

**BOARD OF GOVERNORS, STATE UNIVERSITY SYSTEM OF FLORIDA  
PROPOSAL TO RELOCATE A TYPE I, II, OR III CAMPUS, OR SPECIAL PURPOSE  
CENTER**

University of South Florida <b>University Submitting Proposal</b>	2018 <b>First Term at Future Location</b> (First term student instruction will be offered at the future location)
0001 <b>Current Site ID</b> (for the site that will be relocated)	TBD <b>New/Existing Site ID</b> (destination site)
Site Type 01 – Main Campus <b>Current Type of Educational Site</b> (Type I, II, or III Campus, or Special Purpose Center – site to be relocated)	Site Type 2A – Type I Campus <b>Future Type of Educational Site</b> (Type I, II, or III Campus, or Special Purpose Center – destination site)

The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary financial resources and the criteria for establishing or relocating an educational site have been met prior to the initiation of the first course offerings.

Dec. 4, 2014 <b>Date Approved by the University Board of Trustees</b>	<b>President</b>	<b>Date</b>	
<b>Signature of Chair, Board of Trustees</b>	<b>Date</b>	<b>Vice President for Academic Affairs</b>	<b>Date</b>

Under Projected Enrollment, provide headcount (HC) and full-time equivalent (FTE) student enrollment estimates by level from Table 1 in Appendix A for Years 1 and 4, or the Final Year of implementation if it exceeds four. Under Projected Costs, provide revenues and expenses from Table 2 and capital project costs from Table 3 for Years 1 and 4, or the Final Year if it exceeds four.

Projected New Site Enrollment (Table 1)			
		HC	FTE
Undergraduate	Year 1		
	Year 4		
Graduate	Year 1	724	728
	Year 4	794	831

Projected New Site Costs (Tables 2 and 3)				
Operational			Capital Projects	Total* Cost
	E&G Funding	Other (Contracts & Grants, Auxiliary)		
2015-16	40,969,978	17,068,895	94,757,735	152,796,608
2016-17	42,099,369	15,084,336	29,756,124	86,939,829
2017-18	42,499,369	19,576,493	28,138,610	90,214,472
2018-19	49,917,867	25,973,666	0	75,891,533

\*Includes dollars appropriated prior to year 1;  
Includes both state and private support

*Note: This outline and the questions pertaining to each section must be reproduced within the body of the proposal to ensure that all sections have been satisfactorily addressed. Tables 1 through 3 are to be included as Appendix A and not reproduced within the body of the proposals because this often causes errors in the automatic calculations.*

**Additional Data Needed for the Educational Sites Inventory**

USF Health Morsani College of Medicine  


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**Educational Site Name - Current Location** (site to be relocated)

12901 Bruce B Downs Boulevard, Tampa, FL

**Physical Address of the Current Location**  
 (US Site: address, city, state, zip) (International site: street address, number, city, county/ province, country) (site to be relocated)

**Last Term at Current Location**  
 (Last term student instruction will be offered at the current location)

n/a

**Teach Out Term**  
 (current site)

**Activity Cessation Date**  
 (Effective date when all activities cease at current site)

USF Health Morsani College of Medicine  


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**Educational Site Name - Future Location**  
 (destination site)

Meridian Ave. and Channelside Drive, Tampa, FL

**Physical Address of the Future Location**  
 (US Site: address, city, state, zip) (International site: street address, number, city, county/ province, country) (destination site)

**I. Introduction**

- A. Provide a short description of the project and rationale for the request to relocate an educational site, including the main purpose for this site (research, instruction, administration, student services, etc.).**

USF Health critically needs a new Morsani College of Medicine (MCOM) to address significant facility issues and remain competitive with a facility that meets both today’s standards and can accommodate modern 21st century-medical education. Furthermore, USF recently received from the Legislature and Governor Scott the majority of funding necessary to construct a new USF Heart Health Institute to address major programmatic needs as well as leading national, state, and local health concerns.

Combined in downtown Tampa, these projects will provide superior interdisciplinary medical education, clinical care, and translational research – all designed to improve patient care and health outcomes in a dynamic medical environment that provides optimal educational and training opportunities for students. This facility will allow USF Health to:

- Maximize student success
- Create student and faculty learning synergies with closer proximity to the USF Center for Advanced Medical Learning & Simulation (CAMLs) and Tampa General Hospital (TGH)
- Enhance academic integration through co-location of core medical educators
- Expand and diversify valuable NIH and other revenue-generating research
- Assure a significantly greater impact on area economic development

USF medical students overwhelmingly support the move to a downtown campus. Key considerations in evaluating the impact on students include the following:

- Student tuition and fees will *not* increase as a result of this relocation
- A downtown location will enhance USF's ability to recruit more high-quality faculty thus ensuring greater student learning opportunities
- In a recent survey, 84% of students responded that establishing the Morsani College of Medicine downtown will have a "large" or "very large" positive impact on students' educational experiences
- Greater proximity to clinical training sites at TGH for medical students
- More medical students already live within two miles of the downtown site than the main campus

At the same time, this move will relieve current high student density and free space on the main campus to enhance and grow healthcare programs identified by the Board of Governors as high-need and high-demand particularly in such programs as nursing and physical therapy.

**B. Provide a short narrative assessment of how the relocation of the educational site supports the university mission and the goals incorporated into the university strategic plan and Board of Governors State University System Strategic Plan.**

The relocation of the USF Health Morsani College of Medicine will support each goal in the Board of Governors State University System Strategic Plan to enhance Excellence, Productivity and to meet Strategic Priorities for a Knowledge Economy. Those goals are to:

- **Improve the quality and relevance of the System's institutions with regard to state, national, and international preeminence.**
  - *The new downtown location will help USF attract more highly qualified faculty and students, thus elevating the quality and relevance of the entire institution as well as strengthening the reputation of the entire State University System.*
- **Increase access and efficient degree completion for students.**
  - *More USF's medical students currently live within two miles of the proposed site than the existing on-campus site. Relocating to a downtown site will create greater ease and efficiency for those students while helping them graduate on time and enter the workforce. It will also provide students better access to their primary teaching hospital, Tampa General Hospital, as well as the university's world-class medical simulation training facilities at CAMLS, a site only a few blocks away from the proposed new medical school site.*
- **Increase student access and success in degree programs in the STEM/Health fields and other Programs of Strategic Emphasis that respond to existing, evolving, and emerging critical needs and opportunities.**
  - *Not only will there be greater student access to community-based professionals in STEM and Health fields at the new downtown site, but USF will be able to free-up space on its main campus to expand existing, evolving and emerging areas of critical needs such as nursing, physical therapy and occupational therapy – subject to BOG priority and availability of state funds.*
- **Increase research activities to help foster entrepreneurial campus cultures.**
  - *Moving in closer proximity to USF's main teaching hospital, where the volume of cardiovascular procedures is among the nation's highest, will expand the training opportunities for students in that specific field. Also, the Heart Institute portion of the facility will have new state-of-the art space to allow top-quality researchers to perform critically needed cardiovascular research. Both students and faculty will have greater access to CAMLS simulation and research. All of these research activities -- performed in a vibrant downtown entrepreneurial environment-- will foster rich learning opportunities.*
- **Attract more research funding from external (includes federal and private) sources.**
  - *The coexistence of three state-of-the-art facilities, CAMLS, TGH, and a new medical education and research complex will provide great leverage in the search for external grant funding from all potential sources federal and private. Research funding cannot be procured without sufficient facilities to attract highly productive researchers*

*and the equipment necessary to conduct cutting-edge research. While medical research funding at USF has grown significantly in the past decade, its future potential will be restricted without a concomitant growth in the state-of-the-art physical space represented by the new downtown site.*

- **Improve the quality and relevance of public service activities, and grow the number of institutions recognized for their commitment to community and business engagement; Increase faculty and student involvement in community and business engagement activities.**
  - *Close connection with the Tampa Bay business community, Tampa General Hospital, and other health entities in the downtown area will open up myriad opportunities for public service activities and community engagement for our students and faculty. Closer physical proximity to the heart of the community will provide a greater sensitivity and outreach to the needs of those in the community.*
- **Increase the percentage of graduates who continue their education or are employed full-time.**
  - *The proposed downtown medical facility places students and faculty in the thriving center of workforce development and places both further academic growth and workforce opportunities in greater proximity to the facilities where student clinical and technical skills will be honed and nurtured. The accessibility to a vibrant metropolitan area explains why students have repeatedly expressed strong support for a potential move to the downtown area. These added benefits, proximity, opportunity, and accessibility, will incentivize students to remain on track toward graduation. Furthermore, a large portion of our MDs elect to stay at USF for their residence requirement increasing the likelihood that they will remain in Florida to work. For the planned PA program, USF will specifically target students who are current state residents, this program will likely see graduates who choose to remain in Florida after their education, thereby meeting the goal of increased community and business workforce.*

The medical programs housed in a new downtown location will provide significant leverage for USF to meet the goals and objectives of its own complementary Strategic Plan's goals to:

- **Create well-educated and highly skilled global citizens through our continuing commitment to student success;**
  - *Students at the relocated Medical School will have access to the full array of student services and personalized attention of faculty – promoting successful progress through the curricula as well as their ability to graduate on time. Specifically, proximity to their primary*

*teaching hospital at TGH and CAMLS will foster mentorship and training opportunities.*

- **Develop high-impact research and innovation to change lives, improve health, and foster sustainable development and positive society change;**
  - *The primary focus of the USF Morsani College of Medicine is changing lives through impactful health research, teaching and service. Synthesizing this effort in a metropolitan hub will focus that energy in greater intensity and bring it closer to the patients and community members who need it most. Meanwhile, attracting more world-class faculty and students will translate into enhanced research and innovation.*
- **Build a highly effective, major economic engine, creating new partnerships to build a strong and sustainable future for Florida in the global economy;**
  - *This project has been called a “game changer” by those in Tampa Bay’s most influential economic and civic circles. It promises to elevate the region to national excellence – attracting new companies, spurring economic development partnerships and providing an educational foundation that will infuse the area with a renewed energy.*
- **Provide sound financial management to establish a strong and sustainable economic base in support of USF’s continued academic advancement.**
  - *The downtown location of the USF Medical School has already received overwhelming support across each of its constituencies, including anticipated philanthropic supporters. This location and the innovations that will be born there will unquestionably help USF establish a stronger economic base for the benefit of generations of future students.*

**C. Provide a timetable of critical benchmarks that must be met for full implementation of the relocation, which can be used to monitor progress (planning, design, funding, construction, etc.). The timetable should also include ensuring appropriate accreditation of the proposed educational site and any proposed programs requiring specialized accreditation.**

- Dec. 4, 2014: Relocation approval by USF BOT
- Feb. 19, 2015: Consideration for approval by BOG  
*If approved by BOG and funded by the Legislature and Gov. Rick Scott:*
- Feb. 20, 2015 – June 2015: Design-build team selection
- June 2015 – June 2016: Pre-construction design and permitting

- December 2015 – December 2017: Road/infrastructure improvements and site prep
- June 2016 – December 2018: Begin core, shell and interior build-out
- September 2018 – December 2018: Substantial construction and completion
- September 2018- December 2018: USF move-in

The MD program is fully accredited by the Liaison Committee for Medical Education (LCME). The administration and faculty are currently preparing to host the on-site LCME accreditation team and will be notified of the official outcome of its reaccreditation request by summer 2015. USF administrators are hopeful that the program will be fully accredited for another eight years, as occurred in the last cycle. The PA program is early in its application phase for initial accreditation but the administration expects to host the final site visit in summer of 2016 followed by notification of accreditation status in October 2016.

## **II. Need and Demand Assessment**

- A. Provide a detailed assessment of unmet local student demand for access to academic programs in the vicinity of the proposed new location. Complete Table 1 in Appendix A to show enrollment projections for unduplicated student headcount and FTE by degree program and level.**

An increase of 46-50 SELECT students in the MD program are expected by 2017 at the current site. The PA program is a new program that, once implemented, will be offered and the headcount included in the program approval process is anticipated regardless of location. Demand for these programs was articulated in the original BOG-approved proposals. However, more recent data are provided in the following section.

Recent surveys of current USF MD students as well as individuals accepted into the USF MCOM program but did not matriculate show that a new downtown campus would result in an increase in applications for the programs. Specifically, 92% of current students indicated that a new downtown facility would be more attractive to prospective students. Furthermore, 26% of those respondents from the admitted but non-matriculating survey indicated they would have been more likely to choose USF MCOM if the campus was located on a waterfront property in a metropolitan part of a city. Of this same sample, 88% indicated that it was important to attend a medical school in close proximity to the main teaching hospital. Eighty-four percent of the current students responding to the survey believed that establishing a medical campus downtown would have a “large” to “very large” positive impact on a student’s educational experiences. These data

indicate a significant upturn in prospective student interest in USF's medical programs should a downtown location be established.

**B. Provide a detailed data-driven assessment that describes unmet local and regional workforce need for programs and services to be offered at the proposed new location. In the appendices, provide any letters of support from the local community and business interests.**

There continues to be local, regional and statewide demand for a range of healthcare programs as has been documented by studies conducted by the BOG and by the Association of American Medical Colleges. AAMC data show there will be 45,000 too few primary care physicians and a shortage of 46,000 surgeons and medical specialists during the next decade. There is a general growth in population and the "Baby Boom" generation, whose birth rate peaked in 1947, is reaching the age where health care needs are increasing exponentially while simultaneously the number of physicians available to treat Americans over the age of 65 is shrinking. The average age of medical doctors is also increasing adding to a potential crisis in the availability of highly trained physicians. Nearly one-third of all physicians will retire in the next decade even as more Americans need care.

At the same time, the competition for top undergraduates seeking medical school admission is also expected to increase as U.S. medical school enrollment grows. First-year medical school enrollment has increased by over 20% in the past decade and is projected to increase by almost 30% by 2018-2019. Of the 125 schools that were accredited in 2002, 41 (33%) are projected to grow from 2014 to 2018. By comparison, six of the 16 schools accredited since 2002 (38%) are projected to grow their enrollments during that period.

Demand for physician assistants is equally high as demonstrated by a surge in recent applicants seeking entrance into Physician Assistant programs. As articulated in the BOG-approved proposal for the USF PA program, there are just two members of the State University System offering PA programs - both a great distance geographically from Tampa Bay. USF is eager to help meet this growing statewide demand.

According to the Board of Governors' initial findings in its in-depth workforce gap analysis for healthcare fields in Florida, there continues to be a substantial need for new physicians, physical therapists and other medical technologists. There is also an acute and growing demand for nurses, a workforce need so large and complex that the BOG continues to analyze its impact on the State University



System. The chart below shows the BOG's initial findings on these gaps, excluding nursing for the reason previously stated.

### Gap Analysis: A Sample of Initial Figures

Occupation	Annual Demand	Adjusted Supply	Initial Difference	Needs Additional Steps
Physicians	1,934	975	-959	✓
Physical Therapists	527	340	-187	✓
Dentists	511	205	-306	✓
Occupational Therapists	320	215	-105	✓
Medical Technologists	303	74	-229	
Medical and Public Health Social Workers	302	184	-118	
Veterinarians	162	94	-68	

The new location for the USF Health Morsani College of Medicine in downtown Tampa will allow the college to maintain its commitment to meeting demand for these high-demand physicians in a variety of fields. Meanwhile, the vacated space on the main USF campus will allow USF Health to greatly expand capacity for many of those other fields recognized in the BOG's analysis, such as nursing, physical therapy and public health.

Our local and regional communities have been incredibly supportive of this proposal. Please see attached letters of support in Appendix B:

- Tampa General Hospital
- Tampa Bay Partnership
- Florida High Tech Corridor
- Tampa Mayor
- Hillsborough County Commission
- USF Morsani College of Medicine faculty leadership
- USF Morsani College of Medicine student leadership

### **III. Academic Programs and Courses**

- A. Provide a list of the degree programs, partial programs, or college credit certificates and courses currently offered at the existing location and those to be offered at the proposed new location by year four or the final year of implementation if different, using Table 1 in Appendix A. The proposed degree programs must be identified by six-digit CIP Code, by program title, and degree level. College credit certificates affiliated with a specific degree program should be identified by the six digit CIP code of that degree program. Certificates that are not directly affiliated with a degree program should be identified with the two or four digit CIP code they would be expected to fall under.**

The following USF programs are currently proposed for the downtown location:

**Morsani College of Medicine**

MD in Medicine (51.1201) Both the Core and SELECT tracks.  
MS in Physician Assistant Studies (51.0912)

- B. Provide an explanation as to how the proposed degree programs and courses will be affiliated with similar programs offered on the central campus and/or other educational sites of the university. Will they be independent or an extension of existing programs? (Please see BOG regulation 8.011 (5) for more details)**

In keeping with current practice, neither the MD nor PA program will be offered at any other USF campus/educational site. Specialized accreditation standards require strict centralized oversight and management for each program.

Per BOG regulation 8.001 (5), the movement of these programs was approved by the USF BOT on [Dec. 4, 2014](#), as part of its motion to amend the USF System Five-year Capital Improvement Plan to support the College's movement downtown.

- C. Provide an assessment, supported with data, that justifies any duplication of degree programs and services that might already be provided by an existing state university or Florida College System campus in the vicinity of the proposed new location. Describe any discussions that have taken place with affected colleges and universities and provide letters of support or letters of concern in the appendices.**

Because both the MD and PA programs have already been fully approved by both the USF Board of Trustees and the Board of Governors, any issues of duplication within the State University System have previously been considered by those bodies and addressed. The Florida College System has neither medical schools nor graduate programs. As such, there will be no new impact to existing programs within in the vicinity.

#### **IV. Administration and Student Support Services**

##### **A. Describe the administrative structure of the new location site and how it will relate to the central administration of the university. If this will be different from the current location, please explain. Include any necessary funding in the financial plan outlined in Table 2 of Appendix A.**

As with any site, new facilities and planned student, faculty, classroom and research growth will impact operational infrastructure budgets for the following areas: post-office/receiving, courier services, clinical learning center, security/safety and the medical library, information technology student services (see sections IV, B. and C.).

While there are operational needs regardless of site for these units, the impact of a downtown campus will require some redundancy in these services. This has been estimated as follows:

##### Plant, Operations, and Maintenance (PO&M)

The State of Florida classifies buildings into seven unique categories for calculating Plant, Operations & Maintenance (PO&M) costs. Using FY15 cost factors, for a combined facility with 319,176 gsf and a Class E designation located in downtown Tampa, it is estimated that the PO&M requirement would be \$4,747,737 annually. This funding is generated by formula and the ultimate designation will be determined based on final design, utility assessments and other base factors provided by the architects.

##### Moving Costs

The anticipated moving costs associated with a downtown location will be minimal and are based on actual quotes from one of our contract movers. The majority of the costs will be incurred with the relocation of seven existing researchers and their labs to the Heart Institute (estimated at \$50k for a move to a downtown location). The remaining cost would be incurred with the move of faculty and staff offices from the Morsani College of Medicine (estimated at less than \$75k for a move to a downtown location). This will be funded through existing funds. The source of the funds is identified in Table 2 of Appendix A.

**B. Describe how the new location will provide student services, either onsite or online from the central university campus. If this will be different from the current location, please explain.**

Morsani College of Medicine programs are served by personnel in our Health-wide Shared Student Services model. In this model, a central hub is created for a particular location where all students, regardless of the academic goals they are pursuing, can receive assistance for services such as financial aid and admissions. Specific accreditation standards, however, also require certain on-site services. Therefore, a downtown Tampa facility would require the assemblage of a new team for Shared Student Services at that location. This would include approximately 6 staff at an estimated cost of approximately \$304k. This will be funded through existing College of Medicine funds. The source of the funds is identified in Table 2 of Appendix A.

**C. Provide a plan to provide library services and other instructional resources that will support the proposed programs at the new location. Include any necessary funding in the financial plan outlined in Table 2 of Appendix A.**

Additional library costs for a downtown location would be approximately \$293,000. This would cover library-related technology costs to support students and faculty on site, library resources to obtain site licenses for various book, online, and consult collections for the Heart Institute. It also includes costs for an additional librarian and two staff to meet the minimum staffing requirements needed for the facility's planned academic and research programs. This will be funded through existing College of Medicine funds.

The planned facilities must also be able to meet the highly technical academic and research demands of future medical students and NIH researchers. We expect the cost to be approximately \$1.51 million. This would include two new bio-informatic analysts who would be needed to support the new researchers at the Heart Institute. The technology support costs are broken down into three types of costs: A) those based on the square footage of the facility, which represents a basic level of IT support, B) those need for additional licenses to accommodate the expected growth in faculty and enrollment, and C) those needed for infrastructure support. This will be funded through direct grant funds and indirect grant funds through the new cardio-vascular grants. The source of the funds is identified in Table 2 of Appendix A.

## **V. Budget and Facilities**

- A. Provide a projected operational budget using Table 2 in Appendix A that includes revenues and expenses out to year four, or the final year of implementation if different. Provide a narrative that explains the cost assumptions reflected in Table 2. Include the operational costs on the proposal cover page.**

Table 2 in Appendix A shows the operational costs for the Heart Institute; the request for Plant Operations and Facility funds starting in 2018 when the building is complete; and the additional \$807,000 in operation costs for the downtown MCOM delta for various services described in the written section. We are not asking for new funds for the \$807K for MCOM. Regardless of location, it is estimated that for the Heart Institute to reach optimum capacity and research productivity by recruiting physician and basic scientists with current NIH funding will require \$13.2 million in non-recurring funding to support their start-up costs and \$1.77 million will be needed in recurring funds to support faculty and staff salaries. These operating expenses are expected to be funded through a request for new state appropriations (an LBR was submitted to the BOG for this issue in 2014). While less optimal from a recruitment timing standpoint, the non-recurring LBR component could be spread out over 2, 3 or 4 years. Alternatively, repurposing of existing university funds and new base funding awards such as performance funding awards and/or philanthropic gifts could be used to offset LBR depending on BOG priorities and the availability of state education outlays.

- B. Use Table 3 in Appendix A, to identify each facility or facilities required to establish the new location, if any, and any additional facilities that will be required once the site has reached its expected size and enrollments. Include capital facility costs on the proposal cover page.**

Please see Table 3 of Appendix A.

- C. Describe ownership of the new location and provide documentation of ownership or lease agreements, to include any special clauses, easements, or deed restrictions. If the property is a gift, provide the gift agreement. Please provide information on the type of ownership if the site is leased or owned (if leased please provide information on the duration of the lease and the entity that owns the lease). If the site is joint-use please provide the name of the other entity in the joint agreement as well as the total number of students this site will serve from year 1 through year 5.**

The University of South Florida Board of Trustees, a public body corporate, ("USF BOT") will be granted a fee simple ownership of the unimproved, new

location (the "Property") via a special warranty deed from Crestline Acquisition Group, LLC ("Crestline"). The University of South Florida Foundation Inc. will also enter into a Gift Agreement with Crestline to effectuate the donation of the Property. The USF BOT will then develop the Property for the intended USF Morsani College of Medicine and Heart Health Institute at the new location. The USF BOT currently anticipates that utilities for the Property will be run through the public right-of-ways that surround the Property on three sides, however, if necessary the USF BOT will enter into any requisite private utility easements for the usage of the Property.

- D. Are the facilities by the university?**  
(  ) Owned (  ) Leased

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**VI. Addendum for International Campuses and Special Purpose Centers**

**If the proposed site is international, include a copy of any MOU or other agreements related to the site as an appendix.**

**( ) The University certifies that all requirements of BOG Regulation 8.009(3)(f) have been met.**

n/a

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