

**University of South Florida System**  
**President Judy Genshaft**  
**July 2014-June 2015**  
**Goals & Results**

Leading an administrative team with entrepreneurial focus, Dr. Judy Genshaft continues to set and accomplish ambitious goals for a strong and vibrant University of South of Florida (USF) System. The 2014-15 academic year marked the culmination of President Genshaft's 15<sup>th</sup> year serving as the University of South Florida System President and CEO. Under President Genshaft's leadership, the USF System continues its upward momentum as a top research university in the State of Florida and the Nation including a consistent top ranking (#2 2014-15 ranking) for the SUS Performance Based Funding.

During the 2014-15 year, the USF System, comprised of institutions in Tampa, St. Petersburg and Sarasota-Manatee served more than 48,000 students in 241 degree programs on the undergraduate, master's, specialist and doctoral levels, including the doctor of medicine and pharmacy. New USF System leadership hires during 2014-15 include USF S-M Regional Chancellor Sandra Stone, VP for USF System Strategic Development Edward Funai, and VP for Administrative Services Calvin Williams.

The last 12 months saw continued success in several areas. During the legislative session the Bay area legislative delegation and community leaders came together to champion the initial funding to move the Morsani College of Medicine to downtown Tampa and to complete the funding for the USF SP Kate Tiedemann College of Business facility. After the Governor signed the budget, the USF System was awarded \$29.3 million in PECO new construction project funding. The USF System once again had its best annual fundraising year through the USF System *Unstoppable Campaign* with a record-setting \$130 million in a single year; ranked #2 in the State University System (SUS) in performance-based funding; and maintained its coveted bond ratings reaffirmed by Moody and S&P. USF received reaccreditation by Southern Association for Colleges and Schools with no recommendations for improvement. College of Pharmacy formally moved to accreditation status and graduated its inaugural class in Spring 2015.

USF Tampa continues to thrive academically recruiting during 2014-15 the strongest academic class ever to enter in Fall 2015. In addition, the Morsani College of Medicine successfully recruited its strongest and most competitive class to enter in Fall 2015. The USF System graduated the largest number of students during the 2014-15 year, adding additional ceremonies to accommodate the significant increase. In Spring 2015, the colleges within USF Health, excluding Medicine, graduated together in one ceremony and the undergraduate regalia went environmentally friendly. USF once again is a top university for research expenditures for total research expenditures among all universities, public and private as designated by the National Science Foundation (top 7%); a top producer of Fulbright Scholars; a global leader in producing new U.S. patents; and one of the nation's leading veteran and military-friendly universities. USF System continues to achieve record-breaking numbers, **\$440,577,680 million** for total research expenditures, a \$12.4 million increase over the prior year and second within the SUS.

The university received numerous national honors during the 2014-15 year including but not limited to:

- U.S. News and World Report Best Colleges Rankings.
- Top 50 of American research universities.
- 13th in the world for universities receiving patents (top 15 five years in a row) (NAI/IPO 2014).
- Top 10 for U.S. patents among U.S. institutions reporting (NAI/IPO 2014).
- 1st in Florida for U.S. patents (NAI/IPO 2014).
- 81 Faculty received national/international awards and honors in 2014.
- 51 students won top national scholarships, including scholarships to Oxford and Cambridge.
- *The Princeton Review* and *Entrepreneur Magazine* once again rank USF's interdisciplinary graduate entrepreneurship program among the top 25 programs in the nation (#13), the only Florida program included (2015).
- USF was named one of the Top 100 Best Values in Public Colleges (#52) by *Kiplinger's Personal Finance* for 2015.
- No. 5 most veteran-friendly campus according to *Military Times Edge* magazine.
- USF was ranked 1st among the country's most veteran-friendly schools by *Military Times' Best for Vets: Nursing 2015* rankings; University of South Florida's undergraduate public health program ranked #1 among nation's best universities for veterans; USF's College of Business was ranked 26th by *Military Times' Best for Vets: Business Schools 2015* rankings.
- USF is one of a small number of universities nationwide to receive a GOLD RATING for building an environmentally-conscious campus. (Association for the Advancement of Sustainability in Higher Education, 2014).
- According to Best Colleges, USF ranks 36th on the Greenest Universities in America rankings (2015); USF is one of only 22 institutions on the 2014 Green Rating Honor Roll list by *Princeton Review*.
- Morsani College of Medicine incoming CORE class have an average MCAT score of 32.75, highest among all medical schools in the state.
- USF College of Nursing rated #1 graduate nursing program in Florida by US News & World Report and among the top 8% nationwide; NIH ranking top State of Florida college of nursing.
- College of Public Health was ranked as the #6 best graduate program in the nation by US News & World Report and received re-accreditation for its Master of Health Administration program.
- USFSP student was awarded the coveted White House Internship.
- USFSP and USFS-M Colleges of Education were reaccredited by NCATE.
- USFS-M achieved reclassification of campus to Type II; achieved approval from the BOG to accept Freshman and Sophomore level students.
- 1st time in USF history, Athletics won the 2014-15 Learfield Cup for most outstanding competitive success in conference.
- Athletics had an APR average of 985 in the NCAA's most recent Academic Progress Rate
- Five athletic teams (men's tennis, baseball and golf; women's basketball and soccer) went to post season .
- USFSP sailing team placed 2nd in the national sailing championship.

## **FISCAL STABILITY**

Under the leadership of President Genshaft, USF's fiscal strategy continues to pay off in dividends as the University once again retained its bond ratings by Moody's Investor Service (AA2) as well as a positive rating by S&P. The Office of Resource Management and Analysis is complete and Academic Affairs budget operations have been integrated with the rest of the Tampa Campus. RCM allocation models were completed this academic year with the targeted goal of implementing aspects of the program during the 2015-16 year. By maintaining a strong financial position, the President was able to direct funds towards student success initiatives and needed research equipment.

Under the President's leadership Huron Consulting, a third-party consulting agency, was hired to review research operations and practices within Research and Innovation. Implementation of the recommendations by Huron will begin with the creation of a Research Advisory Committee and development of a research strategic plan. A transition team will also be created to assist with the implementation of the accepted Huron model, in line with the implementation of RCM over the next few years.

## **PRESIDENT'S EXTERNAL ACTIVITIES & HONORS**

**National Activities.** During this evaluative period, President Genshaft remained active on the national scene. The President serves on the Board of Directors for the Association of Public and Land-grant Universities (APLU), the nation's oldest higher education organization dedicated to advancing research, learning and engagement. For the APLU, Genshaft serves on both the Commission for International Initiatives and the Executive Committee of the association. These activities ensure that the USF System continues to be in the forefront for setting national policies that affect higher education.

**Local Activities.** Locally, the President continues to participate in a myriad of community organizations, including serving as a director on the following boards: Tampa Bay EDC Executive Committee, Tampa Bay Partnership, H. Lee Moffitt Research and Cancer Center, High Tech Corridor Council, Florida Council of 100, and the Innovation Alliance for the New Tampa area. In addition, she is on the Board of Directors of Junior Achievement, currently serving as the chair.

**Campus Activities.** Throughout the President's tenure, outreach with researchers, faculty, staff, administrators and students occurs through a series of lunches and dinners in an effort to enhance communication and idea sharing. These activities continue to be invaluable to the President as they bring to light issues directly affecting the employees and students. The President continues to provide periodic video updates to alumni and the university community about the university budget, economy, happenings across the USF System, and the legislative session. The President regularly attends athletic events and student activities, especially during the Week of Welcome and Homecoming week.

**July 2014-June 2015**  
**USF System President**  
**GOALS**

**GOAL 1: Research**

- Research & Innovation will ensure that the USF System remains in the top 10% in total research expenditure rankings for research universities as per NSF classification.

**GOAL MET**

Sustained NSF ranking of No. 43 for total research expenditures among all universities, public or private, places USF in the top 7% among the 645 universities ranked (FY2013 most recent data available)

- Research & Innovation will promote externally sponsored research in order to remain above the \$428 million mark in contracts and grants and awards.

**GOAL MET**

Research expenditures for the USF System now total \$440,577,680 million, a \$12.4million increase from previous academic year.

- Research & Innovation will foster an innovative culture and promote the intellectual property of faculty, students and staff in order to remain in the top 25% nationally when compared to individual institutions in patents, licensing and commercialization activities.

**GOAL MET**

- USF System is ranked No. 10 in the U.S., 13<sup>th</sup> worldwide and 1<sup>st</sup> in Florida among universities receiving U.S. utility patents (2014) and ranked in the Top 15 universities worldwide for the past 5 years (NAI/IPO)
- USF System is ranked in the Top 10 for patents, licenses/options, and startups (FY2015 estimates) compared to U.S. individually reporting institutions, per Association of University Technology Managers (AUTM FY2013, most recent available).
- In acknowledgement of the commitment that the USF System has to the citizens of Florida, Research & Innovation will continue to enhance the workforce and increase employment opportunities in our community and state by partnering with others to attract new business to our area and propelling start-up companies to success.

**GOAL MET**

FY2014/15 was another record year for technology transfer, propelling 11 new start-up companies to success. Some of our researchers sent new medical devices and proprietary software to market this year. USF System researchers created products that improved the state of the art in wastewater treatment; helped increase scientific literacy among elementary students and enhanced personal security.

- Milestone year (2014/15) with more than 100 options and license agreements negotiated and executed (increase from 91). Based on current YTD estimation, USF ranks among the top 10 nationally (AUTM FY2013 individual institutions)
  - 10 new start-ups formed based on USF technology (Ranked in Top 9 nationally based on individual reporting institutions in AUTMs 2013 published data)
  - 104 U.S. utility patents issued
  - 1,006 Collateral Agreements reviewed and/or completed
  - 975 Marketing Team Projects completed; 1,006 Collateral Agreements reviewed and/or completed
  - 57 products currently available for consumer use that were developed at USF
  - USF start up Blackbird Bio Finance was acquired-USF Cancer Therapy Vaccine acquired by Cellular Biomedical Group, Inc. The initial deal was for \$2.5 million in cash and \$1.75 million in shares of the company's common stock.
  - 7 USF Technologies selected as part of Startup Quest
  - 2 USF startup companies in "Final Four" of Hillsborough Business Pitch Competition – Life Enabling Technologies won both the People's Choice Award and the Vision Award and LuBotics won the other Vision Award
  - 2 USF patented products were featured at Innovation Festival by USPTO/Smithsonian, Merry Lynn Morris' Rolling Dance Chair and Alexei Novitzky's SkateCase
- Postdoctoral appointees in AY 2014/15 (at or above ) 330

**GOAL NOT MET**

USF System had 298 postdoctoral appointees (NSF-NIH survey 2013)

- National Academy Members in AY2014/15 (at or above) 5

**GOAL MET**

Nine faculty members are members of the National Academies of Science, Engineering or Medicine

## **GOAL 2: Revenue Generating Funds including Fundraising**

### **Fundraising**

- Raise \$115 million in total gifts and commitments

### **GOAL MET**

The Foundation successfully completed the fiscal year having raised more than **\$130 million**.

This outstanding result is largely due to four transformational major gift announcements (Tiedemann (\$10M), Muma (\$25M), Zimmerman (\$10M) and Pippenger (\$10M))

Phase Two fundraising of the *USF: Unstoppable Campaign* has surpassed all expectations with over \$856 million raised as of 06/30/15.

- Increase the endowment by 8% through a combination of gifts and investment returns

### **GOAL NOT MET**

The endowment experienced another year of top quartile performance and reached a new highpoint in excess of \$420 million but saw only a net growth of 5%. We met the dollar amount.

- Maintain top quartile (better than 75% of others) ranking in NACUBO long-term endowment ranking

### **ANTICIPATE GOAL BEING MET**

The last NAUCBO results available are from fiscal year 2014 and they show our long term results are top quartile once again. While NACUBO results for this last fiscal year will not be available until January 2016, recent fiscal year to date returns as of March on endowments in the Wilshire Universe indicate that we should maintain our top quartile ranking versus our peers.

### **Finance**

- Maintain positive Moody's Policy Measures for leverage and liquidity ratios

### **ANTICIPATE GOAL BEING MET**

Ratios are trending positive based on 3<sup>rd</sup> quarter data.

- Create and begin implementation of a revenue allocation strategy document as approved by the Sr. VPs and College Deans

### **GOAL MET**

Allocation model complete. Plans are to implement aspects of RCM in 2015-16.

- Select public-private partnership vendor and begin project for a new campus housing and retail village by June 30<sup>th</sup>

**GOAL MET**

Vendor has been selected and final negotiations are occurring. Project will go to the Florida Board of Governors during 2015-16.

**Legislature**

- USF System leadership will continue to work with the 2015 state legislature to work to complete the appropriations for the USF Health Heart Institute and USFSP Tiedemann COB. Successfully receive additional project funding for the Morsani College of Medicine, the Florida Center for Cybersecurity and USFS-M STEM program development.

**GOAL PARTIALLY MET**

The USF System successfully received appropriations for the Morsani College of Medicine and the USFSP Tiedemann College of Business. USF System accounted for 33% of the SUS's total PECO new construction allotment for FY2015-16 which was 50% higher than the next largest PECO appropriation to any any other state university. Additional construction funds to complete the USF Heart Institute and FIO Research Vessel and additional new operational funds to support STEM programs at USFS-M and the Consortium of Florida Metropolitan Research Universities (a joint request between the USF System, UCF and FIU).

**GOAL 3: Student Success**

- Successfully complete a site visit for SACS reaffirmation of accreditation for the USF Tampa Campus.

**GOAL MET**

Unparalleled success with SACSCOC Reaffirmation without recommendation.

During 2014-15, the following items on the USF performance dashboard will be improved.

Areas to be measured include:

- Freshman IPEDS retention rate for the summer/fall 2013 FTIC cohort for the USF System - 88% *(USF Tampa 90%\*; USF St. Petersburg 63%; USF Sarasota-Manatee 80%)*

<b>GOAL NOT MET</b>	USF System – 87%
<b>GOAL NOT MET</b>	USF Tampa – 89%
<b>GOAL MET</b>	USF St. Petersburg – 65%
<b>GOAL NOT MET</b>	USF Sarasota-Manatee – 72%

- 6-year graduation rate for the summer/fall 2008 FTIC cohort for the USF System - 61%\*  
(*IPEDs rate for USF Tampa 65%; USF St. Petersburg 45%; USF Sarasota-Manatee N/A*)

**GOAL MET** USF System – 66%  
**GOAL MET** USF Tampa – 67%  
**GOAL NOT MET** USF St. Petersburg – 31%

- Average High School GPA for Fall 2014 FTICs for the USF System - 4.00  
(*USF Tampa 4.05; USF St. Petersburg 3.80; USF Sarasota-Manatee 3.70*)

**GOAL MET** USF System – 4.00  
**GOAL NOT MET** USF Tampa - 4.0  
**GOAL MET** USF St. Petersburg - 3.85  
**GOAL MET** USF Sarasota-Manatee - 3.78

- Average 3-section SAT score for Fall 2014 FTICs for the USF System - 1765  
(*USF Tampa 1800; USF St. Petersburg 1642; USF Sarasota-Manatee 1660*) Calculation includes ACT equivalent derived from ACT/College Board concordance tables.

**GOAL NOT MET** USF System – 1763  
**GOAL NOT MET** USF Tampa - 1770  
**GOAL MET** USF St. Petersburg - 1714  
**GOAL NOT MET** USF Sarasota-Manatee - 1653

- Total Research Doctorates awarded in AY 2014/15 – 330

**GOAL NOT MET** - 315

- Percentage of baccalaureate students graduating in AY 2014/15 without excess hours for the USF System - 61% (*USF Tampa 60%; USF St. Petersburg 63%; USF Sarasota-Manatee 72%*) \*\*

**GOAL MET** USF System – 64%  
**GOAL MET** USF Tampa – 63%  
**GOAL MET** USF St. Petersburg – 68%  
**GOAL MET** USF Sarasota-Manatee – 75%

- Percentage of baccalaureate degrees awarded in areas of strategic emphasis for the USF System in AY2014/15 - 51% (*USF Tampa 54%; USF St. Petersburg 44%; USF Sarasota-Manatee 47%*) \*\*

**GOAL MET** USF System – 52%  
**GOAL MET** USF Tampa – 54%  
**GOAL NOT MET** USF St. Petersburg – 41%  
**GOAL NOT MET** USF Sarasota-Manatee – 37%

- Percentage of graduate degrees awarded in areas of strategic emphasis for the USF System in AY 2014/15 - 68% (USF Tampa 72%; USF St. Petersburg 33%; USF Sarasota-Manatee 37 %) \*\*

<b>GOAL MET</b>	USF System – 69%
<b>GOAL MET</b>	USF Tampa – 72%
<b>GOAL MET</b>	USF St. Petersburg – 35%
<b>GOAL NOT MET</b>	USF Sarasota-Manatee – 12%

*\*Goal exceeds projection in SUS Work Plans*

*\*\*Goals established predates change of methodology*

#### **GOAL 4:**

- Utilizing an independent consultant group, USF Health will thoroughly review the finances, structure and functions of the Physicians Group and develop a comprehensive strategic business plan

##### **GOAL MET**

The Posada Consulting group review resulted in the identification of over 150 significant operational challenges and between \$30-60 million in revenue enhancements and expense reductions. The implementation of recommendations is underway with areas being reorganized or entirely re-engineered to enhance services and revenue. In addition, the USFPG will utilize the Press-Ganey patient satisfaction survey system which will provide abundant data to address current concerns within the medical faculty practice. These re-engineering efforts are expected to take 18 months but should dramatically improve the quality, quantity and financial success of virtually all aspects of the faculty practice.

- USF Health will enhance its partnerships with current hospital affiliates through program enhancements, clinical activities and additional co-branding opportunities

##### **GOAL MET**

USF Health's relationship with Tampa General Hospital, our primary teaching hospital, has improved significantly over the past year which proved a pivotal asset in convincing the Florida Board of Governors and the Governor to endorse the relocation of the Morsani College of Medicine and the USF Health Heart Institute. The MCOM dean is now a member of the TGH management team and the TGH CEO is a member of the USF Health Executive Leadership Team. Among the benefits of this improved relationship have been strengthening both institutions standing in the broader community, aligning strategies, increasing shared service contracts, rapidly expanding the USF hospitalist program, starting joint patient safety and satisfaction initiatives, as well as the commitment of over \$1.5 million in training

contracts for CAMLS, resolution of disputes regarding graduate medical education, and signing a contract to convert to the Epic electronic health record with TGH.

Started an affiliation with Florida Orthopedic Institute. The integration better aligns USF and TGH and will help propel the latter's US News ranking in orthopedics. The Department of Orthopedics is now one of the Nation's largest and most academically productive departments. Also started a new academic affiliation with Florida Advanced Cardiothoracic Surgery, one of the busiest and highest quality heart and lung transplant surgery groups in the Nation. Coupled with the rapid and on-going expansion of our Department of Cardiovascular Medicine, we will create a patient population for research almost unsurpassed in the world in both clinical complexity and volume.

In addition to enhancing relationships with several of our current hospital affiliates, USFPG discontinued its relationship with the Villages Health after an external consultant review confirmed the lack of sustainability of the project and financial risks posed by continuing operations. A smooth transition of physicians, staff and patients occurred during the 2014-15 year. This separation removed an enormous strain on limited USFPG management bandwidth.

- USF Health will submit a responsive self-study and successfully complete a site visit for the LCME re-accreditation

**GOAL MET**

LCME reaccredited the medical education program for the maximum 8 year interval. Only three minor areas of non-compliance were identified which will be corrected over the next academic year.

- USF Health will have completed the site selection for a new medical school by June 30<sup>th</sup>

**GOAL MET**

Approval for the new medical school has occurred by the BOT and BOG. Appropriations were approved by the Florida Legislature and signed by the Governor to permit planning for this transformative project. The USF Health Heart Institute was also approved to be co-located with the Morsani College of Medicine on prime real estate donated by Mr. Jeff Vinik. Our facility will anchor his \$1 billion, 40 acre transformative waterfront urban renewal project and be in closer proximity to Tampa General Hospital, our primary teaching hospital and the USF CAMLS facility.

9/29/2015