

Annual Goals
President, University of South Florida
July 2020-June 2021

Guided by USF's pursuit of comprehensive institutional excellence, and based on input from members of the Board of Trustees, the President's goals for 2020-2021 are intended to continue USF's upward trajectory in prestigious, university-wide state, national and international rankings and performance metrics. In addition to rankings and metrics, USF also has a societal obligation to the citizens of Florida to strengthen the workforce, to promote economic prosperity, and produce graduates who are well-equipped to serve as culturally intelligent and enlightened citizens. USF reaffirms its commitment to serving as a global research university, which includes a deeply-held responsibility to create and disseminate new knowledge based on the process of discovery and on creative activity.

The goals for 2020-2021 should be interpreted in the context of extraordinary fluidity and uncertainty in higher education, the national economy, and in the federal and state political landscape. Wherever practicable, the goals include metrics to enable performance evaluation.

GOAL 1: Research and Innovation

The President will provide overall leadership for and hold the appropriate leader(s) accountable to achieve the following:

- A. Oversee the allocation of resources, key appointments, and employee retention to place USF's ranking in the top 15% in total research proposals and research expenditures for research universities as per the annual NSF Higher Education Research and Development Survey of research institutions' classification.
- B. Oversee the allocation of resources, key appointments, and employee retention to continue to meet or exceed the Florida BOG Preeminence research metrics.
- C. Oversee the allocation of resources, key appointments, and employee retention to advance externally sponsored research to continue to meet or exceed the Florida BOG Key Performance Indicators as reported in the USF Accountability Plan of \$409 million in total research expenditures (2020-21).
- D. Communicate to faculty, staff, and students regarding the importance of further strengthening an innovative culture across all campuses and promoting the intellectual property of faculty, students, and staff to be in the top 25% nationally when compared to other institutions in patents, licensing, and commercialization activities, and grow licensing revenue by at least 10% year over year, using the latest Association of University Technology Managers data.
- E. Increase USF's portfolio of initiatives count (e.g., number of courses and degrees offered, number of student credit hours, number of joint research proposals submitted, number of funded research projects, number of student internships,)

focused on research, education, executive education, and community and corporate engagement in all areas of international, national and homeland security.

GOAL 2: Financial Stewardship

The President will provide overall leadership for and hold the appropriate leader(s) accountable to achieve the following:

A. Budget and Finance

1. Continue progress toward ensuring that a consolidated USF has a balanced budget no later than 30 June 2022. This will involve fully implementing a consolidated budget by 30 June 2021, as well as a 5% strategic budget reduction during this same fiscal year.
2. Submit the required Board of Trustees approved financial package to the Board of Governors, which supports requests for ongoing facilities building projects.
3. Preserve USF's positive bond ratings by Moody's Investor Service and S&P.
4. Maintain or increase the frequency of contacts (number of meetings, phone calls) with government officials at the regional, state, and federal levels to bolster awareness of USF's mission among elected officials.
5. Continue timely and on-budget construction of the new research facility in the USF Research Park.
6. Hold USF's financial and facilities teams accountable for timely and on-budget plans for university facilities (e.g., Student Wellness Center, Genshaft Honors College, Indoor Athletic Performance Facility).

B. Fundraising

1. Raise \$100 million or more in total gifts and commitments for USF.
2. Maintain top quartile (better than 75% of others) ranking in National Association of College and University Business Managers long-term endowment performance ranking.

GOAL 3: Success of the Consolidated "OneUSF"

The President will provide overall leadership for and hold the appropriate leader(s) accountable to achieve the following:

A. Work Environment

1. Ensure implementation of USF's Covid-19 plan for campus safety, as well as an innovative, responsive, and impactful research and educational environment, relative to the present COVID-19 public health challenges.
2. Communicate, through in-person meetings, social media, and virtual town halls, to all USF stakeholders the importance of USF's Principles of Community in reinforcing our commitment to inclusion, civility, open expression, evidence-based deliberations, and vigorous debate to reinforce the leadership and responsibility of USF to create a university community in which all members of the community are treated with respect. These efforts aim to foster a supportive and productive work environment that advances faculty and staff excellence.
3. Based on metrics included in the Office of Supplier Diversity's annual report, hold the Office's leadership accountable for increased spending with under-represented minority-owned businesses. Hold vice presidents, deans and department chairs accountable for increased spending with such businesses.
4. Continue the consolidation process of USF's three campuses including:
 - a. Implement strategic planning processes and support systems (e.g., information technology, consolidated business/budget and finance).
 - b. Complete integrated branding and marketing plans.
 - c. Implement student services (e.g., tutoring, victim advocacy programs, clinical and mental health support) and expanded access to courses and degree programs.
 - d. Complete planning and begin implementation to increase the number and quality of geographically distributed centers of research excellence (i.e., across USF's three campuses).
 - e. Attend campus advisory board meetings.
 - f. Complete documentation for the consolidation site visit team from Southern Association of Colleges and Schools – Council on Colleges (SACSCOC) in January 2021.

B. Faculty Excellence

1. Based on annual reports by the Office of Faculty Honors, Prizes and Awards in (USF Research and Innovation), continue annual increases in faculty honors, prizes, awards and fellowships.
2. Complete plans for improvements in recruitment, development, rewards, and retention of a diverse faculty (e.g., recruitment successes, reducing salary disparities, etc.) as identified in USF's 2019-20 Equity Report.

C. Staff Success

1. Complete plans for improvements in recruitment, development, rewards, and retention of a diverse staff (e.g., recruitment successes, reducing salary disparities, etc.) as identified in USF's 2019-20 Equity Report.
2. Launch a staff salary equity committee.

D. Student Success

1. Continue to demonstrate progress toward increasing student-oriented Performance Based Funding metrics through inclusive excellence in access, retention, progression, graduation, and placement at all levels.
2. Continue to demonstrate progress toward meeting the student-oriented metrics for Preeminence status. In addition, the President will work with his executive team to establish new targets for increased student retention, international program expansion, and diversity measures.

GOAL 4: Strategic Initiatives

The President will provide overall leadership for and hold the appropriate leader(s) accountable to achieve the following:

A. USF

1. Continue USF's strategic renewal process, culminating in a new 10-year strategic vision and implementation plan for completion no later than June 2021.
2. Continue to demonstrate progress toward meeting the annual four primary and four secondary performance indicators of institutional breadth and quality in research and education for membership eligibility in the Association of American Universities.
3. Enhance community relations designed to bolster awareness of USF's strengths through memberships on the boards of the Tampa Bay Partnership, Innovation Alliance, etc.) as well as involvement with national organizations (e.g., Council on Competitiveness, American Association for the Advancement of Science, Association of American Universities, Association of Public and Land Grant Universities, American Council on Education, and American Athletic Conference).
4. Enhance USF's brand and visibility as indicated by annual increases in visibility and awareness in the academic, business, and government communities (e.g., as reflected in increasing social media metrics).
5. Launch an Enterprise Risk Management task force.

B. Strategic Partnerships

1. Continue progress on implementing the enhanced affiliation with Tampa General Hospital (e.g., meet milestones on clinical integration and recruitment of a new CEO).
2. Deepen USF's collaboration with the Moffitt Cancer Center (e.g., increase number of joint research projects).
3. Expand the number and quality of contacts (e.g., strategic planning meetings to identify new joint projects) with leaders at MacDill Air Force Base and Special Operations Command via the Institute for Applied Engineering and other USF departments and DSOs.
4. Identify and/or deepen high-impact university-industry partnerships such as the USF Jabil Innovation Institute (e.g., secure financial payments from Jabil gift agreement).