

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
TASK FORCE ON UNIVERSITY RESEARCH
NEW COLLEGE OF FLORIDA
SARASOTA, FLORIDA
September 22, 2016

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1. Call to Order and Opening Remarks

Governor Valverde convened the meeting of the State University System Task Force on University Research. Governor Doyle was in attendance and a quorum was established.

Governor Valverde congratulated Board of Governors Chair Kuntz for creating the Task Force and said that it was much needed. He said he was hopeful that Florida's culture would be changed with respect to how research was valued. He noted that although Florida has the third largest population in the country it ranks 14th in research and development and that states such as California, New York, Massachusetts, and Texas have invested billions of dollars in research and development. He said that the charge of the Task Force was to explore ways in which the State University System (SUS) can begin to move its research portfolio toward national and international prominence. Governor Valverde noted that historical and infrastructural circumstances had fragmented Florida into an environment of competition regarding research and that there were ways in which the SUS could increase collaboration.

2. SUS Research and Innovation Metrics Dashboard

Governor Valverde said that the first item on the Task Force's agenda was to consider approval of a State University System Research and Innovation Dashboard. He said that in June 2016 the Council of SUS Vice Presidents for Research met with Board staff to discuss strategies for the SUS to achieve national and international prominence in research. He indicated that strategies discussed included recruiting top research faculty and graduate students, providing state-of-the-art research facilities necessary to attract preeminent faculty, and enhancing collaboration with business and industry to increase statewide economic development. Governor Valverde said that much of the discussion was devoted to strategies for documenting the System's progress in research. He then invited Vice Chancellor Jan Ignash to present a draft SUS Research and Innovation Metrics Dashboard.

Dr. Ignash said that she was impressed with the Dashboard and the speed with which it was developed by the SUS Council of Vice Presidents for Research. She noted that there were 15 suggested measures under four major headings: Research and Contracts, Innovation, People, and Return on Investment. The three proposed measures under ROI have not yet been defined and would require further work by the Council.

Vice Chancellor Ignash noted that certain of the Dashboard's measures were captured in the Board's Annual Accountability Report and within University Work Plans. She said that the plan was to present the Dashboard to the Board of Governors twice a year. Dr. Ignash then introduced four SUS Research Vice Presidents in attendance: Dr. David Norton from the University of Florida, Dr. Paul Sanberg from the University of South Florida, Dr. Andres Gil from Florida International University, and Dr. Gary Ostrander from Florida State University.

Governor Valverde asked whether the Research Vice Presidents could increase inter-university collaboration, particularly in competing for federal research dollars. Dr. Norton noted that SUS faculty were regularly competing for research dollars from various funding agencies across the entire United States. He said that many proposals involve single investigators at single institutions. He said, however, that larger opportunities exist where collaboration is advantageous. He pointed to the success of the High Magnetic Field Laboratory as an example. Dr. Norton pointed out that the universities were not waiting to collaborate. He said that two things were required for successful collaboration: communication among the institutions, and research strengths within the individual institutions. On the subject of competitiveness, Vice President Norton pointed out that, as an example, a collaboration of SUS institutions might be competing with a formidable teams comprised of North Carolina State, the University of North Carolina, and Duke University. He said that the stronger each SUS institution is, the greater is the likelihood for success.

Governor Valverde invited Governor Link to comment on her visit to the North Carolina Research Triangle. Governor Link said that a business group from Palm Beach County made the visit, and that the focus had been on strategies developed by the Research Triangle for bringing in more research dollars. Research Triangle representatives noted that their institutions also had a history of competing against each other but realized that they would be stronger if they worked together. Governor Link indicated that this culture shift transpired over a period of years.

Dr. Ostrander said that federal funding agencies were now encouraging interdisciplinary research and moving away from proposals submitted by individual investigators. He indicated that the SUS Research Vice Presidents communicate frequently in order to determine whether an SUS team can be created. Dr. Gil agreed that the Vice Presidents for Research always sought collaboration. He said that the area

in which greater collaboration was most likely had to do with large center proposals and that the universities were endeavoring to create this collaboration. He noted that California's success involved increasing the quality of its faculty in the individual universities as well as by having facilities that complement one another. He added that, because the focus was changing in Washington, D.C. away from the historical system of earmarks, agencies and the private sector needed to be apprised of individual and collaborative System strengths.

Governor Kuntz asked for clarification as to how many universities have a Washington, D.C. office. It was determined that six institutions did. Governor Kuntz asked how often those offices communicated with one another. Governor Valverde noted that regular communication among individual institution Washington, D.C. offices would be beneficial. Vice President Sanberg from USF said that individual university representatives in Washington D.C. typically had many other responsibilities beyond research and that a single research-specific System office might be productive. He said, further, that the proposed Research Dashboard should measure the System as a whole. He also noted that the Research Vice Presidents were in communication with one another in attempts to recruit highly productive research faculty.

Governor Levine said that there were many collaborative opportunities associated with the National Institutes of Health Centers for Translational Research. Dr. Sanberg agreed, noting that clinical trials were critical to Floridians in both metropolitan and rural areas.

Governor Tripp asked whether the System had a process for identifying faculty who were clearly moving upward in terms of their research portfolios. Vice President Norton said that this was a high priority and it was a matter of keeping those faculty satisfied within their SUS institution. He said that challenges associated with those efforts often included issues of salary, facilities, and collaboration opportunities. Dr. Norton noted that retaining faculty rather than recruiting new faculty was a much better investment. Governor Tripp asked whether specific dollars were set aside for this purpose. Vice President Ostrander replied that such dollars were invariably internal institutional funds. Governor Tripp asked whether funding for that purpose at the System-level would assist efforts, and Dr. Ostrander indicated that they certainly would. Governor Tripp said that he had spoken with all System presidents and that his impression was that federal funding agencies preferred entering into discussions with collaborating institutions rather than with individual institutions. Dr. Gil and Dr. Sanberg agreed. Governor Tripp also indicated that a source of funding was needed to build or renovate facilities that would retain the most productive research faculty. Dr. Gil agreed, saying that adequate facilities were often more important than the issue of salaries.

Governor Tripp noted that Florida was competing with states that had invested large amounts of funding to increase research. Vice President Ostrander said that Florida could learn from what other states had done over the last decade. Governor Tripp asked whether the specific return on investment was known for research dollars in the SUS. Vice Chancellor Ignash said that the most recent data available indicated that \$4.87 was the return on investment for every state dollar.

Governor Levine asked whether the research areas of greatest interest to the National Institutes of Health were clearly known. Vice Chancellor Ignash said that, through the efforts of the System's federal lobbyist, the SUS annual Research and Development Workshop in Washington, D.C. would take place very soon, with slots for 90 SUS representatives and with no other universities participating. She said that SUS representatives would have access to directors from some of the major federal agencies, who not only articulate their research priorities but also provide the names and phone numbers for specific contacts within their agencies. She also said that the agencies were impressed that the System made the effort to conduct these federal workshops and that no other state did so. Further, the agencies representatives were eager to understand the strengths within the SUS and impressed that the state as a whole was demonstrating a priority for increasing research. Dr. Ostrander indicated that, in turn, the information shared with the federal agencies helped them understand what cutting-edge research was being conducted and that it assisted in shaping the priorities of those agencies.

Governor Tripp asked whether the System has identified its research strength areas. Dr. Ignash said that the Research Vice Presidents had done exactly that, identifying target areas important to Florida. She indicated that those areas included advanced manufacturing, marine and coastal research, cybersecurity, and health sciences. She said that the Vice Presidents have also created a list of every research project in these areas and that the list included each project's topic and funding source.

There being no further discussion, Governor Valverde called for a motion to approve the State University System Dashboard for Research and Innovation as presented, with the collection of existing metrics to be reviewed by the Board twice a year and new metrics to be defined by February 2017 for inclusion in the Dashboard. The motion was made by Governor Doyle, seconded by Governor Valverde, and carried unanimously.

3. Approval of the SUS Research Legislative Budget Request

Governor Valverde said that the next item on the agenda was considering for approval the SUS Research Legislative Budget Request. He said that the SUS Research Legislative Budget Request is designed to assist Florida to secure its place as a national leader in the 21st century. He noted that the SUS Vice Presidents for Research have identified the need for funding in order to support efforts to increase research capacity

and impact through strategic cluster and targeted hiring of talented researchers, to provide for critical research infrastructure such as equipment and instrumentation for institutional shared facilities and laboratory renovations, to engage more of Florida's talented undergraduate students in research, and to forge stronger connections with business and industry. He then called on Vice Chancellor Ignash to present the request.

Dr. Ignash pointed out that it was the SUS Vice Presidents for Research themselves who had drafted the Legislative Budget Request. She said that, within the Legislative Budget Request, the Vice Presidents had identified those Dashboard metrics that would be used to measure progress on each particular component of the Request.

Dr. Ignash indicated that there are three basic objectives in the Legislative Budget Request. The first objective is to increase research capacity output and impact, with several sub-components associated with the objective. The first sub-component is associated with cluster hires, and that this is one of the biggest pieces of the Request, consisting of \$40M recurring funding for research faculty salaries and \$40M non-recurring dollars for associated start-up funding. Dr. Ignash indicated that the objective's second sub-component consisted of \$15M in non-recurring dollars for equipment and instrumentation. The objective's other sub-components included \$6M in non-recurring dollars for data infrastructure and \$12M non-recurring dollars for renovating existing laboratories.

Dr. Ignash said that the second major objective is to enhance undergraduate participation in research. She noted that this is one of the Board's Strategic Plan goals. She indicated that several states invest in this area. She said a sub-component of this objective was an Undergraduate Research Scholar Grant Program consisting of \$500K recurring dollars for program administration; \$2M recurring dollars for student support in the form of travel, tuition and stipends; and \$5M recurring dollars for assisting students to become involved in research outside of the classroom.

Dr. Ignash said that the Legislative Budget Request's third objective is to connect university research to Florida business and industry. She indicated that one sub-component is a \$12M request for recurring funding for a statewide matching grant program for industry sponsored research at the institutions. In addition, she said that a \$1.5M sub-component is to increase research commercialization through the National Science Foundation's Innovation Corps (I-corps) program, designed to accelerate the transition of basic research into start-ups and products. She indicated that \$1M recurring dollars would fund original I-corps teams and another \$500K would be used for regional program delivery.

In sum, Dr. Ignash said that the total Legislative Budget Request is for \$136M, comprised of \$63M recurring dollars and \$73M non-recurring funds. She also noted that the Request was scalable, with some activities spread over multiple years.

Governor Valverde asked if Board members had any observations or questions. Governor Huizenga said that he thought that the Request was thoughtful, and that, through the Dashboard, it would be easy to discern progress.

Hearing no further observations or questions, Governor Valverde asked for a motion that the State University System Research Legislative Budget Request be forwarded to the Budget and Finance Committee for consideration. The motion was made by Governor Doyle, seconded by Governor Valverde, and the motion carried unanimously.

4. Concluding Remarks and Adjournment

Governor Valverde said that the Research Legislative Budget Request was unprecedented and that he hoped that it would demonstrate that the Board of Governors was serious in seeing Florida move forward in research and development. He applauded Chair Kuntz for the initiative. President Genshaft also commented that this was a very valuable Legislative Budget Request and that it was much appreciated. Governor Kuntz said that he didn't think the State University System could become truly great without increasing dollars related to research.

Having no further business, the Task Force was adjourned.

R.E. LeMon, Associate Vice Chancellor