EXECUTIVE SUMMARY

The 2013-2018 Strategic Plan builds on the success of previous plans and advances the institution as a global research university. The vision is to extend USF’s reach in the U.S. and around the world, provide further educational opportunities for students and improve their employability, increase faculty and staff prospects, and foster richer local, national, and international relationships. By these steps, we also look to advance the university’s case for membership within the Association of American Universities (AAU).

The new plan adopts a laser-like focus on USF’s academic investment and performance, refining institutional priorities and measuring outcomes as depicted in the updated planning and performance matrix and online dashboard. The plan underscores the pressing need to provide broad access to higher education while maintaining affordability and high quality within a changing economic reality brought on by significantly reduced state support.

While honoring the accomplishments produced from previous plans and recommitting the institution to the hallmarks of student success and top-tier research and innovation, the new plan also differs from its predecessors by way of its fresh emphasis on developing active public-private partnerships designed to increase economic and employment opportunities within a global context that recognizes the significance of international relations in an interconnected world.

USF’s priorities have been set:

• USF will, through a continued commitment to student success, produce well educated global citizens
• USF will, through its high-impact research and innovation, change lives for the better, improve health, and foster sustainable development and positive societal change
• USF will, as a highly effective major economic engine, create new partnerships to build a strong and sustainable future for Florida in the global economy
• USF will pursue a more secure economic base, greater operational and resource efficiencies, and increased transparency in its business practices

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The University of South Florida System includes three institutions: USF, USF St. Petersburg, and USF Sarasota-Manatee, each separately accredited by the Southern Association of Colleges and Schools (SACS) Commission on Colleges. All institutions have distinct missions and their own detailed strategic plans. Serving more than 47,000 students, the USF System has an annual budget of $1.5 billion and an annual economic impact of $11.5 billion.

USF is comprised of the main campus in Tampa, its College of Marine Science in St. Petersburg, and USF Health. As a global research university dedicated to student success, USF is classified by the Carnegie Foundation for the Advancement of Teaching as a research university with very high research activity (RU/VH), and as a community engaged campus.

USF is accredited by SACS to award baccalaureate, master’s, doctoral, and professional degrees, including the Doctor of Medicine. The university offers more than 230 degree programs at these levels.

USF values cultural and ethnic diversity and access along with an enhanced understanding and appreciation of the global experience. From developing sources of clean energy to improving the quality of life for people with disabilities and leading the way on veterans research and reintegration, USF research and innovation is directed toward creating local, national, and global solutions to society’s most difficult problems.

In addition to being an important part of the Tampa Bay economy, USF undertakes ambitious community-engaged research and participates in mutually beneficial partnerships that enhance student access to academic programs, research, and employment opportunities. And at the heart of the university is a fundamental commitment to student success.
A MESSAGE FROM THE PRESIDENT

The University of South Florida’s 2013-2018 Strategic Plan builds on a tremendous era of achievement for our young institution, during which USF greatly expanded its national and international reputation as a creative, innovative, and successful center of higher learning and research. While the previous strategic plan guided the university through unprecedented financial challenges, this plan is designed to build on our defining strengths and core mission: providing a globally-competitive education to our students; creating partnerships that leverage our assets with other public institutions and the private sector; and advancing research, innovation, and sustainability.

This plan comes at a time when our nation and our world have come to accept a “new normal” for higher education, even as colleges and universities play an ever-increasing role in the world’s economic future. More people will need advanced education to be successful, but America’s higher education sector holds no illusion that the public resources lost during the Great Recession will recover to previous levels. The onus is now on institutions – especially those such as the University of South Florida, a public research university which serves a diverse population – to create new opportunities wherever the potential exists. The nation looks to its public research universities to reignite the economy and provide a workforce that is adaptable, entrepreneurial, and resilient.

In this document, you will see clearly that the University of South Florida envisions itself as a premier public research university with state, national, and global impact.

A GLOBAL RESEARCH UNIVERSITY DEDICATED TO STUDENT SUCCESS

Preparation of the 2013-2018 Strategic Plan began in spring 2011 and continued into fall 2012. Directed by Vice Provost Graham A. Tobin, the 39-member Strategic Planning Committee included representatives from major constituent groups: students, faculty, staff, and alumni. Stakeholders from the broader campus and Tampa Bay communities also contributed to the process.

USF’s bold vision requires strategic investment and predictable funding. However, the dramatic shift in public higher education funding in Florida makes specific budget projections difficult. Consequently, the planning process assumed that: (i) state appropriations would either decline or remain stable; (ii) USF would have authority to increase tuition rates to meet requirements; (iii) state legislation would allow pledging of tuition to support capital needs; (iv) the USF Foundation would meet its goals for increased giving; (v) USF’s Direct Service Organizations and auxiliary operations would generate incremental margins for reinvestment; and (vi) USF would achieve savings through budget re-engineering.

In addition, the landscape of higher education in Florida is changing as state colleges and private institutions now compete with forprofit providers for students. Thus, risks remain high. There persists considerable economic uncertainty regarding support for higher education at both federal and statewide levels. This plan helps position the university to manage effectively these challenges.

USF’s position as a top-tier (RU/VH) research university and a community engaged university as designated by the Carnegie Foundation for the Advancement of Teaching; (ii) improving performance relative to the Association of American Universities’ indices; (iii) increasing USF’s national ranking based upon the National Science Foundation’s assessment of total and federal research expenditures; (iv) improving the number and quality of graduate programs ranked by the National Research Council; and (v) enhancing USF’s position in the Top American Research Universities annual report.

Judy Genshaft
PRESIDENT

John B. Ramil
CHAIR, BOARD OF TRUSTEES

Judy Genshaft
PRESIDENT

Brian D. Lamb
BOARD OF TRUSTEES

Strategic Planning Committee Member
The vision, values, and goals expressed in the 2007-2012 Strategic Plan set USF on a sound course for realization of its bold objectives; it was a plan that challenged us to our best thinking and actions. It succeeded.
Mission
The University of South Florida’s mission is to deliver competitive undergraduate, graduate, and professional programs, to generate knowledge, foster intellectual development, and ensure student success in a global environment.

Vision
The University of South Florida is a global research university dedicated to student success and positioned for membership in the Association of American Universities (AAU). As Florida’s leading metropolitan research university, USF is dedicated to:
- Student access, learning, and success through a vibrant, interdisciplinary, and learner-centered research environment incorporating a global curriculum
- Research and scientific discovery to strengthen the economy, promote civic culture and the arts, and design and build sustainable communities through the generation, dissemination, and translation of new knowledge across all academic and health-related disciplines
- Partnerships to build significant locally- and globally-integrated university-community collaborations through sound scholarly and artistic activities and technological innovation
- A sustainable economic base to support USF’s continued academic advancement

Values
The University of South Florida values:
- High-quality education and excellence in teaching and learning
- High-impact scholarship, research, and creative activities
- Diversity of students, faculty, and staff
- Affordable and accessible education
- Global research, community engagement, and public service
- Social, economic, and environmental sustainability
- Focus and discipline in aligning the budget with institutional priorities
- A campus life with broad academic, cultural, and athletic opportunities
- Success and achievement of its students, faculty, staff, and alumni
- Shared governance within all components of the institution
- Collegiality, academic freedom, and professional responsibility
- Entrepreneurial spirit, partnerships, and innovation
- Efficiency and transparent accountability
- First-class physical infrastructure and a safe campus environment
During the next five years, the University of South Florida aspires to become (i) one of the top 25 public universities in the nation for high quality undergraduate, graduate, and professional education; (ii) one of the top 100 global research universities in developing community and world-changing discoveries, technological inventions, and medical advances; (iii) a leader in improving the quality of community enrichment and increasing employment opportunities in Florida, the United States, and the global economy to ensure student success; and (iv) an organization with an even stronger sustainable economic base, built through continued sound financial management.

**OBJECTIVES**

**Goal One**
Well-educated and highly skilled global citizens through our continuing commitment to student success

**Goal Two**
High-impact research and innovation to change lives, improve health, and foster sustainable development and positive societal change

**Goal Three**
A highly effective, major economic engine, creating new partnerships to build a strong and sustainable future for Florida in the global economy

**Goal Four**
Sound financial management to establish a strong and sustainable economic base in support of USF’s continued academic advancement

**LINKED GOALS**
The university is committed to delivering high-quality, globally informed academic programs that prepare our graduates for leadership roles both at home and abroad.

- Provide the highest quality, comprehensive, interdisciplinary educational programs and student research opportunities to foster critical thinking and intellectual inquiry through a variety of pedagogical and delivery methods
- Develop diverse, dynamic global citizens and leaders to strengthen communities and improve quality of life
- Enhance opportunities for all students by providing transformational learning — including an increased commitment to science, technology, engineering, and mathematics (STEM) and health fields — that is intellectually, scientifically, and technologically sound and produces relevant applied skills and engaged outcomes
- Educate competitive, highly skilled students prepared to excel in the global job market and to make meaningful and lasting contributions to society
- Deliver a globalized curriculum utilizing emerging technologies to increase accessibility and cultural understanding

Well-educated and highly skilled global citizens through our continuing commitment to student success:
GOAL 2

High-impact research and innovation to change lives, improve health, and foster sustainable development and positive societal change:

- Engage in high-impact research, scholarship, and creative activities that generate new knowledge
- Increase global research opportunities and partnerships at all levels within the university
- Develop strategic interdisciplinary research initiatives that solve critical problems
- Promote community-engaged scholarship and creative activities to benefit all members of society

The university prizes the responsibility of placing the academic experience of our students, the productivity of our faculty, and the creativity of our staff in the global context. The university will remain relevant and engaged, and will fulfill a leadership role in addressing critical global issues with technologies that have yet to be imagined.
The university seeks to build robust, innovative partnerships bridging our local and international communities to strengthen the Tampa Bay region as part of the global landscape.

GOAL 03

A highly effective, major economic engine, creating new partnerships to build a strong and sustainable future for Florida in the global economy:

- Pursue entrepreneurial endeavors and partnerships that augment revenue and maximize institutional effectiveness
- Establish mutually beneficial partnerships (internal and external) that enhance student access to academic programs, research, and employment opportunities
- Provide university stewardship that represents the cornerstone of economic and cultural significance for Florida, the nation, and beyond
- Promote a stimulating campus life through diverse academic, economic, cultural, and athletic opportunities
Sound financial management to establish a strong and sustainable economic base in support of USF’s continued academic advancement:

- Align budget and fiscal resources with academic priorities that support the recruitment and retention of intellectual talent at USF
- Refine business practices to ensure a strong and sustainable economic foundation for the university
- Promote and sustain a positive working environment, high service quality, and strong staff support through competitive salary structures and professional development opportunities
- Build USF’s fundraising enterprise and endowment by completing a comprehensive campaign to support capital projects, endowed professorships and scholarships, and ongoing operating needs
- Expand USF’s international identity through design and implementation of a comprehensive, powerful branding campaign
- Expand the commercialization of emerging technologies to enhance regional and state economic development
- Enhance the physical infrastructure of campus through fiscally responsible investments

The university will seek to provide a more secure economic base, greater operational and resource efficiencies, increased transparency in its business practices, and heightened accountability as it pursues the institution’s global education and research goals.
USF’s strategic priorities are fully aligned with those of the Florida State University System Board of Governors and those of the federal government. USF measures its progress by setting clear annual targets for a series of metrics and compares itself to its peer and aspirational peer institutions. These data are available at several Web sites (see links) and show trends and comparisons for many of these metrics during the last ten years.

- Annual AAU Performance Assessment Report
  http://www.ods.usf.edu/Plans/Strategic/docs/Performance-Update-AAU.pdf
- Planning, Performance, and Accountability Matrix
  http://www.ods.usf.edu/Plans/PPA/matrix.htm
- Performance Dashboard
  http://www.ods.usf.edu/Plans/PPA/dashboard.htm

The University of South Florida tracks prioritized institutional placements in:

- Integrated Postsecondary Education Data System’s broad measures of academic institutions
- Carnegie Foundation for the Advancement of Teaching position in the top tier of American research universities, along with its designation as a community engaged university
- Association of American Universities’ performance indices
- National Science Foundation’s ranking of research universities
- National Research Council’s ranking of the scope and quality of graduate programs
- Top American Research Universities’ annual report ranking
- US News and World Report’s annual ranking of national universities
- Association of University Technology Managers’ ranking for technology transfers, start-ups and patents
- National Association of Colleges and University Business Officers’ endowment standings
- Institute of International Education’s Open Doors statistics on international education and study abroad
- Moody’s credit rating
- Voluntary Support of Education’s data on annual giving

USF’s National Peer Institutions
- North Carolina State University
- Rutgers, The State University of New Jersey*
- The State University of New York, Buffalo*
- The State University of New York, Stony Brook*
- University of Alabama, Birmingham
- University of California, Irvine*
- University of Cincinnati
- University of Illinois, Chicago

USF’s Aspirational Peer Institutions
- Georgia Institute of Technology*
- University of Pittsburgh*
- University of California, San Diego*
* AAU Institutions

The University of South Florida tracks prioritized institutional placements in:
## Committee Members

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