



**USF Board of Trustees  
Strategic Initiatives Committee**

Tuesday, August 25, 2020  
Time: 8:00 AM – 9:15 AM  
Microsoft Teams Virtual Meeting

*Trustees:* Michael Carrere, Chair; Mike Griffin, Les Muma, Nancy Watkins, Jordan Zimmerman

**A G E N D A**

- |      |   |                                 |
|------|---|---------------------------------|
| I.   | Call to Order and Comments  | Chair Michael Carrere           |
| II.  | Public Comments Subject to USF Procedure  | Chair Carrere                   |
| III. | New Business – Action Items   |                                 |
|      | a. <a href="#">Approval of May 14, 2020 Meeting Notes</a>                                     | Chair Carrere                   |
| IV.  | New Business – Information Items  |                                 |
|      | a. <a href="#">Update on USF’s Strategic Renewal Process</a>                                  | President Currall/Chair Carrere |
|      | • Strategic Analysis of Higher Education Landscape and USF’s Strategic Performance Management |                                 |
|      | • Areas of Competitive Parity and Sources of Sustainable Competitive Advantage                |                                 |
|      | • Strategic Planning Time Horizons  |                                 |
|      | • Staffing Support for Planning Process   |                                 |
|      | • Deliverables  |                                 |
|      | b. <a href="#">Strategic Budget Deliberations</a>   | President Currall               |
| V.   | Adjournment   | Chair Carrere                   |

**USF Board of Trustees  
Strategic Initiatives Committee  
May 14, 2020  
Time: 8:00 AM – 9:00 AM  
Teams Meeting**

**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 no requests for public comment.

**III. New Business – Action Items**

**a. Approval of February 18, 2020 Meeting Notes**

Meeting notes were approved unanimously.

**IV. New Business – Information Items**

- a. Update on USF’s Strategic Renewal Process
  - i. Confirmation of strategic aspirations and key performance indicators such as:
    - a. Preeminence
    - b. AAU eligibility
    - c. Financial performance
    - d. Fundraising and alumni support
    - e. Community service
  - ii. Accountability planning for KPIs
  - iii. Strategic Initiatives Committee Involvement in Strategic Renewal Deliberations

Chair Carrere began by noting the progress made on the Strategic Renewal Deliberations. He noted there was discussion in the roundtable in February and there was a long list of topics that needed to be addressed during the planning process. He also explained that the plan itself is not an annual plan, but rather should be reviewed on regular basis to look at the targets and elevate metrics. He noted there is a strong commitment to working with the Strategic Initiatives Committee during the planning process.

President Currall began his presentation by providing background information and noted the distinct need for short term planning in this unique crisis situation like USF is currently facing with COVID-19, while continuing to focus on medium- and long-term planning. Day to day efforts are focused on academic continuity such as transition to remote learning and business continuity such as staff policies, however the leadership team will avoid the mistake of being exclusively focused on short-term operations to the neglect of strategic operations.

President Currall explained the Strategic Renewal Process would be concluded by the end of 2020 or early 2021 and include a long-term strategic vision and plan for USF. This plan will include sources of parity and differentiation for the university and include USF's trajectory progress over the next one, three, five, and ten years.

He highlighted the presidential listening tours that began in the Fall of 2019, noting the amazing stories, resilience, and grit of USF's faculty and students in various colleges across all three campuses. President Currall explained that these listening tours provided a granular and qualitative feel for the colleges and the university as a whole, looking at its culture and climate.

President Currall continued by explaining the "Principles of Community" process, which was completed to set the foundation for strategic deliberations. He explained the work by the Task Force and noted the terrific job done in articulating language that reinforces a culture of mutual respect, inclusiveness, ability to listen to people with other opinions, and being evidenced-based in decision making. This is a time for us to come together now more than ever. He noted that as we enter into strategic deliberations there will be differing viewpoints and the Principles of Community will be extremely important to discuss and debate respectfully.

He noted USF is in the process of reaffirming strategic aspirations and remaining focused during the pandemic. He said that the path and pace might look different, but the goal remains the same. He explained that key performance indicators build into our strategic aspirations. We remain committed to community service, research, and financial performance. Finally, he noted the continual focus on accountability planning and ownership of the various key performance indicators.

Finally, President Currall reinforced Trustee Carrere's opening comments regarding the Strategic Initiatives Committee members' involvement in the planning process; explaining that the trustees are extremely important in the strategic deliberations, drawing upon their guidance and input. He concluded by noting that this process should be viewed as a partnership with the trustees.

There were questions regarding the pandemic and potential opportunities for higher education. There was further discussion regarding the readiness of distance learning and how that ties into strategic planning, especially as USF is planning during a pandemic. The timeline was discussed, as well as how it fits into the larger strategic vision for the Board of Governors.

There was a question regarding state-funded online learning software to which Provost Wilcox noted that technology is not the competitive advantage, but rather human resources for instructional design, advising, etc. The discussion continued around potential shifts in instruction and engagement in regard to Covid-19 and various themes heard throughout the presidential listening tours.

Chair Carrere concluded the meeting by noting the importance of the direction the President is taking the institution and the context of the changing world in midst of a global pandemic. He noted that his goal as chairman is that the Committee feels engaged in the process so that when it comes time to approve a document it encompasses the ideals and values of the Board and greater USF community. He noted USF has a tremendous amount of resources, but it is important to leverage the resources effectively while building improvement processes into the plan. Finally, he noted the importance of the USF brand and need to continually elevate across various platforms. He closed by thanking President

Currall and the USF team for their work thus far in the process and encourage USF to continually “play above our weight.”

Chair Zimmerman mentioned he would like to see how professors teach online at the Board meeting in June. Finally, there was a question regarding whether students prefer in-person or online classes.

Chair Carrere closed by noting he was looking forward to having a document that will help guide USF to achieving top 25 ranking.

**Adjournment**

The meeting was adjourned at 8:54 a.m.

# Update on USF's Strategic Renewal Process

25 August 2020

Strategic Initiatives Committee

President Steven C. Currall



# Principles of Community

Excellence  
with Equity

Transparency with  
Accountability

Diversity with  
Inclusion

Dialogue with  
Respect

Freedom with  
Responsibility

## Strategic Analysis of Higher Education Landscape and USF's Strategic Performance Management

- Current Landscape:
  - One USF consolidation
  - Public health crisis
  - Uncertainties around legislative actions/budgets
  - Diversity and Inclusion
- Strategic performance management of strategic aspirations and key performance indicators
  - Performance-based funding
  - Preeminence
  - Top-25
  - AAU eligibility

## Examples of Analytic Input into the Strategic Renewal Process

- Evidence-based SWOT analysis
- Areas of competitive parity
- Sources of sustainable competitive advantage that drive key performance indicators

# Strategic Vision and Planning Time Horizons

- Short Term
  - End of FY 2021 deadline for strategic vision and plan to Board of Trustees
- Long Term
  - Vision and plan encompasses all three USF Campuses
  - 10-year time horizon, five-year, three-year, and one-year milestones
  - Living document: Regularly refined and modified

# Resources and Staffing Support for Planning Process

- Build on the collaborative success of the process used to establish the Principles of Community
- Vice President/Chief of Staff
- Executive Steering Committee
  - Coordinate engagement with USF Community across all three campuses and external stakeholders

# Deliverables

- Completed or in progress:
  - Principles of Community
  - Presidential listening tours
- Next Steps:
  - Various mechanisms of engagement
    - Virtual townhalls
    - Surveys
    - Focus groups with internal and external stakeholders



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# Strategic Budget Deliberations

25 August 2020

Strategic Initiatives Committee

President Steven C. Currall



# Serving USF's Mission: Strategic Reductions

- Budget reduction process began in autumn 2019
- Initial budget reductions during spring 2020:
  - 12% reduction in Athletics budget
  - Halted all faculty and staff travel
- August 19<sup>th</sup>: BoT approval of 8.5% reduction submitted to the BoG
- September 2<sup>nd</sup>: Delivery of 10%, 12.5%, and 15% reduction scenarios
- Including Regional Chancellors, Deans, and Vice Presidents to conclude final budget reductions



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