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

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

II. Request for Public Comment

There were two requests for public comment:
Dr. Anila Jain, a member of the USF Sarasota-Manatee (USFSM) Campus Board, expressed that USFSM
provides quality education in a home town setting. Currently, USFSM has the possibility of having nine
acres of bay front property donated by Manatee County. USFSM is exploring student housing, as well as
other buildings like a student center. Any plans USFSM has are on hold until appropriate approvals come
from the Board of Trustees and the Florida Board of Governors. She stressed the importance of
transitioning USFSM into a more traditional campus to attract out of state and international students.
Dr. Jain implored the Board of Trustees to show a commitment to the university by supporting on-campus housing at USFSM.
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Dr. Jain, noting the need for on-campus housing at USFSM in order to grow student enrollment. He said
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the campus was first built. He also read a note from Rick Piccolo, another member of the USFSM
Campus Board which mirrored the comments from Dr. Jain and Mr. Mariotti.
III. New Business – Action Items
a. Approval of November 20, 2019 Meeting Notes
Meeting notes were approved unanimously.
IV. New Business – Information Items

a. Update on USF/Tampa General Hospital Joint Affiliation
President Currall began the presentation by noting there has been a long series of deliberations
regarding the concept of an Academic Medical Center (AMC) with USF and TGH. He noted the Joint
Affiliation would come before the USF Board of Trustees during its March 10
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 meeting for approval and
that draft contracts would be made available to the trustees prior to the meeting.
Dr. Charly Lockwood provided the Committee a brief overview of the agreement. USF and its primary
teaching hospital, TGH, are embarking on an effort to integrate clinical and academic programs to
position the Tampa Bay region as a prominent destination for the highest quality health care, medical

research, and medical education. At present, the Tampa Bay region has no AMC, which puts it at a
distinct disadvantage relative to other major metropolitan healthcare hubs in the United States. h^&͛Ɛ
ĂŶĚd',͛ƐũŽŝŶƚƉůĂŶǁŝůůĐƌĞĂƚĞĂ comprehensive, clinically integrated AMC providing many benefits to
the students, patients, faculty and the state as a whole.
Dr. Lockwood walked through various components of the agreement including sources of support
funding and additional capital, as well as how the structure preserves sovereign immunity and de-risks
the university. Creating this new initiative will provide significant new revenues for USF Health to recruit
additional world-class faculty and researchers, and develop innovative and cutting-edge clinical,
research and academic programs for the Morsani College of Medicine and USF Health as a whole.
Finally, Dr. Lockwood explained the new council that will be created for decision making authority which
includes four representatives from USF and four representatives from TGH.
There was discussion from the Trustees regarding the various legal documents that need to be created
and the timeline to create those. There was further discussion regarding the Board of Trustees͛ role, the
TGH Board͛Ɛ role, as well as revenue streams and relationships with other healthcare providers.
Discussions continued regarding the physical location of TGH and the liability in the event of significant
weather, and finally the transition plan to unwind the affiliation should it not work out.
It was noted that while the Board of Governors does not need to approve this affiliation, the university
cannot move forward without their support.
President Currall noted that this presentation was intended to just be an update and the Board of
Trustees will be able to go into full discussion during the March 10
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 meeting with the updated
documentation. He also explained this is not a joint venture or a partnership, but rather a strategic
alliance or enhanced affiliation.
Chair Carrere thanked the trustees for the robust discussion and for raising excellence questions.
b. Update on USF’s Strategic Renewal Process
Chair Carrere began by noting the existing USF System Strategic Plan was first drafted in 2016 and
completed in 2017. Due to consolidation, it is important that USF relook at the Strategic Planning
process.
President Currall thanked Chair Carrere for the introduction and affirmed his commitment to the
ƵŶŝǀĞƌƐŝƚǇ͛Ɛstrategic renewal process͕ŶŽƚŝŶŐh^&͛ƐŐƌĞĂƚupward trajectory. He explained the steps
already taken in the process including engaging in a listening tour to have a deeper understanding of
campus climate and culture. President Currall noted he recently launched the Principles of Community
Task Force, which is charged with developing core principles to reinforce the culture of support and
better equip the university to have a dialogue about strategic renewal.

Chair Carrere noted the tremendous importance of making this strategic plan a living document. He
explained that while a great deal of work has been done on previous plans, there is a lack of
accountability and measurement. Furthermore, he explained the differences between a strategic plan
and an operating plan, noting that the new strategic plan needs less time between renewal and a guide
to constructing the annual plan.
Chair Carrere opened the meeting to a roundtable discussion. There was discussion regarding
accountability and being measurable. President Currall noted how he strongly embraces the sentiment
of accountability and the aspirational goals of the university. Discussion ensued regarding the unique