organizations, including auxiliary facilities and services, DSOs, ~~and~~ practice plans, and other component units under the control and direction of the USF System. The investigatory responsibilities of the CAE include the following:

- Receiving complaints and conducting, supervising, or coordinating activities for the purpose of preventing and detecting fraud and abuse within University programs and operations, including serving as the BOT Audit & Compliance Committee-designated employee responsible for reviewing statutory whistleblower information and coordinating all activities of the USF System as required under the Florida Whistleblower's Act and ensuring compliance with BOG Regulation 4.001.
- Providing direction for, initiating, conducting, supervising, and coordinating audits and investigations, which promote economy, efficiency, and effectiveness in the administration of University programs and operations, that fall within the purview of Audit, as appropriate. Investigative assignments shall be performed in accordance with professional standards issued for the State University System, consistent with the Association of Certified Fraud Examiner standards.
- Issuing final investigative reports to the appropriate USF System officials, the BOT, and the Board of Governors, which will include recommended corrective actions and reports on the progress made in implementing corrective actions if, in the CAE's judgment, any significant and credible allegations and known occurrences of waste, fraud, mismanagement, abuses, and deficiencies relating to University programs and operations exist. When provided for by law, such reports shall be redacted to protect confidential, non-public information and the identity of individuals cited in the investigator reports.

To ensure Audit has the capabilities to perform the responsibilities and duties described herein, the CAE will:

- Review and make recommendations, as appropriate, concerning policies and regulations related to the University's programs and operations including, but not limited to, auxiliary facilities and services, DSOs, and other component units.
- Establish policies, which articulate steps for reporting and escalating matters of alleged misconduct, including criminal conduct, when there are reasonable grounds to believe such conduct has occurred.
- Hire and retain professional staff with sufficient knowledge, skills, experience, and professional certification to fulfill Audit's responsibilities and the requirements of this Charter;
- Assure appropriate training and education designed to promote accountability and address topics such as fraud awareness, risk management, controls, and other related subject matter is provided to all Audit employees in accordance with applicable professional education standards.
- For specialized or technical engagements, hire consulting experts to effectively perform and complete the engagement and supplement Audit's efforts.
- Coordinate or request audit, financial- and fraud--related compliance, controls, and investigative information or assistance as may be necessary from any university, federal, state, or local government entity.
- Inform the BOT when contracting for specific instances of audit or investigative assistance.
- Develop and maintain a quality assurance and improvement program in accordance with professional standards, which includes an external assessment at least once every five years. Such external assessments are presented to the BOT Audit and Compliance Committee and forwarded to the BOG.
- Prepare an annual report for distribution to the President, BOT, and BOG which summarizes the following:
    - Audit activities for the preceding fiscal year;
    - Plans and resource requirements for the Audit office, including significant changes; and
    - Impacts of any resource limitations.

IV. Charter Review and Approval

The Board of Trustees-approved Audit Charter shall be reviewed at least every three (3) years for consistency with applicable Board of Governors and USF System regulations, professional standards, and best practices. A copy of the approved Charter and any subsequent changes shall be provided to the Board of Governors.

_____ Approved on: _____
~~Brian D. Lamb~~Jordan B. Zimmerman, Chair, Board of Trustees

_____ Approved on: _____
~~Judy L. Genshaft~~Steven C. Currall, USF System President

_____ Approved on: _____
Virginia L. Kalil, Chief Audit Executive and
Executive Director of USF System Audit

Agenda Item: FL 104

USF Board of Trustees
March 3, 2020

Issue: Direct Support Organization Board Members

Proposed action: Approve Direct Support Organization Board Member for HPCC

Executive summary:

Per Florida Statute Section 1004.28 and USF System Regulation 13.002, the USF Board of Trustees must approve members of Direct Support Organizations' Boards of Directors.

This is a request to appoint Dr. Charles Pozner as a new member of the USF Health Professions Conferencing Corporation (HPCC) Board of Directors. The HPCC by-laws provide for up to nine board members; there are currently six members. Dr. Pozner will add an outside perspective, specifically from a seasoned health sciences simulation professional.

Dr. Charles Pozner serves as the Executive Director and co-founder of the Neil and Elise Wallace STRATUS Center for Medical Simulation at Brigham and Women's Hospital (BWH). He is also an emergency physician and the director of Pre-Hospital Care at BWH. With more than 15 years in operation, the center is one of the oldest simulation centers in the U.S. and is one of the most comprehensive and technologically-advanced medical training centers in the world. Dr. Pozner is the chairperson of the Strategic Relations subcommittee of the Society of Simulation in Healthcare and has been a speaker nationally and internationally. He is recognized for his pioneering work to improve the quality and safety of patient care in hospitals and serves as a consultant on simulation projects across the globe. In 2016, Dr. Pozner received the Bernard Lown Teaching Award which celebrates outstanding clinical leaders and recognizes the significant role that education plays in the missions of both Harvard and Brigham and Women's Hospital. Dr. Pozner graduated from Tufts School of Medicine and completed residencies in internal medicine at Boston's Beth Israel Hospital/Harvard Medical School and in emergency medicine at UCLA/Olive View.

Dr. Pozner's 4-year term would commence March 10, 2020.

Prepared by: Board of Trustees Operations

Agenda Item: FL105

USF Board of Trustees
March 10, 2020

Issue: Current language in the Board's Operating Procedures creates potential ambiguity regarding the application of the Open Meetings Law (Chapter 286, Florida Statutes) to meetings involving the Board and the President/Corporate Secretary.

Proposed action: This is an action item to approve amendments to the USF Board of Trustees Operating Procedures to clarify that the President/Corporate Secretary is not a member of the Board or any Board Committee.

Executive Summary:

The USF Board of Trustees Operating Procedures state that:

> The President of the University shall be a non-voting *ex-officio* member of the Governance committee, all Board Standing committees and Committees of Strategic Priorities, but will not be counted as part of a quorum for the purpose of transacting business. (Article 1.C.3.d.)

This language could create confusion regarding the USF's President's membership on the Board, which in turn could lead to a misapplication of the Open Meetings Law (Chapter 286, Florida Statutes) to meetings between the President and a single member of the Board of Trustees. This amendment is recommended in abundance of caution only. The Board's Operating Procedures do not, *and cannot*, change the statutory and regulatory processes to appoint a member to the USF Board of Trustees.

The proposed amendment deletes the language above and replaces it with the following change:

> The University President, as Corporate Secretary, is responsible to the Board for all operations and administration of the University and sets the agenda for meetings of the Board in consultation with the Chair. During the absence or disability of the University President, the Provost and Executive Vice President will function as Corporate Secretary. The President may designate an individual to serve as assistant corporate secretary to the Board. This individual shall perform all duties delegated by the Corporate Secretary. <u>The Corporate Secretary, or designee, shall attend all Board meetings as defined in Article II of these Operating Procedures. The Corporate Secretary, or designee, will not be counted as part of a quorum for the purpose of transacting business and shall not</u> <u>vote.</u> (Article 1.C.3.a)

The amendments are attached in redline and clean formats for reference. The amendments are presented as an action item for approval, pending the Governance Committee's review and discussion. Amendments to the Operating Procedures must be approved by the full Board.

Strategic Goal(s) Item Supports: USF System Strategic Goal Nos. 3 and 4
Committee Review Date: 08/27/19
Supporting Documentation Online: Yes
USF System or Institution specific: University- wide
Prepared by: Gerard D. Solis, General Counsel

OPERATING PROCEDURES OF THE UNIVERSITY OF SOUTH FLORIDA BOARD OF TRUSTEES

ARTICLE I ORGANIZATION

A. Legal Status of Board of Trustees

The University of South Florida Board of Trustees ("Board of Trustees" or "Board") is established as a public body corporate, with all powers as provided by Florida law. The Board of Trustees acts as an instrumentality or agency of the state for purposes of sovereign immunity pursuant to Section 768.28(2), Florida Statutes.

B. Members

The Board of Trustees shall be composed of thirteen persons, six members appointed by the Governor of the State of Florida and five members appointed by the Board of Governors. The other two members shall be (1) the elected representative of the University of South Florida Student Advisory Council and (2) the President of the University of South Florida Faculty Council.

Board of Trustees' members who are appointed by the Governor and Board of Governors shall be appointed for 5-year terms.

Members of the Board of Trustees and the Campus Boards shall not serve on any other non-advisory (i.e. the advisory board does not vote or take actions on university matters) Board of the University or its Direct Support Organizations during their appointed term(s). However, this limitation does not apply to the Board representatives for: the student body serving on the USF Student Advisory Council; the faculty representative serving on the USF Faculty Advisory Council; Board members serving on the USF St. Petersburg and USF Sarasota-Manatee Campus Boards pursuant to Sections 1004.33 and 1004.34 Florida Statutes; and service on Boards with which the University has an affiliation agreement.

Members of the Board of Trustees shall serve without compensation but may be reimbursed for travel and per diem expenses in accordance with state law.

C. Officers

The officers of the Board of Trustees are the Chair, Vice-Chair and the Corporate Secretary. The Chair and Vice-Chair shall be elected by majority vote by the Board of Trustees at appropriate times and shall each serve two-year terms to begin immediately upon election. Elected officers may serve for one additional consecutive 2-year term or until a successor is elected by majority vote, and for

each additional consecutive term beyond two terms officers may be reelected by a two-thirds vote. The University President shall serve as Corporate Secretary of the Board of Trustees.

In the event of a vacancy in the Chair and/or Vice Chair positions, an election will be held as soon as practical after the vacancy occurs to select a member of the Board, by a majority vote, to the applicable vacant position (s). The newly selected officer (s) will serve terms as specified in the above section. This may result in the Chair of the Board and Vice Chair terms of office not running concurrently.

The officers shall have the following responsibilities:

1. **Chair**

a. The Chair of the Board may serve as Chair of the Finance Committee, serves as an ex officio voting member of all Committees of University Strategic Priorities and all Standing Committees of the Board, and appoints members thereof.

b. The Chair of the Board presides at all meetings of the Board of Trustees, calls special meetings of the Board when necessary, serves as spokesperson for the Board, attest to actions of the Board and notify the Governor or Board of Governors in writing whenever a Board member fails to attend three consecutive regular meetings in any fiscal year, which may be grounds for removal.

c. The Chair of the Board shall appoint at least one representative to the board of directors and the executive committee of any direct-support organization certified by the Board.

2. Vice-Chair

The Vice-Chair acts as Chair during the absence or disability of the Chair of the Board and during any temporary period of vacancy before election of a new Chair of the Board pursuant to Section C, 1 above and, in that event, shall perform those duties of the Chair described in these Operating Procedures.

3. Corporate Secretary

a. The University President, as Corporate Secretary, is responsible to the Board for all operations and administration of the University and sets the agenda for meetings of the Board in

consultation with the Chair. During the absence or disability of the University President, the Provost and Executive Vice President will function as Corporate Secretary. The President may designate an individual to serve as assistant corporate secretary to the Board. This individual shall perform all duties delegated by the C~~c~~orporate S~~s~~ecretary. The Corporate Secretary, or designee, shall attend all Board meetings as defined in Article II of these Operating Procedures. The Corporate Secretary, or designee, will not be counted as part of a quorum for the purpose of transacting business and shall not vote.

b. Subject to the Board's fiduciary and oversight responsibilities, the President serves as the Board's point of official contact with the Campus Advisory Boards, faculty, staff, students and support organizations of the University. The President is at all times accountable to the Board. The President exercises such powers as are appropriate to his/her position in promoting, supporting and protecting the interests of the University and in managing and directing its affairs, including but not limited to approving all decisions impacting the organization, curriculum, budget, personnel and performance of the university, subject to the Board's established governance processes The President shall have the authority to execute all documents on behalf of the university and the Board consistent with law, applicable Board of Governors' and Board of Trustees' rules and policies, and the best interests of the university. The President may issue directives and executive orders that are not in contravention of existing Board policies. The President is responsible for all educational, financial, business and administrative functions of the University to advance its educational missions and goals, consistent with University policy, and exercises such other powers, duties and responsibilities as are delegated or established by the Board.

c. The President shall receive all Campus Advisory Board recommendations, plans, requests and budgets (collectively "Campus Advisory Board Materials") on behalf of the Board. Campus Advisory Board Materials are non-binding and advisory on the President and Board. The President shall promptly forward to the Governance Committee any Campus Advisory Materials relating to a matter that will come before the Board for action in its original form along with the President's recommendation to the Board to approve, revise or reject any portion or all of the Campus Advisory Board Materials. Consistent with the powers and duties delegated to the President by the Board, the President will review

and consider Campus Advisory Board Materials that do not relate to a matter that will come before the Board for action.

~~**d.** The President of the University shall be a non-voting *ex-officio* member of the Governance committee, all Board Standing committees and Committees of Strategic Priorities, but will not be counted as part of a quorum for the purpose of transacting business.~~

D. Board of Trustees

The Board of Trustees is responsible for cost-effective policy decisions, implementing and maintaining high-quality education, research and creative programs consistent with the university's mission, measuring the University performance and providing input regarding compliance with state policy, budgeting and education standards. The Board of Trustees sets policy for the University and serves as its legal owner and final authority. As the "public body corporate" for the university, the Board holds the university's financial, physical and human assets and operations in trust and is responsible for efficient and effective use of resources. It must ensure the performance of all duties assigned by law, rules and regulations of the Florida Board of Governors. The Board, pursuant to Section 1004.28 Florida Statutes, provides budget and audit review and oversight of university Direct Support Organizations and establishes the conditions with which they must comply in order to use property, facilities or personal services at the university. The Board may adopt rules, regulations and policies consistent with established laws and the university's mission and strategic plan. Board members establish policy and assess the implementation of Board policies. When the Board, through majority vote at a public meeting, establishes a new rule, regulation or policy it will be promulgated as follows:

1. Rules- in accord with the requirements set forth in Ch. 120, F.S.;

2. Regulations- in accord with the provisions of the Board of Governor's Regulation Development Procedure for State University Boards of Trustees; and

3. BOT Policies- the Corporate Secretary shall assign each BOT policy to the General Counsel office for promulgation with a distinct number that includes the year in which the policy was established (e.g. 2007-01) and posting the policy to the Office of the General Counsel web page.

The specific membership, powers and duties of the Board are authorized by Article 9, Section 7 of the Florida Constitution, and Sections 1001.71, 1001.72 and 1001.73, Florida Statutes.

ARTICLE II
MEETINGS OF THE BOARD OF TRUSTEES

A. Regular Meetings

The Board meets no fewer than four times per fiscal year, at a time and place designated by the Chair of the Board. Meetings of the Board are open to the public and all official acts are taken at public meetings. The schedule of meetings is available on the University of South Florida website at http://www.usf.edu.

B. Special Meetings

The Board may meet in special meetings, including hearings and workshops, at such times and places designated by the Chair of the Board.

C. Emergency Meetings

Emergency meetings of the Board may be called by the Chair of the Board upon such notice as is reasonable under the circumstances whenever, in the opinion of the Chair of the Board, an issue requires immediate Board action. Whenever such emergency meeting is called, the Chair of the Board will notify the Corporate Secretary. The Corporate Secretary will immediately serve either verbal or written notice upon each member of the Board, stating the date, hour and place of the meeting and the purpose for which the meeting has been called. No other business will be transacted at the meeting unless additional emergency matters are agreed to by a majority of those Board members in attendance. The minutes of each emergency meeting will reflect the manner and method by which notice of such emergency meeting was given to each member of the Board.

D. Notice of Meetings

Notice, stating the time, date, place and agenda or purpose of the meeting, of regular meetings, special meetings and committee meetings shall be posted on the USF Website, and shall be distributed through an appropriate USF list serve. Notice will be given not less than seven (7) days, if practicable, before the event and will include a statement of the general subject matter to be considered. Whenever an emergency meeting is scheduled, the Corporate Secretary will post a notice on the USF Website, and distribute same through an appropriate USF list serve as soon as practicable stating the time, date, place and agenda or purpose of the meeting.

E. Meetings by Means of Telephone Conference Calls and other Communications Media Technology

The Board may use telephone conference calls and other communications media technology to conduct Board business in the same manner as if the proceeding were held in person. The notice of any meeting conducted by means of communication media technology will state where and how members of the public may gain access to the meeting. Such notice will be in accordance with the notice procedures set forth above.

F. Quorum

A majority of the members of the Board must be present to constitute a quorum for the transaction of business, unless otherwise provided in these Operating Procedures.

G. Voting

The decision of the majority of the Trustees in attendance and voting on an issue shall prevail, except that a majority vote of all members of the Board is required for appointing and removing the president and for approving or discontinuing academic programs. A Trustee may abstain from voting only under those circumstances prescribed by law. Voting by proxy or by mail shall not be permitted.

H. Parliamentary Rules

The most recent version of Roberts Rules of Order Newly Revised will be followed in conducting meetings of the Board, unless otherwise provided by the Board.

I. Agenda

The agenda for each meeting of the Board shall be prepared by the President or his/her designee. Every request for inclusion of an item on the agenda of a meeting shall be put in writing and filed, together with any supporting documents, with the President sufficiently far in advance of the meeting to permit a determination to be made by the President with respect to the propriety and practicability of including that item on the agenda for the meeting. The President will assemble the agenda and provide a copy of the agenda to each member of the Board at least seven (7) days prior to the meeting and will post the agenda to the USF list serve, the USF Board of Trustees website and with the University Communications Office prior to the meeting. If additional items or supporting documentation become available, a supplemental agenda may be provided at least five (5) days prior to the meeting.

Any proposal to the Board to increase tuition or fees shall be publicly noticed at least 28 days before its consideration at a board of trustees meeting. Such notice will be in accordance with the notice procedures set forth in s. 1009.24, F.S.

J. Minutes

Minutes of the meetings of the Board of Trustees shall be kept by the Corporate Secretary or designee, who shall cause them to be posted on the Board website and to other places where deemed appropriate within two weeks after each Board meeting. Minutes must include the vote history and attendance of each trustee. All lengthy reports shall be referred to in the minutes and shall be kept on file as part of the University records, but such reports need not be incorporated in the minutes except when so ordered by the Board of Trustees.

ARTICLE III
COMMITTEES

A. The Governance Committee

The Governance Committee shall have no fewer than three (3) voting members, all of whom shall be trustees. The Chair and Vice-Chair of the Board of Trustees shall be members. Additional trustees shall be appointed by the Chair to serve on the Governance committee. A majority of Governance Committee members shall constitute a quorum.

The purpose of the Governance Committee is twofold: to conserve time, it shall serve at the pleasure of the Board as the Board's agent in assisting the President to address routine business between regular Board meetings; and it shall assist the Chair and the President in their joint responsibility to help the Board to function effectively and efficiently by suggesting board meeting agenda items and periodically assessing committee work. The Governance Committee shall have authority to act for the Board of Trustees on all matters except for the following, which shall be reserved for the full Board: appointing and removing the President; approving or discontinuing programs; board officer selection; Campus Board membership; changes in institutional mission and purposes; changes to the operating procedures; incurring of corporate indebtedness; and adoption of the annual budget. These operating procedures or other board policy may reserve other powers for the Governance Committee.

The Governance Committee shall meet as often as necessary to conduct business as the Chair and President shall determine, and it shall ensure that minutes are taken of such meetings which will be distributed to all Trustees for information at the next regular meeting of the Trustees.

B. Committees on University Strategic Priorities

The Chair of the Board may establish temporary committees on University strategic priorities as deemed necessary for the orderly conduct of the business of the Board and that relate directly to the strategic priorities of the University. Each committee shall have a written statement of purpose and primary responsibilities as approved by the Board. The Chair of the Board shall determine the period of service of any such committee(s).

The Chair of the Board appoints the members of the committee and any non-voting faculty and community liaisons, selects a chair of the committee, and serves as an ex officio voting member (when present) of any such committees. Committees on University Strategic Priorities shall make recommendations for consideration and action by the full Board or other Board committee, as authorized by these Operating Procedures.

The chair of the committee shall perform the chair's duties in consultation with the President and/or designee. The committees shall meet as often as the chair of the committee shall determine necessary. Minutes shall be taken and distributed to all Trustees for information at the next regular meeting of the Trustees. A majority of committee members present shall constitute a quorum for the transaction of business.

C. Standing Committees

Standing Committees are appointed by the Chair of the Board. The Chair of the Board appoints the members any non-voting faculty and community liaisons, selects a Chair of the Committee, and serves as an ex officio voting member (when present) of all Committees. Each standing committee shall consist of no fewer than three (3) members. Members of standing committees shall hold office until the appointment of their successors. Any vacancies on standing committees shall be filled by appointment of the Chair of the Board. Unless specifically delegated or as otherwise provided in these Operating Procedures, authority to act on all matters is reserved to the Board. The duty of each standing committee is to consider and to make recommendations to the Board upon matters referred to it. Each standing committee shall have a written statement of purpose and primary responsibilities as approved by the Board. The Chairs of all standing committees shall perform their duties in consultation with the University President and/or designee. Minutes shall be taken and distributed to all Trustees.

ARTICLE V
AMENDMENT OF OPERATING PROCEDURES

These Operating Procedures may be altered, amended or repealed by a majority vote of Board members at a regular meeting, when notice of the proposed amendment or repeal is provided in the meeting notice.

ARTICLE VI
APPEARANCES BEFORE THE BOARD

Individuals or group representatives, who desire to appear before the Board to address a subject within the Board's jurisdiction may submit their requests in writing at least three (3) days in advance to the Corporate Secretary, c/o Office of Board of Trustees Operations, 4202 E. Fowler Avenue, CGS401, Tampa, FL 33620, specifying the agenda item on which the requestor(s) wishes to comment.

Comments shall be generally heard at Board Committees. However, the President in consultation with the Chair of the Board will determine whether the item will be heard and when the item will be heard. There will be a three minute time limit on any presentation. The total time allotted for all comments shall not exceed fifteen minutes, unless approved by the Chair.

As permitted by section 286.0114 F.S., the Chair of the Board may decline to hear any matter that: does not relate to a particular agenda item; is not practicable for a particular meeting; is outside the Board's jurisdiction; or was made available for public comment at a prior workgroup or committee meeting before the Board takes action.

The Chair of the Board may recognize any individual or representative of groups to address the Board.

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

ARTICLE IV
REGIONAL CAMPUS ADVISORY BOARDS

The Chair of the Board shall appoint members to the Regional Campus Advisory Boards for USF St. Petersburg and USF Sarasota-Manatee based on the recommendations of the USF President. Members shall be appointed for 4-year terms. Campus Board members serve at the will of the Board and may be removed by the Board for nonfulfillment of Campus Board duties, other than the Chair of the Campus Board.–Members may be reappointed as described herein, at the discretion of the Board, for additional terms not to exceed eight (8) years of service.

In addition, a member of the USF Board of Trustees shall serve as provided below.

A. **USF St. Petersburg** -- If a resident of Pinellas County is appointed to the Board of Trustees of the University, the Chair of the Board shall appoint that member to serve jointly as a member of the Campus Board. If more than one Pinellas County resident is appointed to the Board of Trustees, the Chair of the Board shall select one joint member.

B. **USF Sarasota-Manatee** -- If a resident of Sarasota-Manatee Counties is appointed to the Board of Trustees of the University, the Chair of the Board shall appoint that member to serve jointly as a member of the Campus Board. If more than one Sarasota-Manatee County resident is appointed to the Board of Trustees, the Chair of the Board shall select one joint member.

C. **Campus Board Chair** -- The Board of Trustees member appointed to the Campus Board shall chair their respective Campus Board Chair, unless otherwise approved by the Board of Trustees Chair.

D. **Authority** -- As provided by applicable state law or regulation and subject to these Operating Procedures, the Regional Campus Boards shall have the authority to:

1. Review and approve an annual campus legislative budget request, operating plan and budget, which will be submitted to the Board of Trustees.

2. The Campus Board will exercise other such powers as are lawfully delegated by the University Board of Trustees to provide for the efficient operation and improvement of the campus.

ARTICLE VII
CODE OF ETHICS

Trustees are Public Officers of the State of Florida who are invested with the public trust and appointed as fiduciaries of the University. Trustees will exercise their powers and duties in the best interests of the University and avoid actions or situations that result in or create the appearance of using their positions with the University for private gain, unwarranted preferential treatment to themselves or any outside individual or organization, or that calls into question a Trustee's independence and impartiality, or adversely affects the University's reputation.

At the same time, Trustees have a range of professional and personal associations and interests with individuals and other entities. These associations and interests routinely benefit the University and enhance the effectiveness of the Board. However, Trustees should also avoid situations where external associations or interests could compromise, or reasonably appear to compromise, the University's academic values or business decisions, including but not limited to admissions and employment matters.

Accordingly, it is the policy of the Board that all Trustees will act in a manner consistent with their fiduciary responsibilities to the University and avoid circumstances in which their external financial or other ties could present an actual, perceived or potential conflict of interest.

1. Presumed Conflict of Interest

No policy statement can address every conceivable situation that might entail a conflict of interest. However, the following are presumed to create a conflict of interest:

a. the Trustee's financial interests or other opportunities for personal benefit may compromise, or reasonably appear to compromise, the Trustee's independence of judgment in fulfilling his/her Board duties; or

b. the Trustee or a member of his or her family, has an existing or potential financial interest or other opportunities for personal benefit relative to a university matter or initiative.

2. Conflict of Interest Disclosure

If a Trustee believes that he/she may have a conflict of interest, the Trustee shall fully and promptly disclose the conflict to the Secretary, Assistant Corporate Secretary or the General Counsel.

The Corporate Secretary, Assistant Corporate Secretary or the General Counsel shall inform the Chair of the Board of all conflict of interest matters disclosed by a Trustee. If it is determined that a conflict of interest exists, the Chair of the Board, Corporate Secretary or Assistant Corporate Secretary, and the General Counsel shall work with the affected Trustee to address the conflict.

In addition, all Trustees shall annually list on the Conflict of Interest Disclosure Form the following relationships.

a. Relationships that they or members of their family maintain with organizations that do business with the University; or

b. Relationships and external interests that could be construed to affect their independent, unbiased judgment in light of their decision-making authority and responsibility. If a Trustee is uncertain as to whether to list a particular relationship, the General Counsel must be consulted.

Information shared or gathered as a result of such consultations (including information provided on the disclosure form) shall not be released except: in accordance with applicable public records laws; or when the institution's best

interests would be served by disclosure, or as required by court order. Any such required disclosure will be made only after informing the affected Trustee.

3. Voting

Trustees are required to disclose all potential conflicts of interests as described above, but Trustees are still required to vote on all matters before the Board unless an actual conflict of interest as prescribed by law exists. In actual conflict of interest situations, Trustees are not permitted to vote. In situations that involve the appearance or potential of a conflict of interest and a Trustee is present and required to vote, the appearance or potential of the conflict of interest will be disclosed publicly at the Board meeting in which the affected matter is being considered.

4. Public Officers

In addition to the foregoing, members of the Board of Trustees shall be guided by the provisions set forth in Florida law for the conduct of public officers.

5. Regional Campus Board Members

This Code of Ethics applies equally to Trustees and Regional Campus Board Members. Disclosures from Regional Campus Board Members should be made to the Regional Chancellor and the General Counsel, who will notify the Chair of the Board and Corporate Secretary in the event of an actual conflict.

6. Definitions

The terms used in this Article should be interpreted and defined as provided in Chapter 112, Part III, Florida Statutes: Code of Ethics for Public Officers and Employees.

ARTICLE VIII
MISCELLANEOUS PROVISIONS

A. Indemnification

The University of South Florida (University) shall indemnify, defend, and hold harmless each Trustee of and from any and all claims, demands, civil or criminal actions, rights, defenses, counterclaims, proceedings, administrative actions, agreements, contracts, covenants, accounts, offsets, attorneys' fees, costs, damages, liabilities, losses, expenses, suits, debts, judgments, awards, duties or obligations, of any nature whatsoever, at law or in equity (collectively referred to as "Claims"), that arise from or relate in any way to his or her position on the Board of Trustees, or any act undertaken or omitted in connection with his or her service as a Trustee.

B. Fiscal Year

The fiscal year of the Board shall commence on July 1 of each year and end on June 30.

C. Sunshine Laws

Public access to Board records will be governed by the provisions of the Public Records Law, Chapter 119, F.S. Board meetings shall be governed by the provisions of the Open Meetings Law, Chapter 286, F.S.

D. Corporate Seal

The corporation shall have a seal on which shall be inscribed "The University of South Florida Board of Trustees".

Approved 9/21/01; Amended 03/21/02; Amended 01/21/03;Amended 06/12/08 ; Amended 06/14/12; Amended, 12/5/13; Amended 06/03/16; Amended 09/01/16; Amended 12/03/19

Agenda Item: FL106

USF Board of Trustees
March 10, 2020

Issue: The primary issue addressed is whether USF Health, as a part of the University of South Florida, should enter into an enhanced affiliation with Tampa General Hospital to create an academic medical center ("AMC") in furtherance of USF's clinical, research and teaching missions.

Proposed action: This is an action item to approve the enhanced affiliation between the University of South Florida and Tampa General Hospital based on the due diligence representations of management and the Board's governance level review of the transaction.

Executive Summary:

The West Coast of Florida and the Tampa Bay area do not have an AMC. Creation of a comprehensive, clinically integrated AMC would bring advanced clinical programs, promote the conduct of translational and clinical research, attract top faculty, medical and other health professional students, strengthen residency and fellowship programs, and enhance the overall health care of the region. The University of South Florida (USF) and Tampa General Hospital (TGH) are embarking on an effort to integrate clinical and academic programs in way that will make Florida and the Tampa Bay region prominent destinations for quality health care and medical education.

Strategic Purpose of the USF Health and TGH Clinical Integration: establish the first true AMC in the region in order to increase organization efficiencies, provide new sources of capital for cutting edge clinical programs and meet rapidly growing patient demand for tertiary and quaternary care, while de-risking the university and securing new funds to expand our academic mission.

- Transformation of, and disruptive innovations in, healthcare services are sweeping the United States whether categorized as Accountable Care Organizations (ACOs), Physician-Hospital Organizations, health system and hospital acquisitions and mergers, home care, tele-health or some combination or variation of these models.
- To adjust to these changes requires tighter integration between physicians and health systems. Hospitals are traditionally incentivized to put patients into beds while physicians are being increasingly incentivized to keep their patients out of the hospital. These conflicting incentives create inefficiency, over-utilization of services, increased costs and are incompatible with provision of value-based care as seen in ACOs. As a clinically integrated AMC, USF Health and TGH will work together to ensure the correct scale, scope and quality of care needed to serve the Tampa Bay region.
- Every top medical school in the country owns or is closely affiliated with an AMC-based health system. As combined enterprises, the health system and its patients benefit from the clinical advances made available by academic medicine, while the medical school benefits from augmented financial support for educational and research activities including robust residency and fellowship offerings.

The Tampa Bay health care market is growing at an incredible rate but there exists no integrated AMC in the region. Creating a true AMC between USF Health and TGH affords this growing market with healthcare options formerly only obtained through extensive patient expense and travel outside of the Tampa Bay region, and many times outside of the State of Florida.

Advantages for USF's undergraduate medical education (UME), graduate medical education (GME), graduate education (Grad Ed) and research programs:

- Closely aligned clinical efforts will provide new revenues for recruitment and development of innovative and cutting-edge clinical programs, thus advancing regional health care and strengthening residency and fellowship programs to retain top medical students in Florida (UME and GME)
- Enhanced clinical volume and revenues that will permit recruitment of world class basic and physician scientists to increase NIH funding and clinical trials, strengthen our regional economy, attract or create local bio-tech companies and support robust graduate student and MD-PhD programs (research, Grad Ed and UME)
- Increased numbers of TGH-based faculty for clerkships and electives as well as for teaching in the pre-clinical year (didactics, coaching, and small group learning), especially in the important areas of pathology, radiology and anesthesiology (UME)
- Expanded USF Health primary care network, which will increase student exposure to primary care (UME) and ultimately create a family medicine residency based at TGH (GME)
- Increased clinical volume in pediatrics to ensure GME training opportunities for pediatric residency, pediatric fellowships, and adult programs requiring pediatric training (GME)
- Increased development of TGH-based anesthesiology and thoracic surgery residency programs and a medical informatics fellowship program (GME)
- Expanded psychiatry residency and fellowship training at TGH and other clinical sites (GME)
- Increased resources to fund advanced specialty non-ACGME training programs (GME)
- Development of additional inter-professional innovations in quality and patient safety in the clinical learning environment (Nursing, Public Health, Pharmacy and GME)

Benefits for the Tampa Bay region's health care consumers and the USF Health workforce:

- Faster implementation of systemic changes to the delivery of health care services that will lead to enhanced value for patients, employers, and payers in the inpatient and outpatient care settings
- In the inpatient setting, better performance on cost and quality domains such as: decreased observed to expected (O:E) risk adjusted mortality, decreased O:E length of stay, improved case mix index (measure of capturing how sick/complex patients are), reduced supply and vendor expenses, and better service coordination within TGH's clinical service lines
- In the outpatient setting, broader geographic distribution and density of service offerings to expand services to a rapidly growing region, and afford the ability to co-locate services that patients need in convenient, all-inclusive locations closer to where they live and work
- Faster access to specialty and sub-specialty referrals to disciplines that are only financially viable in an integrated physician practice-hospital model such as general neurology, rheumatology, endocrinology, nephrology and hepatology
- Less unnecessary redundancy and process variability, and enhanced support infrastructure that currently exists across multiple domains such as access and capacity management, IT,

HR, business intelligence, data reporting, patient experience, risk management, process improvement, care management, quality and patient safety, and clinical operations
- A better resourced, more efficient, integrated delivery system that will reduce workforce burn out, enhance morale, and lead to higher levels of work-place satisfaction for those charged with the clinically delivery of services or their support
- Re-investment of cost savings into the clinical, educational, and research missions of the Tampa Bay region's new AMC

Financial Summary: As a community-based academic medical group, USF Health University Medical Services Association's (UMSA) clinical margins are being increasingly challenged such that the margin generated cannot continue to be relied on to support fair market value clinical faculty salaries while simultaneously supporting their teaching, training and research efforts. Thus, acquisition of a strong hospital partner, fully integrated with USF Health into an AMC, is critical to the future growth and strength of both our clinical and academic missions.

The funds flow model for the new integrated USF Health/Tampa General Medical Group (TGMG) practice is designed to de-risk USF from a dynamic, consolidating, and unpredictable health care financial environment with its potentially adverse impacts on our educational, training, research and clinical missions, as well as provide a consistent and stable funds flow that can be used to support and expand USF Health's academic mission. These benefits include:

- Creation of a jointly controlled physician practice support organization from the current UMSA and TGMG practices, to achieve economies of scale as well as a tightly integrated clinical practice with the scope and scale to participate in ACO and risk contracts
- A future clinical operating margin that grows with the success of the entire clinical enterprise
- Stable baseline academic support that grows commensurate with the growth of the entire integrated AMC net patient service revenue and operating margin
- A consistent source of funding to address current and future clinician salary equity issues (internally and relative to the market)
- Capital for the purchase of state-of-the-art clinical technology, development of new clinical sites and expansion of the scope and scale of the joint practice enterprise, all needed for optimal patient care, teaching and training activities and to support clinical research and trials

UMSA's Future Financial Picture: this new integrated relationship is **not** an asset purchase **or** a merger. In its first iteration, it is simply a purchased services and academic affiliation agreement between USF and the new, integrated clinical enterprise. UMSA will continue to:

- Bill and collect all patient service revenue provided by USF Health clinical faculty by outsourcing these functions to the new clinical enterprise
- Support the debt obligations for its clinical assets
- Protect sovereign immunity for its clinical faculty
- Be the financial conduit between the University and the new clinical enterprise as it relates to the purchased services and academic affiliation relationship

UMSA will **not** continue to employ clinical administrative and operations staff. Instead, UMSA will pay the new clinical enterprise, at fair market value, for its administrative and operations services. As the market continues to consolidate, and with the agreement of both parties, additional clinical integration could be achieved through a lease model of USF Health faculty to the new jointly controlled clinical enterprise with TGH, assuming any resultant costs for bond refinancing and recredentialling of faculty.

UMSA will receive financial support from the margin it continues to generate as well as from the new clinical enterprise. The integrated clinical enterprise will provide support in 3 ways:

- Academic Support – Fixed: This funding source will be based on 80%- 90% of the existing Dean's tax supported by UMSA. It can grow based upon the growth in net patient service revenue of the entire AMC clinical enterprise.
- Academic Support – Variable: This funding source will be based on 10% - 20% of the existing Dean's tax supported by UMSA. It can grow based upon the growth in margin of the clinical enterprise.
- Purchased Services Agreement: This funding source will be based on the contract revenue currently earned by UMSA from TGH, with TGH ensuring UMSA generates at least the margin it produces today plus provide future opportunities for addressing clinical faculty salary equity.

UMSA will in turn provide support to the new clinical enterprise in **two** ways:

- Clinical Operations Staff: The clinical enterprise will become the employer of clinical staff, therefore UMSA will purchase the time necessary to support its clinical faculty.
- Management Services Support: The clinical enterprise will provide certain services to UMSA such as billing and collections of its patient service revenue. UMSA will purchase these services from the clinical enterprise.

TGH and USF are in the final stages of an agreement that is consistent with the attached agenda materials and representations made to the Board in the presentation. However, a final agreement will not be signed until this enhanced affiliation is: (1) approved by the Board: (2) presented to the Board of Governors on a consultative basis; (3) approved as to form and legal sufficiency by the USF Office of the General Counsel.

Strategic Goal(s) Item Supports: USF System Strategic Goal Nos. 1, 2, 3, 4
Board Review Date: 03/10/2020
Supporting Documentation Online: Yes
USF System or Institution specific: University- wide
Prepared by: Dan Vukmer, Sr. Associate VP and Chief Strategy Officer for USF Health, Sr. Associate Dean for Morsani College of Medicine

USF Health

USFH - TGH Affiliation

Enhanced Affiliation Overview

USF Board of Trustees

March 10, 2020

National Healthcare Perspective: AMCs

Across all missions, Academic Medical Centers are facing new market pressures.

Educational Mission

- Cost of medical student education increasing due to focus on faculty-intensive small group active learning.
- Increased focus on student debt, constraining tuition increases.
- No new federal GME funding to support more positions but intense need for more slots in Florida.

Research Mission

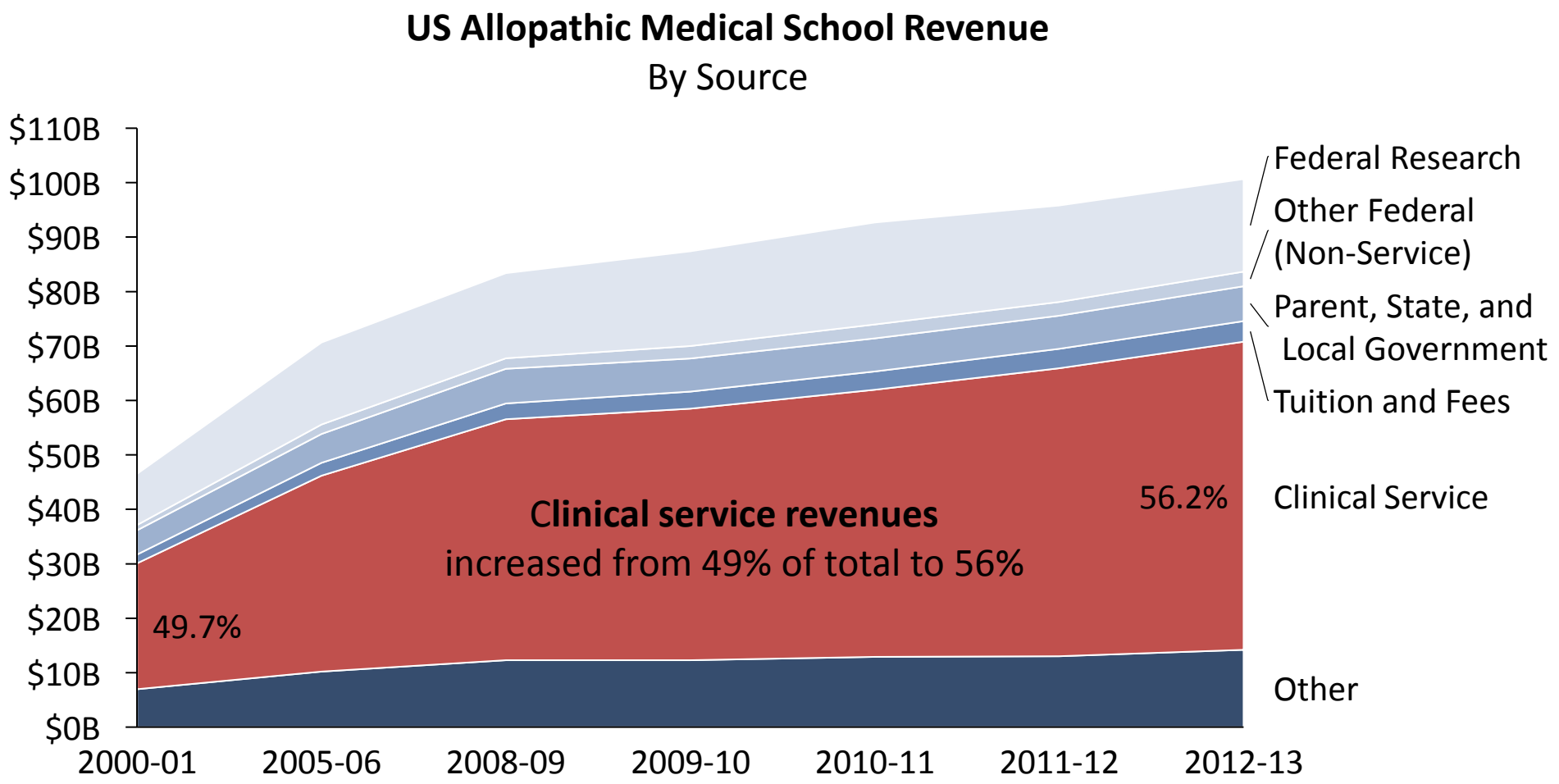
- NIH paylines (success rates) chronically low
- Pockets of commercial grant growth, but less lucrative indirect coverage
- Rising costs to support research infrastructure
- Intense competition for NIH funded researchers commanding larger salaries and larger start-up packages

Clinical Mission

- Increased competition from community hospitals with high end capabilities threaten to carve med school practices and AMCs from narrow networks
- Significant pressure from payors to demonstrate value – improved outcomes that justify higher cost
- Challenging payor mix with Medicaid payments at risk

Reliance on Clinical Revenues

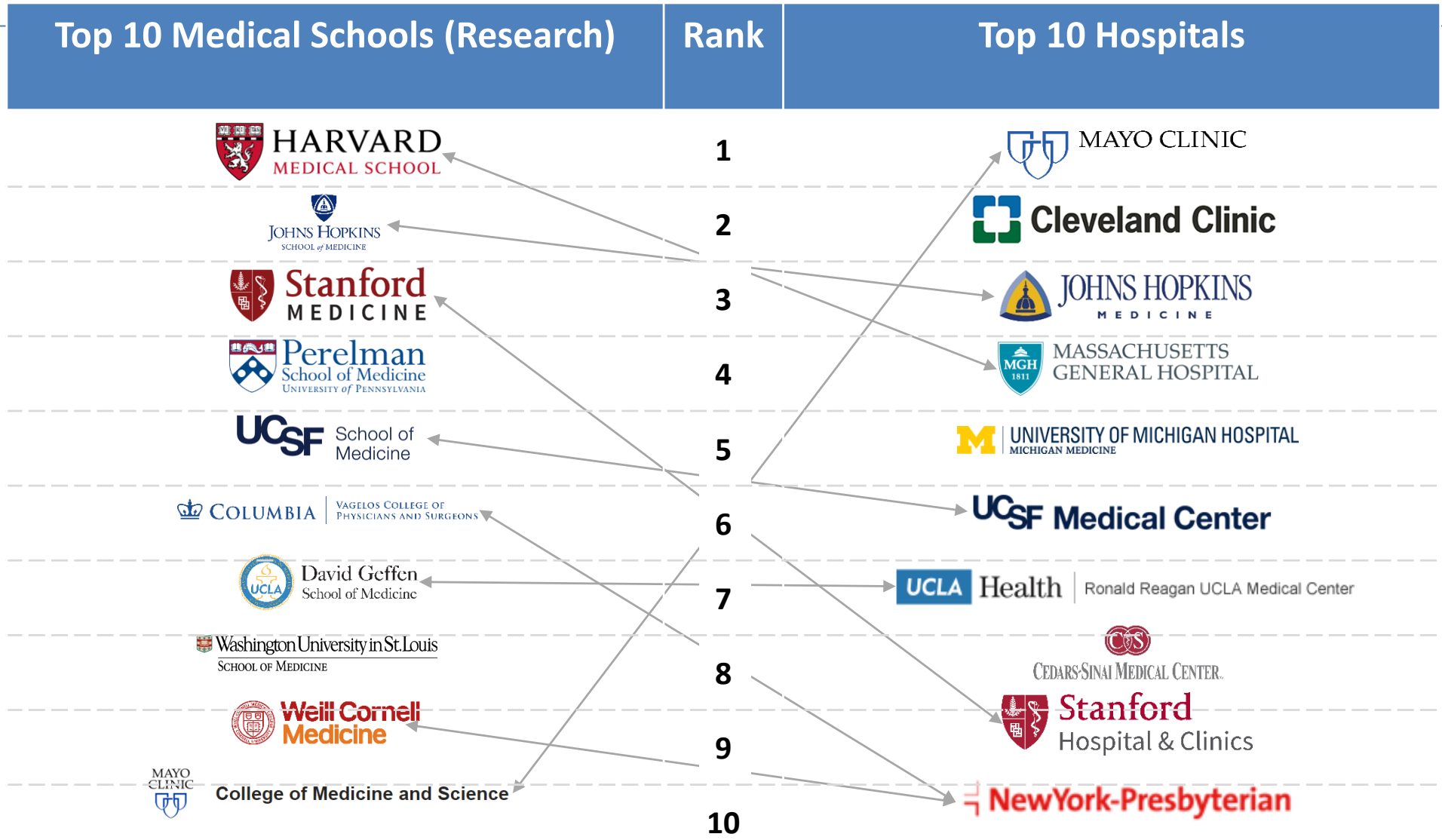
…Leading medical schools' increased dependence on clinical revenues.



Data gathered from LCME Part I-A Annual Medical School Financial Questionnaire https://www.aamc.org/data/finance/2014tables/; Other includes Endowment, Gifts, Sales and Services, Royalties, Consulting, Interest Income, Gains (Losses) on Investments, Leases/Rentals, and Other Miscellaneous Revenues

Integration Matters Among the Top Schools & Hospitals

Among the top ranked US News & World Report Medical Schools and Hospitals, the majority have pursued an integrated model bolstering academics and clinical care.



Source: USNWR Best Medical Schools for Research, 2020; Best Hospitals, 2018-2019

What We Intend to Accomplish

As a result of an extensive review process that began last year, our consultants affirmed that USFH & TGH are uniquely positioned to take advantage of their position in the Tampa market.

AMC Position

Together, USFH and TGH can capitalize on being the only AMC in the region (FL Gulf Coast) to develop premier, nationally ranked, academically productive sub-specialty programs to enhance GME and UME as well as increase academic support funding for research

Market Growth

Improved alignment between USFH and TGH will allow us to created marquee subspecialty programs, grow our primary care base and provide enhanced coordination of care to capture market growth opportunities (ACO)

Partnerships

Combined, USFH and TGH creates significant value that will be better positioned to pursue impactful partnerships as they arise

Leveraging a strong and coordinated USFH-TGH affiliation will lead to enhanced academic programs and market growth

Protecting USF in the Path Forward

The enhanced affiliation with TGH will allow USF to have a voice in a larger integrated clinical enterprise, while protecting USF Health's independence and ensure key protections for the University.

Key USF Protections Considered in Enhanced Affiliation

1. **Teaching and research are strengthened**
   - Education of our current and future USF Health students are enhanced through our ability to improve and expand clinical programs interprofessionally
   - Research opportunities improve as a result of additional resources
2. **Faculty remain employed by the University**
   - Academics continue to be employed by USF, protecting the teaching and research mission of the University
3. **Sovereign Immunity remains**
   - Structure will protect sovereign immunity of USF physicians in their clinical practice
4. **State assets not impaired**
   - Assets will continue to be owned by the University with the management overseen by the strategic alliance
5. **Bond payments secured and constitutional pledge of credit concerns averted**
   - UMSA's revenue will pay off physician clinical salaries and bond obligations before payment to NewCo for practice management services

Shared Vision and Guiding Principles

At the onset of the planning process, leaders from USFH & TGH collaborated to establish a shared vision and guiding principles for an enhanced affiliation.

Shared Vision:

For USFH and TGH to build upon their longstanding affiliation and become a Nationally recognized leading AMC through a sustainable, collaborative and comprehensive affiliation that mutually benefits each organization, across all missions including clinical, teaching, research and advocacy.

Guiding Principles:

1. Function as Single AMC
2. Joint Affiliation Committee *(shared governance)*
3. Embrace Best Practices
4. Representation on Boards
5. Integrated Physician Organization
6. Mutual Exclusivity
7. Physician Leadership
8. Co-Investments
9. Consolidate Infrastructure
10. Performance-Based Arrangements
11. Mission Support

Advantages to USF and TGH – Why We're Doing This

There are specific benefits to the affiliation that will provide stability to the University and enhance the operations of USF Health and TGH in the future.

Expands on our Existing Affiliation

- **<u>This is not an asset purchase or merger</u>**, but rather the logical extension of our existing clinical & academic relationship that provides a platform for further growth & expansion
- Moves our relationship away from a transactional model into a long-term stable affiliation distinguished by a culture of academic medicine and one that attracts patients, physicians, and learners from across the world

Supports Greater Investment in Academics

- Provide significant revenue opportunities for USF Health to recruit additional world-class faculty and researchers and develop innovative and cutting-edge clinical, research, and academic programs
- Academic and research funding will now be linked to the net patient service revenue and growth of entire academic medical center, including all hospital assets, not just the faculty practice, with incremental funding opportunities as the performance of the academic medical center improves

Enhances Ability to Recruit and Strengthen GME Pipeline

- Aligns hospital & physician interests in supporting our current students, residents and fellows and recruiting and strengthening residency and fellowship programs to retain top medical students in Tampa Bay

De-risks USF's Clinical & Academic Enterprises

- Reduces potential impact to USF of any future declines in funding for Medicaid and guards USF against managed care headwinds
- Allows for less dependency on exclusively state/taxpayer/tuition funding to grow the overall national stature and programs of the USF Morsani College of Medicine

Risks of Not Pursuing Enhanced Affiliation with TGH

Recognizing the pressures facing academic faculty practice groups, there are a number of risks that USF opens itself up to by not pursuing a more integrated relationship with TGH.

Potential Federal Medicaid Funding Cuts

- Today the practice plan generates a modest surplus in aggregate, but the loss of funding through reductions in Medicaid supplemental payments and LIP would trigger deficits without a partner to dampen the effect

Transactional Relationship Limits Ability to Develop World-Class Programs

- Primary care is an expensive proposition for faculty practice plans to support because returns disproportionally flow to hospitals, yet is a requirement to provide referral sources to specialists
- Without a close partner, tertiary and quaternary specialist referrals are increasingly at risk as regional health systems increase the sophistication of services offered as a result of state CON repeal, threatening the viability of world-class academic medicine programs delivered by USF at TGH and associated UME & GME programs

Consumerism & Purchaser Preferences

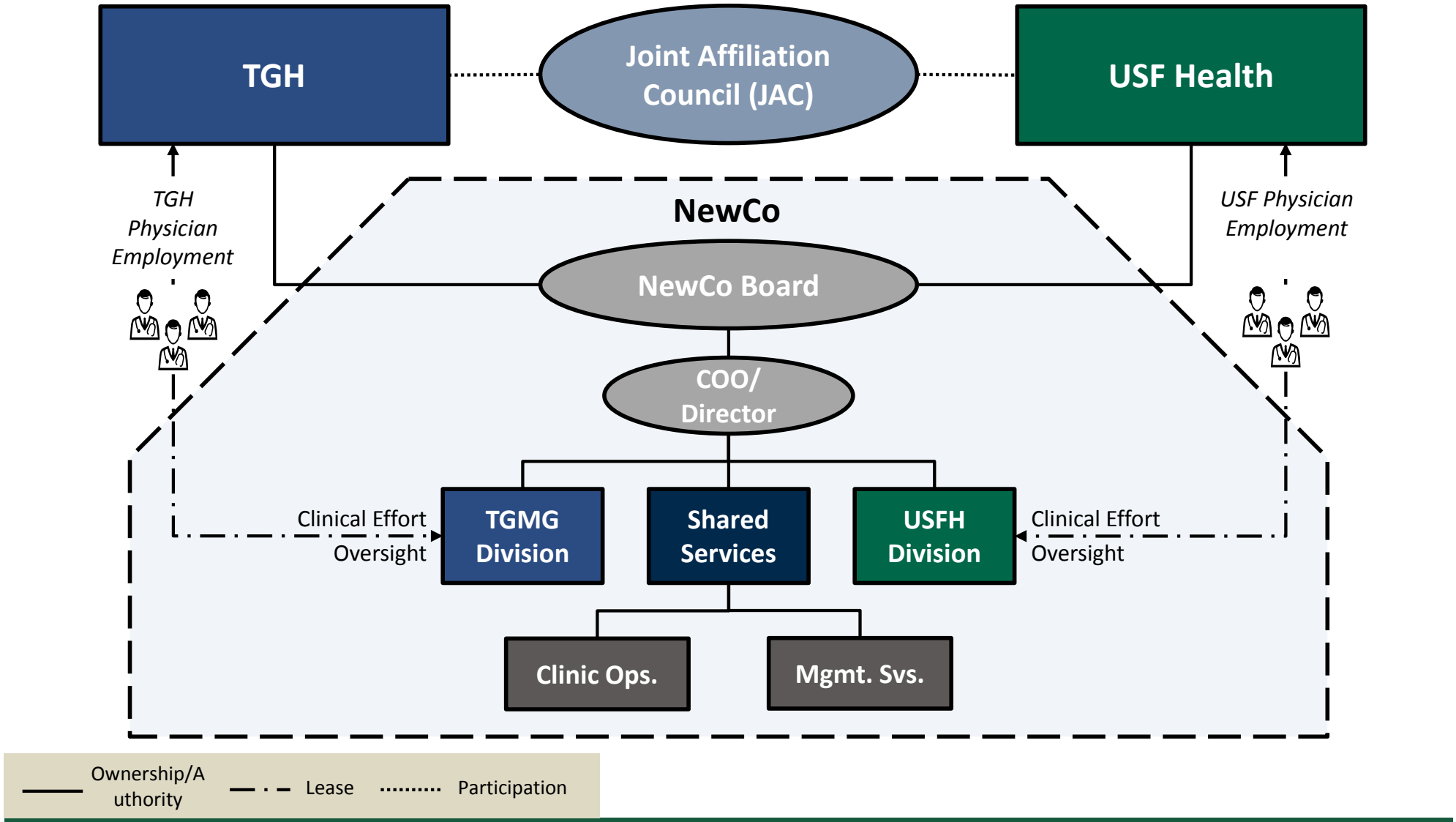
- An integrated model with TGH demonstrates value to consumers and payors by aligning our interests in providing critical services to the Tampa market (e.g., burn center, advanced trauma center, transplant)
- Without this clinical integration we both risk being excluded from narrow networks that focus on cost alone

Ancillary Sustainability

- Our ancillary services provide a valuable service to our academic programs, physicians, and patients but historically have lost money and must become a part of a larger enterprise to maximize economies of scale, improve volumes, and ensure their long-term viability

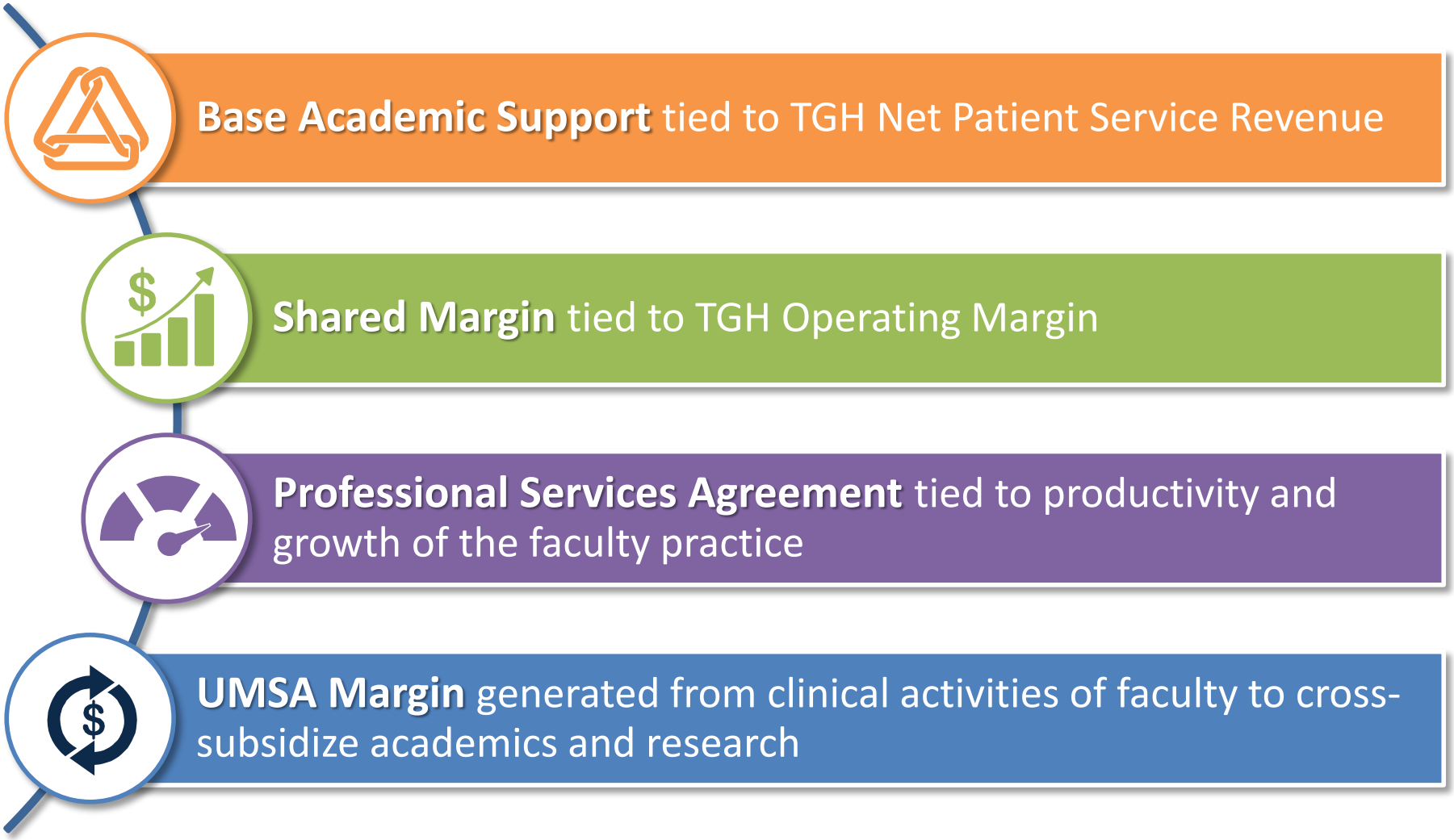
NewCo Functional Overview

TGH and USF Health are committed to establishing a NewCo, responsible for the governance and management of the unified physician platform that will persist under any chosen economic model.



Sources of Academic Funding

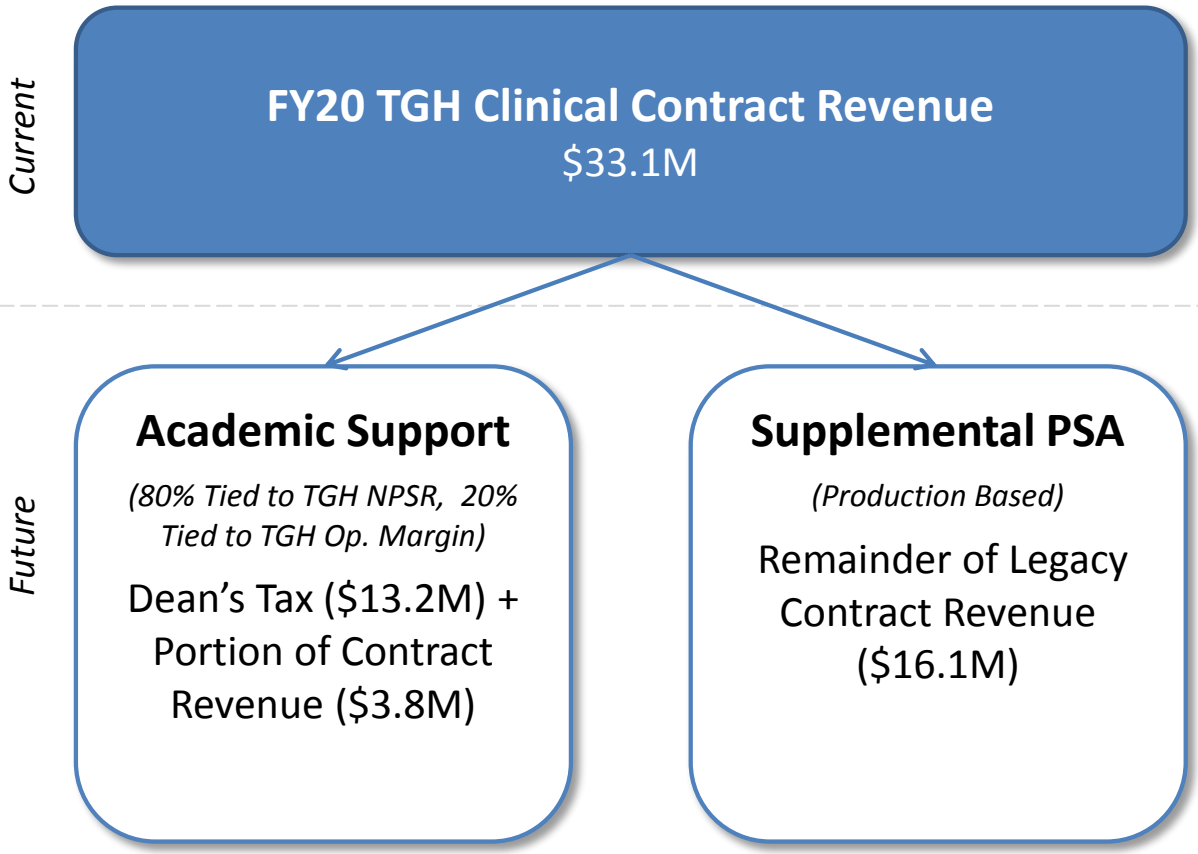
The new economic model replaces the historically transactional relationship with mechanisms meant to align incentives and provide material upside for academic funding.



Future Funds Flow Streams

The existing TGH Clinical Contract Revenue will be replaced by two new funds flow streams, meant to align incentives between TGH & USFH and support the goal of an integrated clinical enterprise.

Future TGH/NewCo to UMSA Funds Flow Streams



Note: Estimates based upon UMSA FY20 Budget

Key Considerations

1. **Academic Support:** What amount of the UMSA Clinical Margin are we comfortable going "at risk" along with the Dean's Tax? What are the associated percentages of the TGH NPSR and Operating Margin that will establish the Academic Support baselines?
2. **Supplemental PSA:** What is the remaining gap after determination of Academic Support that USF will be paid based on production?

Current & Future State UMSA Accounting Statements

In the future state model, TGH Clinical Contract Revenue will be split into Academic Support & a production-based PSA, and Clinical Operations & Shared Services will be purchased from NewCo.

	Current Adj. UMSA	UMSA Contract Model
Revenue ($M)		
NPSR	$184.4	$184.4
UPL/LIP	$35.8	$35.8
TGH Clinical Contract Revenue	$33.1	-
Academic Support	-	$17.0
Supplemental PSA	-	$16.1
Other Revenues	$81.7	$81.7
Total Revenue	**$335.1**	**$335.1**
Expenses ($M)		
Faculty Salaries & Benefits	$152.1	$152.1
Staff Salaries & Benefits	$97.9	$37.2
Other Expenses	$63.9	$37.7
Purchased Services (Clinical Ops)	-	$56.7
Purchased Services (Shared Services)	-	$30.2
Total Expenses	**$313.9**	**$313.9**
Total Margin	**$21.2**	**$21.2**

Note: Other Expenses transferring to NewCo includes Drugs, Supplies, Technology; Largest remaining expenses in category are Rent, GME, and Malpractice Insurance

Economic Model Risks and Mitigation Strategies

While the affiliation provides an opportunity for USF Health to share in the economic success of the AMC, there are new financial risks that USF will be exposed to under the proposed model.

Risk	*Description*	*Mitigation Strategy*
Funds Flow Tied to TGH's Operating Performance	• A portion of the funds flow that USF previously received through the faculty support agreement (~$3.4M) will be tied to the operating margin of TGH where operating margin performance (1.0% in FY19) has lagged similarly Moody's A3 rated institutions in recent years while leadership has invested heavily in the outpatient platform.	• 80% of Academic Support payments will be tied to TGH's Net Patient Service Revenue which is a more stable form of funding. • As TGH will retain an open medical staff, USF's ability to effect operational performance improvement will depend on the growth of the specialty practice platform so that USF physicians represent a greater portion of TGH's inpatient and outpatient operations.
Long-Term Agreement	• The enhanced affiliation seeks to build on USF and TGH's existing clinical and academic relationship with a new 15-year affiliation agreement with the opportunity to extend for successive 10-year terms or exit the agreement with a 2-year notice provision.	• In the short-term, USF will retain its patient service revenue to protect internal obligations while the parties implement Chapter 1 of the affiliation and establish trust for further integration opportunities. • TGH's failure to make Academic Support payments beyond a 6-month remedy period will trigger a breach of the agreement, allowing USF to terminate the broader affiliation if desired.
Ancillary Assets	• NewCo will control the clinical operations of the physician enterprise and therefore the referral patterns that have historically provided volumes to USF's ancillary assets.	• USF has written into the agreement that Ancillary assets must be disposed or a mutually agreeable solution executed before NewCo can launch operations.

Legal Risks and Mitigation Strategies

To understand all legal risks deriving from the affiliation and to protect the University's interests, we have engaged outside counsel to assist with the legal review and drafting of definitive agreements.

Risk	*Description*	*Mitigation Strategy*
Sovereign Immunity	• USF faculty physicians enjoy the benefit of Sovereign Immunity as agents of the state, including protection from being individually named in lawsuits, and limits on malpractice judgements • USF Health receives approximately $15M in malpractice premium savings relative to market malpractice rates	• Employment of faculty remains with the University and appropriate oversight of the faculty's clinical effort remains with the USF Department Chairs
Anti-Kickback Statute and Stark Laws	• Anti-Kickback statutes prohibit offering, paying, soliciting, or receiving anything of value to induce or reward referrals • Stark Law prohibits physicians from referring patients to an entity from which the physician has a financial relationship with, unless an exception applies	• Ensure aggregate financial relationships between USF and TGH comply with fair market value and commercial reasonableness for services rendered • Continue to ensure USF represents the required portion of the TGH medical staff to qualify under the Stark Law's **Academic Medical Center exception**
Antitrust Compliance	• Despite their close affiliation, USF and TGH will remain separate entities, requiring a safe harbor to align strategies and achieve the benefits of the strategic alliance	• During the transition period, USF and TGH will pursue **clinical integration** as defined by the FTC to allow NewCo to more effectively function as a single medical group

Affiliation Agreement Term/Renewal/Termination

Although we are committed to implementing and evolving the partnership model with TGH, we have negotiated renewal checkpoints and default conditions to protect our position moving forward.

Provision	Description of Provision
Initial Term of Affiliation Agreement	• Initial term of fifteen (15) years
Renewal Terms of Affiliation Agreement	• Renewal term of ten (10) years
Notice of Non-Renewal	• Notice of non-renewal must be given two (2) years prior to end of the initial term or subsequent renewal dates
Effects of Default	• Either party enters bankruptcy, loses licensure necessary to perform under the agreement, loses of tax exempt status, enters into a prohibited assignment of control, or breaches the agreement, including the funds flow from TGH/NewCo to UMSA
Termination By Mutual Consent	• Available at any time should the parties choose

Wind Down Considerations

In the event of a dissolution of the partnership, there are several protections within the agreement to ensure an orderly wind down process beyond the term of the definitive agreements.

Wind Down Component	Elements Contained Within Wind Down Provision
NewCo Staff and Physician Recruitment	• Staff employed by NewCo would be able to apply for positions at TGH or USF at their discretion upon NewCo's dissolution • TGH & USF would be able to hire physicians from the organization beginning one year after NewCo's dissolution
Professional Services Arrangements	• USF receives payment under the current terms of the financial arrangement until expiration of the partnership • TGH & USF may return to a transactional relationship, similar to that in place today, provided that services are reimbursed at a fair market value amount
Research	• All active clinical trials would continue through the end of their defined time period
Graduate Medical Education	• All physicians in (or accepted into) a TGH-sponsored graduate medical education program would be able to complete their residency training • USF instructors would continue to provide services and accept payment as outlined in GME agreement through the end of the applicable residency program term

Board Considerations for Ongoing Partnership Evaluation

As the enhanced affiliation with TGH ramps up, there are key factors that USF Health leadership and the board should monitor to ensure the partnership is meeting the needs of the University.

Academic Support and Shared Margin **grow relative to baseline** resulting in increased numbers of GME programs/slots and elevated research resources available for faculty initiatives

USF Faculty Practice **increases number of employed faculty physicians** and APPs to advance the quality of clinical care provided to Tampa Bay residents

Quality performance improves across physician and hospital operations through unified approach to clinical process improvement

Administrative costs delivered by NewCo are well managed through **more efficient operations** that benefits from the scale of the combined physician enterprise

USF Board of Trustees

March 10, 2020

Paul R. Sanberg, Ph.D., D.Sc.
Senior Vice President for Research, Innovation & Knowledge Enterprise

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USF Research & Innovation

Promoting a Culture of Innovation at USF, in Florida & beyond

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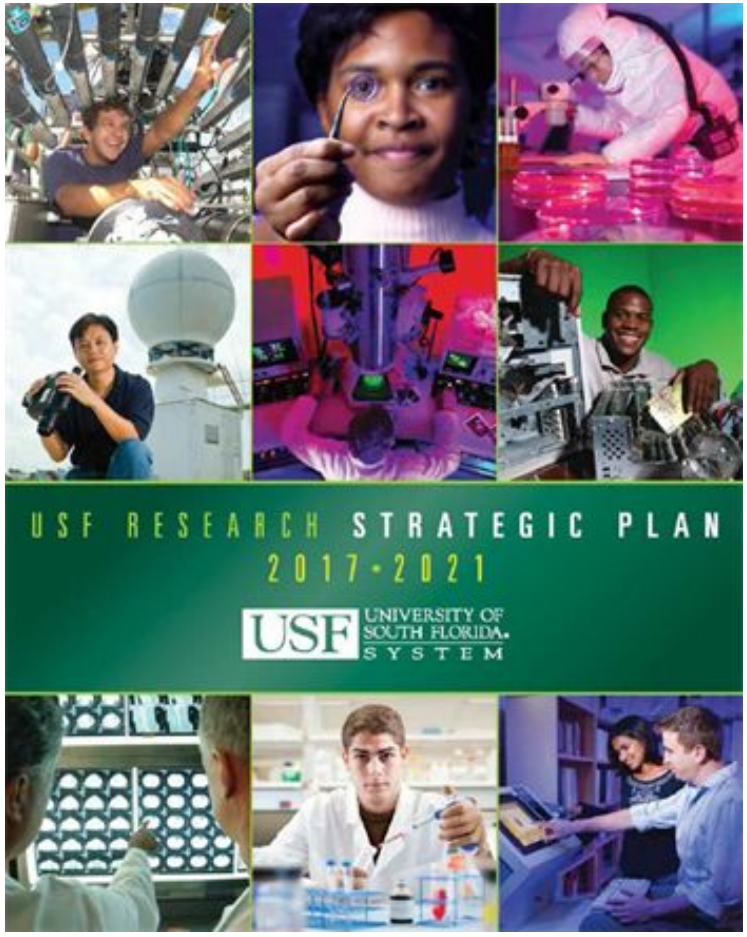
Research Strategic Plan



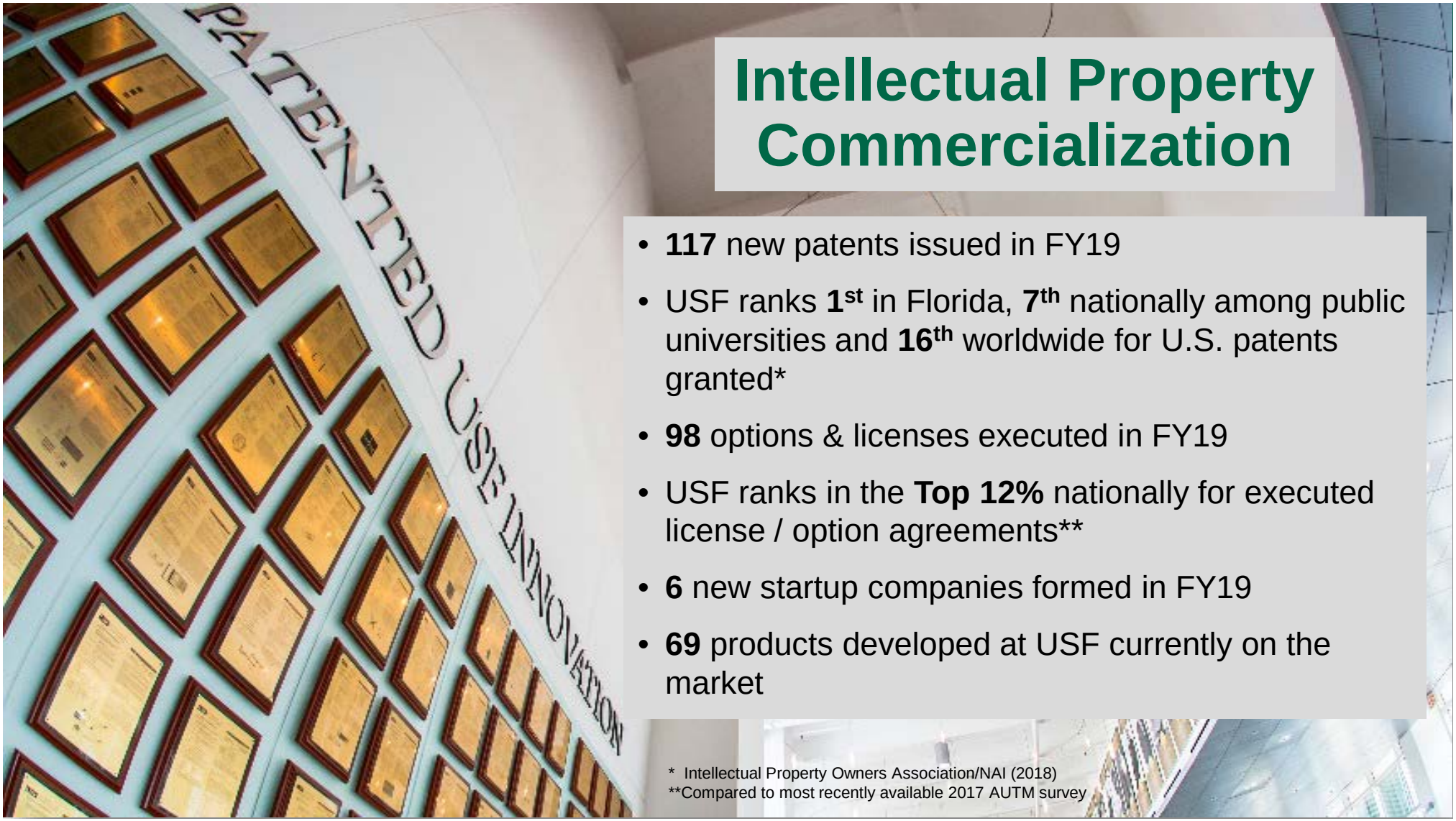
Six Focus Areas

As a robust system, USF has numerous areas of research excellence (see Strengths and Opportunities Analysis for a more comprehensive list of key research strengths, Appendix, p.39). With disciplined and focused investments, USF can continue on a sustained upward trajectory in the following **Six Focus Areas** (see details on the Six Focus Areas in the Appendix, pp.21-27).

1. **Brain and Spinal Cord,** including neuroscience, neuromorphic computing, cognitive sciences, aging, hearing loss, Alzheimer's, Parkinson's and other neurodegenerative diseases, prostheses, and spinal cord and traumatic brain injury prevention and mitigation.
2. **Data Science,** including data analytics, financial data analysis, pattern recognition in big data, digital visualization, electronic health records, health informatics and digital humanities.
3. **Heart,** spanning basic, translational and clinical research, and cardiovascular disease-related care, with emphasis on biological systems research that would be applicable across areas that contribute to cardiovascular disease.
4. **Human Security,** spanning cybersecurity, global security, military research, food security, spread and control of infectious diseases, promoting civil societies and social networks.
5. **Research Translation** of intellectual property into products, industry collaborations, software services, startups, processes, and policies that improve the human condition, including supporting economic development and job creation.
6. **Water,** spanning marine science, purification, supply and management, ocean ecology, coastal ecosystems, fisheries, natural hazards and sustainability.

The Six Focus Areas are aligned with national priorities and initiatives and are broadly defined. Opportunities exist for participation of most, if not all, colleges, departments, centers and institutes in these areas. Participation of multiple and disparate disciplines will enable USF to be distinctive and impactful.

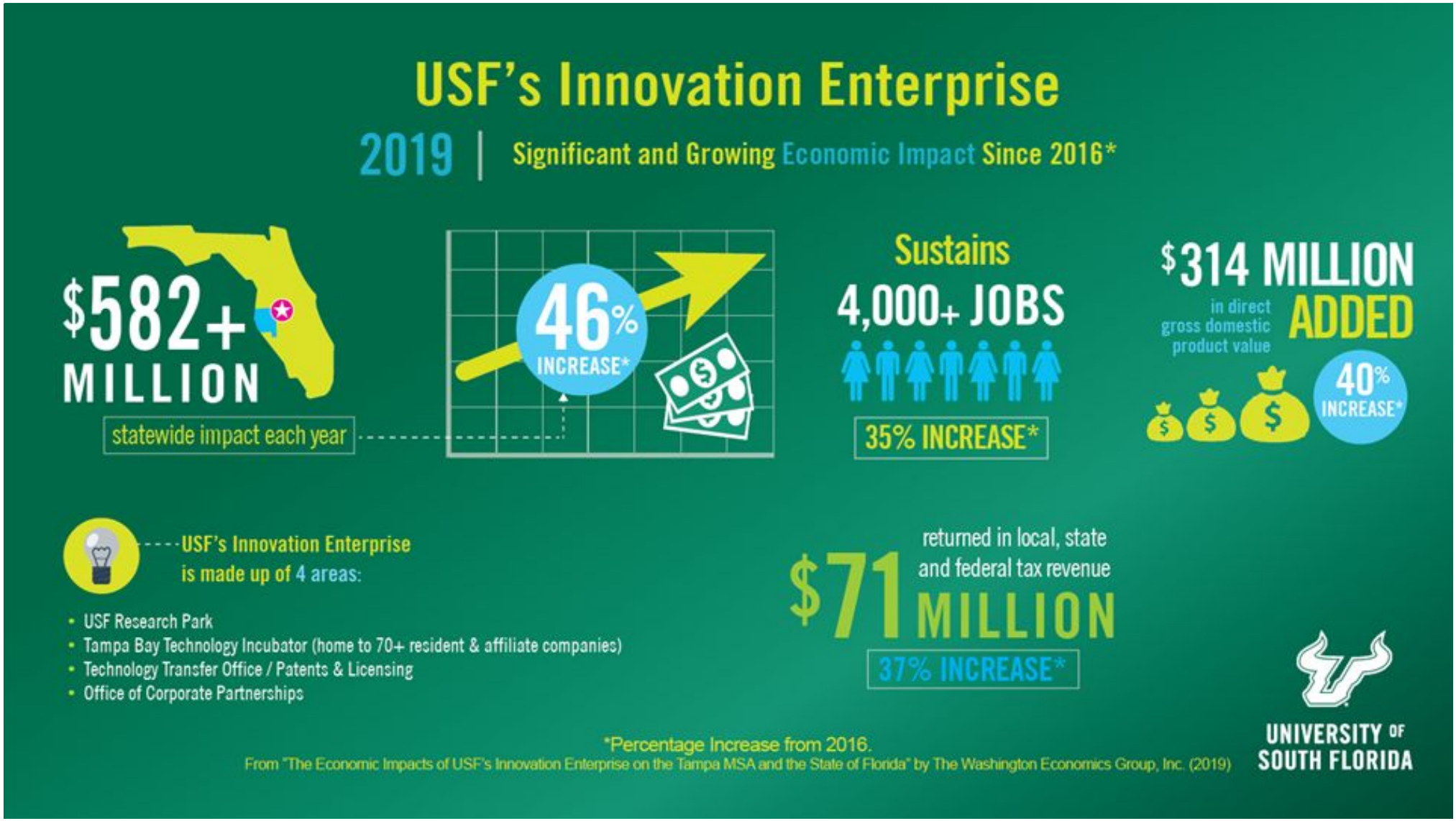
PATENTED USF INNOVATION
Ranked in the
TOP 10
American Public
Research Universities
for U.S. Patents
for the past 9 years



Intellectual Property Commercialization

- **117** new patents issued in FY19
- USF ranks **1st** in Florida, **7th** nationally among public universities and **16th** worldwide for U.S. patents granted*
- **98** options & licenses executed in FY19
- USF ranks in the **Top 12%** nationally for executed license / option agreements**
- **6** new startup companies formed in FY19
- **69** products developed at USF currently on the market

* Intellectual Property Owners Association/NAI (2018)
**Compared to most recently available 2017 AUTM survey


USF's Innovation Enterprise
2019 | Significant and Growing Economic Impact Since 2016*
$582+ MILLION
statewide impact each year
46% INCREASE*
Sustains 4,000+ JOBS
35% INCREASE*
$314 MILLION ADDED
in direct gross domestic product value
40% INCREASE*
USF's Innovation Enterprise is made up of 4 areas:
• USF Research Park
• Tampa Bay Technology Incubator (home to 70+ resident & affiliate companies)
• Technology Transfer Office / Patents & Licensing
• Office of Corporate Partnerships
$71 MILLION returned in local, state and federal tax revenue
37% INCREASE*
*Percentage Increase from 2016.
From "The Economic Impacts of USF's Innovation Enterprise on the Tampa MSA and the State of Florida" by The Washington Economics Group, Inc. (2019)
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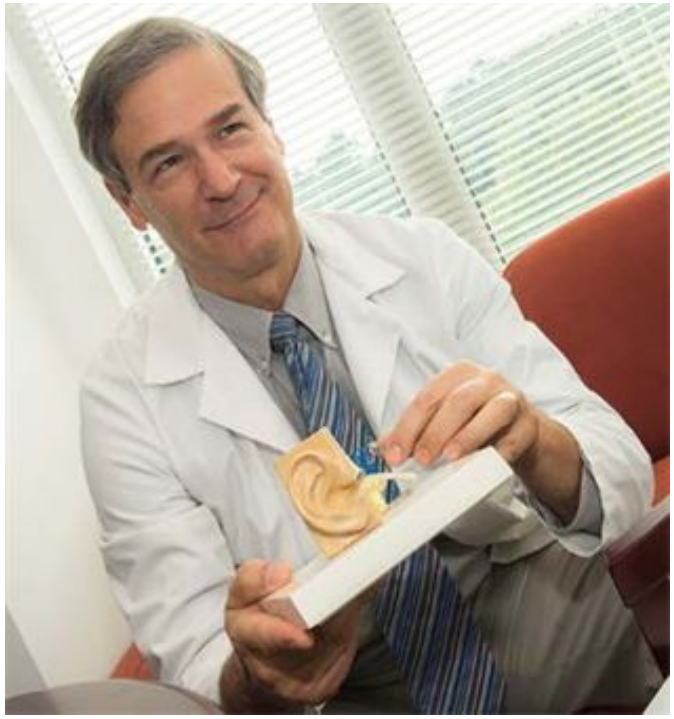
Global Center for Hearing & Speech Research

Problem:

1 in 3 people in the United States between the ages of 65 and 74 has hearing loss

Nearly half of those older than 75 have difficulty hearing



Dr. Robert Frisina
Chair, USF Medical Engineering
Director, USF Global Center for Hearing and Speech Research

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Global Center for Hearing & Speech Research

Solution:

First ever medication to treat age-related hearing loss developed by Frisina team

Awarded U.S. **patent** for a new treatment created from the hormone aldosterone coupled with anti-inflammatory medications

Five-year, **$9 million** grant from the National Institutes of Health

Four levels of FDA human **clinical trials** will be part of the approval process

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USF Center for Global Health & Infectious Diseases Research

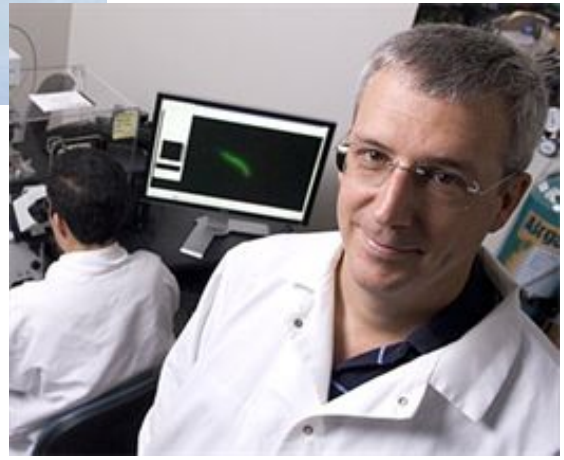
Problem:

Extreme urbanization, climate change and globalization is increasing the opportunity for **viruses** to jump from animals to humans, and then **spread worldwide**

About **40** new, infectious diseases discovered globally since the 1970s

Detecting new outbreaks has become a key **public health challenge**

Co-Director Dr. Thomas Unnasch



Co-Director Dr. John Adams

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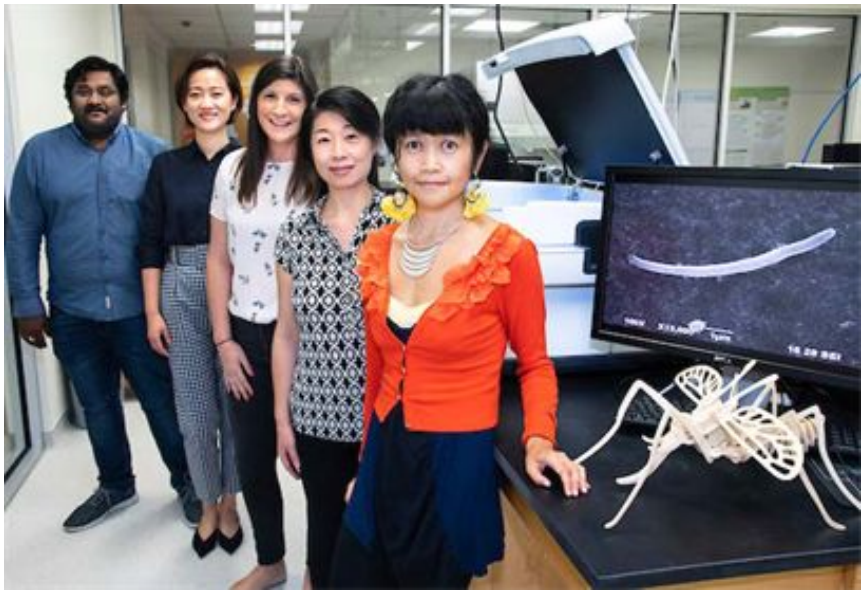
USF Center for Global Health & Infectious Diseases Research

Solution:

USF's **interdisciplinary** center brings together academic and industrial scientists and engineers to advance disease **diagnosis, prevention and treatment**

More than **$42 million** in funding since 2007 from sources such as the National Institutes of Health and Gates Foundation and corporate support from pharmaceutical companies



Associate Professor Dr. Rays Jiang published **ground-breaking research** on early-stage malaria parasite infection, with research team members Dr. Min Zhang, Alison Roth, Xiangyun Liao, and Swamy R. Adapa

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4th Worldwide for AAAS Fellows for the past FIVE years*

*2015-2019, for organizations with the most Fellows of the American Association for the Advancement of Science

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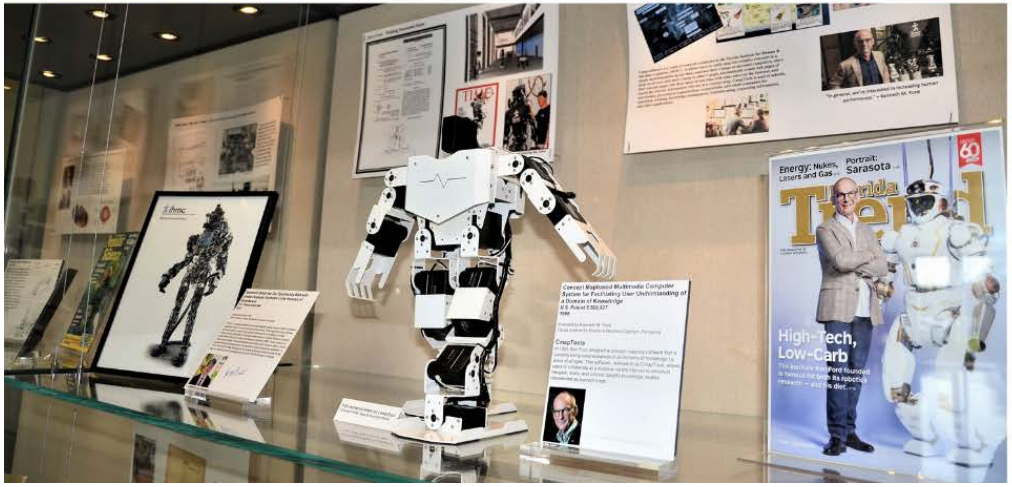
Honoring Our Faculty

Faculty Outstanding Research Achievement Awards

Excellence in Innovation Awards

Florida Inventors Hall of Fame



Founded at USF, to date, 43 outstanding Florida inventors have been elected, including 8 from USF

SAVE THE DATE: Florida Inventors Hall of Fame Annual Gala
September 11, 2020 | Hilton Tampa Downtown

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USF Chapter of the National Academy of Inventors

Collectively, the USF Chapter's **450+** Members hold over **2,400** U.S. Patents

New Honorary Member, **Steven C. Currall**, the President of USF – NAI's Founding Institution

NAI Fellows

- Fellows' patents have generated **13,000+** licensed technologies and created **19.5+ million** jobs
- Over **$2.2 trillion** in revenue has been generated based on Fellows' discoveries
- **137+** presidents & senior leaders of research universities
- **38 Nobel** Laureates
- **63** recipients of U.S. **National Medals** of Technology & Innovation and Science
- **42** inductees of the National **Inventors Hall of Fame**
- **556** members of the **National Academies of Science, Engineering & Medicine**

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Tampa Bay Technology Incubator

- **70 Incubator companies served this past year**
- **$157 million external funding to date**
- **354 jobs created and retained**

Student Innovation Incubator

- **146 student-led companies** since 2013; **25** each year
- Provides mentors, space, networking with community partners, and business training, including I-Corps

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Office of Corporate Partnerships

OCP produces major events to connect companies with USF researchers:

Corporate Forums on **Aging & Technology**, and **AI+X (Artificial Intelligence)**, and **Innovation & Economic Prosperity Summits**

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Office of Corporate Partnerships

USF Jabil Innovation Institute – multiyear, multimillion dollar partnership

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INFORMATION GATE
SCIENCE
LOAD ATTRIBUT
USF RESEARCH PARK
https://vimeo.com/396001555
ANTENN SETTING
SEARCHING SIGNAL
SIGNAL TRANSPORT