

CBCS Strategic Plan
Updated Selected Priorities for 2019-2020

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.** 72% graduated from USF (2014 cohort). 75% graduated from USF (2015 cohort).
- Decrease students graduating with excess hours to 9%.
 - **Achieved.** Students graduated without excess hours reached (91%)
- Increase doctoral stipends to \$22,500
 - **Achieved.** Plans in place in all departments
- Prepare students for productive careers
 - **Achieved**
Employment rates were above the SUS average for all CBCS programs
Average salaries were at or above SUS average in all programs.
All CBCS departments finalized development of career guides and posted on major canvas page
- Finalize courses for Gen Ed Tier 3 and 4:
 - **Achieved.** 3 courses approved in the Personal & Social Responsibility Tier with 1 additional course resubmitted for review; 2 courses approved in the Integrative & Applied Learning Tier (HIP)
- Expand Study Abroad Student Participation: **Achieved:**105 participants (goal was 92)
- Publicize multi-year course timetables. **Achieved**

Selected Activities for 2019-2020

1. Review undergraduate research certificate program – *restructure, expand or discontinue* – Establish Task force in Fall Semester

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

- Increase student headcount where capacity exists.
 - **Achieved:** UG headcount 1,926
 - **Achieved.** Expanded marketing and outreach efforts and increased awareness of CBCS majors and career paths
- Increase the percentage of online SCH to 38%.
 - **Achieved.** Increased from 39% to 43% online SCH
- Increase the number of fully online programs from four to eight
 - **Achieved:** Criminology – BA & MS in Cybercrime, M.A. in ABA, M.S. CABH, MSW (AS/NAS), Gerontology, MS SLP: Suncoast
- Initiate and Coordinate Consolidation with academic partners
 - **Achieved:** Plans to coordinate with academic partners at USF St. Petersburg and USF Sarasota-Manatee completed as part of the USF Consolidation initiative
- Pursue the establishment of a master's degree in Marriage & Family Therapy.

- **Achieved:** Approved MFT Program

Selected Activities for 2019-2020

1. Continue to increase the number of online courses that include the “Getting Started Module” so as to facilitate student success in online courses: *Getting Started Module*: <https://usflearn.instructure.com/courses/1333063/modules> In Ed will send then distribute to faculty for older CANVAS courses (pre QM) (**Achieved as of 8/30/19**)
2. Explore the possibility of offering education/training on tele mental health, integrated health/behavioral healthcare, and other inter-professional opportunities.
3. Explore if there are additional study abroad programs that we should be offering
4. Develop Instructor pathway

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.
 - **In Progress:** 7 tenure-line faculty hired; SCH **increased** from 73,788 to 78,336; tuition waiver guidelines developed; grant submissions increased from 127 to 156; proposal submissions increased to over \$150 million.
- Increase the college F&A return rate from 13% to 15%
 - **In Progress:** F&A rate **increased** from 13.5% to **14.3%**
- Encourage faculty to utilize pre-submissions opportunities (internal/external pre-review of applications, consultant services) to ensure proposals are of highest quality **Addressed (documents approved):** *External review and timeline document was sent to faculty and shared by College Research Council members. It has been broadly disseminated.*
- Develop a Path to Professorship program to help associate professors develop a plan to re-ignite their research programs needed to be eligible for the rank of professor.
 - **Achieved**
- Promote faculty research at each Faculty Assembly
 - **Achieved**
- Increase communication between faculty and staff on issues related to proposal submission to reduce stress on research administrator staff.
 - **Achieved**
- Continue to show case faculty research at every Faculty Assembly.
 - **Achieved**
- Expand number of faculty pursuing National Awards
 - **Achieved**

Selected Activities for 2019-2020

1. Continue to review departmental mentor plans to identify implementation status and effectiveness in supporting faculty at all ranks and across all career paths; help faculty identify

mentors inside and outside of college/university. *In Progress – those that don't have one need to develop it*

2. Increase awareness of faculty teaching and research through multiple media outlets (e.g., the conversation, social media, podcasts, high profile conference, etc.) *Marketing person needed*

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.
 - **In Progress:** no benchmark data but CBCS active in community engaged courses, service-learning courses, and student community service hours (314,120 hours), submitted 130 proposals with 117 awarded in community-engaged projects.
 - **Achieved:** College-wide colloquia were conducted
 - **Achieved:** Continue to promote community awareness of the relevance of CBCS research to community issues with College-wide colloquia.

Selected Activities for 2019-2020

1. Actively engage Community Advisory Committees in providing input on departmental programs and student career development. *Chairs*
 - *Engage business community (e.g., enterprise Florida, chamber of commerce) to advise on initiatives related to mental health*
 - *Lunch & Learn in business community to expose BCS units work*
 - *Mirror or replicate office of community engagement*

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.
 - **Achieved:** Cybercrime, ABA, Social Work (2)
 - **In Progress:** SAS proposal
- Increase donor funding
 - **In Progress:** Plans to increase donor funding in CBCS programs

Selected Activities for 2019-2020

1. Continue plans to increase donor funding for CBCS programs and students by 10% each year.
2. Ensure each department/school has a systematic communication plan with alumni.
 - *Will be seeking a presentation during the year about what all units are doing*

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; monthly updates distributed by the Dean; Town Hall meeting conducted; Faculty Assembly follow-up survey conducted
- 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.
 - **In Progress:** Identify factors that limit faculty participation in shared governance and develop strategies to support their participation in meaningful roles. *Spreadsheet posted with committees (BCS/USF)*
- Expand the number of faculty pursuing awards recognized by the AAU, TARU , NRC, and other prestigious honors (work with Howard on this).
 - **In Progress (2 AAA's Fellows)**
- Ensure all faculty awards are posted on the USF Faculty Awards website (n = 134 as of May 2019 Department Reports)
 - **In Progress – Faculty Council**
https://awards.research.usf.edu/honorees/index.php?q_item=%&q_sort=CASC&pre_a=480&nex_a=495&q_sort=CASC

Selected Activities for 2019-2020

1. Continue Town Hall meetings to obtain faculty input on important college issues.
 - *Work with Faculty Council on continuing*
2. Continue to increase the number of faculty nominated for and receiving awards.