

CBCS Strategic Plan
2017-18 Activities to Achieve Strategic Initiatives

Please see complete Strategic Plan for related metrics and initiatives

Goal 1: Promote Student Success

- Increase CBCS 4-year graduation rate **from USF** to 65%.
 - **Achieved. 71% graduated from USF (2013 cohort)**
- Decrease students graduating with excess hours to 9%.
 - **Significant progress. Increased from 85% to 90%**
- Increase doctoral stipends to \$22,500
 - **Achieved. Plans in place in all departments**
- Prepare students for productive careers
 - **Employment rates were above the SUS average for all CBCS programs**
 - **Average salaries were at or above SUS average in all programs.**

Selected Activities for 2017-18

1. Increase fundraising for CBCS student scholarships.
2. Collaborate with USF case management for FTIC to enhance retention and graduation.
3. Publicize multi-year course timetable for all programs to facilitate student planning.
4. Develop department plans to provide minimum stipend of \$22,500 (12 month) to all Ph.D. students using all sources of funds.
5. Offer workshops on career preparation processes (resumes, interviewing skills, job search and application) and graduate school application processes.

Goal 2: Deliver high quality academic programs that respond to societal needs and student interests.

- Increase student headcount where capacity exists.
 - **Not achieved. UG headcount continued to decline from 1,975 to 1,921 students between AY17 and AY18 (Note AY 14 was 2,236)**
- Increase the percentage of online SCH to 38%.
 - **Achieved. Online SCH was 39% in 2017-18**
- Increase the number of fully online programs from four to six.
 - **Exceeded by one: Criminology, ABA, CABH, MSW, Gerontology, MS SLP: Suncoast, Cybercrime**

Selected Activities for 2017-18

1. Conduct an analysis of each academic program to identify the appropriate enrollment size to meet societal need, market demand, and instructional capacity.
2. Implement MSW advanced standing online program in the School of Social Work.
3. Develop and implement the MS in Cybercrime in Criminology.
4. Implement a graduate certificate in Aging Science.
5. Review all online courses against the Quality Enhancement Rubric and revise courses as needed to achieve a minimum of 90% of rubric criteria.

Goal 3: Conduct high-impact research to promote the well-being of individuals, families, & communities.

- Develop strategies to maximize resources that will provide a funding base for new faculty lines to recruit and retain highly productive researchers.
 - Progress in several areas: Seven tenure-line faculty hired; SCH increased from 69,138 to 70,860 (or from 70,293 to 73,788 depending on metric used); tuition waiver guidelines developed; grant submissions increased from 121 to 127; proposal submissions over \$150 million. Grant awards status?
- Increase the college F&A return rate from 13% to 15%
 - Progress made: F&A rate increased from 13.5% to 14.1% (?)

Selected Activities for 2017-18

1. Increase SCH productivity to generate resources in the RCM model to hire additional faculty. Utilize funds to support new tenure-line positions.
2. Maximize tuition revenues by utilizing graduate tuition waivers efficiently to support doctoral programs.
3. Encourage faculty to utilize pre-submissions opportunities (internal/external pre-review of applications, consultant services) to ensure proposals are of highest quality.
4. Identify successful models for incentivizing federal grant submissions and develop a similar model for CBCS faculty.
5. Develop processes to mentor and support faculty at all ranks and across all career paths to have successful research careers.

Goal 4: Actively engage community partners in all aspects of the college mission.

- Promote community awareness of the relevance of CBCS research to community issues.
 - Continued activity: no benchmark data but CBCS active in community engaged courses, service learning courses, student service hours to community, community engaged projects. Two college-wide colloquia were conducted: Sexual Assault with the Crisis Center and the Intersection of Mental Health and Criminal Justice.

Selected Activities for 2017-18

1. Develop and implement a plan to sponsor a minimum of two college-wide community colloquia per year.

Goal 5: Diversify funding sources and leverage resources to develop a sustainable economic base.

- Establish a cost-recovery program or certificate in every academic department/school.
 - Progress made: Criminology (Cybercrime), CFS (ABA), and Social Work (MSW) have established cost recovery programs.
- Ensure all faculty and staff understand the parameters of the RCM model and its impact on college resources.
 - Achieved to the extent possible through budget presentations in every department and a college-wide budget workshop.

Selected Activities for 2017-18

1. Develop and implement the online MS in Cybercrime as a cost-recovery program.
2. Promote departmental leadership awareness and expertise for effective resource utilization within the RCM model.

Goal 6: Develop a formalized process to engage faculty and staff in the shared governance of the college with particular emphasis on implementation of the strategic plan.

- Identify and implement an approach to formalize the ongoing dialogue of the strategic plan and its implementation, (e.g., continue the existing Strategic Planning Committee, engage the Faculty Council and Department Chairs in joint meetings, other).
 - In progress: Strategic Plan discussions held in every department; copies of Strategic Plan distributed at all department meetings; Monthly updates distributed by the Dean; Town Hall meeting; Faculty Assembly follow-up survey
- Engage faculty and staff in meaningful roles in the shared governance of the college.
 - In progress: all standing committees constituted with one exception; Faculty Council active and functioning; still need to do more to achieve intent.

Selected Activities for 2017-18

- Continue Town Hall meetings to discuss the implementation of the strategic plan with faculty, staff, and students.
- Identify factors that limit faculty participation in shared governance and develop strategies to support their participation in meaningful roles.