



**Board of Trustees  
Strategic Initiatives Committee**

**DRAFT  
Meeting Minutes**

Thursday, May 18, 2017  
9:04 a.m. - 11:45 a.m.  
Marshall Student Center, Room 3707  
Tampa, Florida

Present:

*Committee Members:* Vice Chair Scott Hopes; Mike Carrere; Stephanie Goforth; James Stikeleather; Jordan Zimmerman

*Trustees:* Brian Lamb, James Garey, Byron Shinn, Nancy Watkins

*President:* Judy Genshaft

*Senior Vice President:* Edmund Funai

**I. Call to Order and Comments**

Vice Chair Hopes called the meeting to order at 9:04 a.m.

**II. Public Comment Subject to USF Procedure**

There being no public comments, Vice Chair Hopes proceeded to New Business.

**III. New Business – Action Items**

**Approval of the April 6, 2017 Meeting Minutes**

A request to adopt the Minutes was made by Vice Chair Hopes. A motion was made by Trustee Carrere and seconded by Trustee Goforth and the Minutes were unanimously approved as submitted.

**IV. New Business – Information Items**

**A. USF St. Petersburg Campus P3 Project Update**

USF St. Petersburg (USFSP) Regional Chancellor Sophia Wisniewska introduced her Vice Chancellor of Finance and Administration, Joe Trubacz, to present an update regarding a current plan to construct new student housing at that campus. Due to a steady rise in student enrollment over the past 10 years, USFSP's current student housing demand exceeds capacity. As a result, in August 2016, the USF Board of Trustees authorized proceeding under current P3 (public/private partnership) authority. So, under

Florida law and Florida Board of Governors' (BOG) Guidelines' processes, an Invitation to Negotiate was issued and a design/build firm (EDR) ultimately selected. The proposed Project facility would house a 550 bed residence hall, a conference center and a dining area. In addition, \$5M is needed to build out the conference center portion and Sodexo, its managing vendor, has preliminarily committed that investment amount as well as an additional \$600,000 for furnishings and audio visual needs.

Trustee Goforth clarified that while this has not yet been finalized as a P3 Project, USFSP has strictly followed current BOG Guidelines to date with all items on the BOG Guidance checklist to be completed in the next few weeks. However, as President Genshaft noted, the current BOG Guidelines and processes are under review; therefore, EDR will prepare a comparison of the advantages and disadvantages of proceeding under P3 process versus a university-financed facility.

Chair Lamb asked that the prepared comparison be shared as soon as available with Trustees; Mr. Trubacz agreed that each trustee will be briefed in that regard. Recognition of the necessity for the Board to consider operating costs, details of a Sodexo future agreement and consideration of the strategic importance of preserving the University's capital assets and debt capacity were also raised.

All agreed the facility is critically needed, that a P3 is the University preferred vehicle, that BOG guidance will be sought and followed and that, to accommodate USFSP student needs, time is of the essence for submission of this Project plan to the BOG (no later than November 2017), and its approval with a planned facility opening by Fall 2019 for student/community benefit.

#### **B. Plan to Improve Student to Faculty Ratio at USF Tampa**

University of South Florida Executive Vice President and Provost Ralph Wilcox presented the USF Tampa 5-year plan to enhance its student to faculty ratio; noting the goals outlined in his slideshow were ambitious, yet achievable.

He first defined (1) programs to be included in the presentation (excluding, for purposes of this discussion, "stand-alone" graduate and professional programs as provided, for example, at USF Health or the College of Marine Sciences; and (2) FTE value, meaning the number of students requiring instruction related to the full and part time faculty providing that instruction.

After generally noting how lower student/faculty ratios would contribute to USF's Strategic Goals and higher national rankings, he specifically compared USF Tampa, USFSP and USFSM's ratios to each other, to public and private universities within Florida and to 34 public AAU (American Association of Universities) designated institutions in the United States and public AAU prospects.

The latter two analyses were based on IPEDs data and illustrated that:

1. For 2008-2015, among USF Tampa and its Florida research university peers, Tampa's faculty/student ratio not only ranked above the mean and was higher than USFSP and USFSM;
2. In 2015, among AAU institutions, the average ratio was a 17 (student) -1 (fulltime faculty) ratio while 25% of those ranked institutions maintained a 19-1 ratio, the figure which USF Tampa seeks to achieve;
3. That for 2008-2015, USF Tampa's ratio was the highest among designated public AAU prospects.

Based upon certain strategic planning assumptions (reduction of contingent faculty %, no enrollment growth – except for the USF College of Nursing – that any new faculty positions would be strategically hired with interprofessional emphasis and distributed to enhance educational and research profile, that there would also be an even distribution of ranked faculty hires, that investment in new research hires would be focused on the USF Morsani College of Medicine and its new downtown site, and that ongoing monitoring would occur to ensure strategic alignment, he then outlined current student to faculty ratios by USF Tampa College areas and goals for each; the total goal being achieving a 19-1 ratio in the next 5 years.

He recounted the estimated costs of reaching the outlined goals considering salary, operational support, overhead, space needed and other factors; also pointing out possible sources of resource available to underpin these costs.

After linking specific projected “return on investment” to each criterion of Florida's state university system preeminence formula via proposed investment in 300 new full-time faculty members for USF Tampa, he also addressed benefits of lower student/faculty ratios to faculty and staff retention, student financial aid, enterprise business systems and branding and marketing.

Provost Wilcox responded to specific questions regarding the current number of USF Tampa faculty, the difficulty in planning for new faculty hires based on uneven funding sources-yet gratitude for new sources, e.g., the newly legislatively established World Class Scholars fund, the “lag” time between funding availability and ability to finalize new hires, and the relationship of online courses to ratios at USF and other AAU institutions, such as Purdue.

Robust discussion followed, including notation that many of the AAU compared institutions were much senior to USF, that the advantageous ratios of some institutions reflected consistent home state strategic investments, that possible leveraging of the USF System for new faculty hires could occur and that Board focus should occur in the future on metrics such as these (among others) to further inform Board strategy, with the primary goal being to further student success.

### C. USF System Strategic Planning Process Update

USF System Senior Vice President Ed Funai handed out a [one-page summary of a new partnership with Suncoast](#) as an example of System interdisciplinary and collaborative effort.

He announced, on behalf of USF Health Senior Vice President and Morsani College of Medicine Dean Charles J. Lockwood, that a new Dean for the College of Nursing has been named, Dr. Victoria Rich with details of Dr. Rich's experience available on the USF Health website.

Turning to the USF System Strategic Plan update, he noted a [draft version of the Strategic Plan](#) had been posted and was linked to this Committee Meeting agenda, adding it would immediately be distributed to all Board of Trustees members for review and comment.

In further remarks by Trustee Stikeleather (Board liaison for the System Strategic Planning process) he pointed out that future iterations of the Plan will be made using a different format and structure, and that the Plan will be reviewed at least on a 6-month cycle of continuous review and fine tuning, especially after each legislative session to address possible directional/governance needs.

Raising a specific concern about the shortage of highly educated and qualified nurses in the Sarasota/Manatee area, Trustee Shinn sought information about how this first Plan iteration or subsequent ones will address such needs. In response, Dr. Funai noted current faculty and space needs to enable additional nursing graduates, but added that USF Health, via College of Public Health Dean Donna Petersen, was in process of surveying healthcare provider needs in that area to enable collaboration with those providers to best address those needed.

With respect to "branding" and "marketing", Dr. Funai commented that he was aware of some of the preliminary observations by current marketing and branding consultants and which will later be included in the Plan indicating that national recognition of USF is relatively high among prospective applicants vs. their parents.

Trustee Carrere expressed interest in using the metrics reported now and in future Plan documents for transmission to the Board of Governors and discussion followed reiterating the need to align (but not duplicate) those metrics with those already promulgated by USF to the BOG, e.g., the campus workplans.

Provost Wilcox noted the difference between the USF Tampa Campus 2013-2018 Strategic Plan and those for Sarasota/Manatee and St. Petersburg campuses, with Trustees Hopes and Stikeleather concluding that this first iteration of the System Strategic Plan delineates System mission and is intended to address the identity of the System in future versions.

President Genshaft noted, that as illustrated in all this Meeting's presentations, student success was the paramount focus for the System.

**V. Adjournment**

Vice Chair Hopes thanked all presenters and attendees and adjourned the meeting at 11:45 a.m.

Minutes prepared by Cheryl Lesko and Roberta Burford

DRAFT



# USFSP P3 PROJECT UPDATE

May 18, 2017







# USFSP P3 PROJECT UPDATE

- Developer Selected
- Conference Center and Dining
- BOG Visit
- Negotiations
- Next Steps



# A 5-YEAR PLAN TO ENHANCE THE STUDENT TO FACULTY RATIO AT USF TAMPA

USF BOT Strategic Initiatives Committee  
May 18, 2017

Ralph C. Wilcox, Ph.D.  
Provost & Executive Vice President





# STUDENT TO FACULTY RATIO

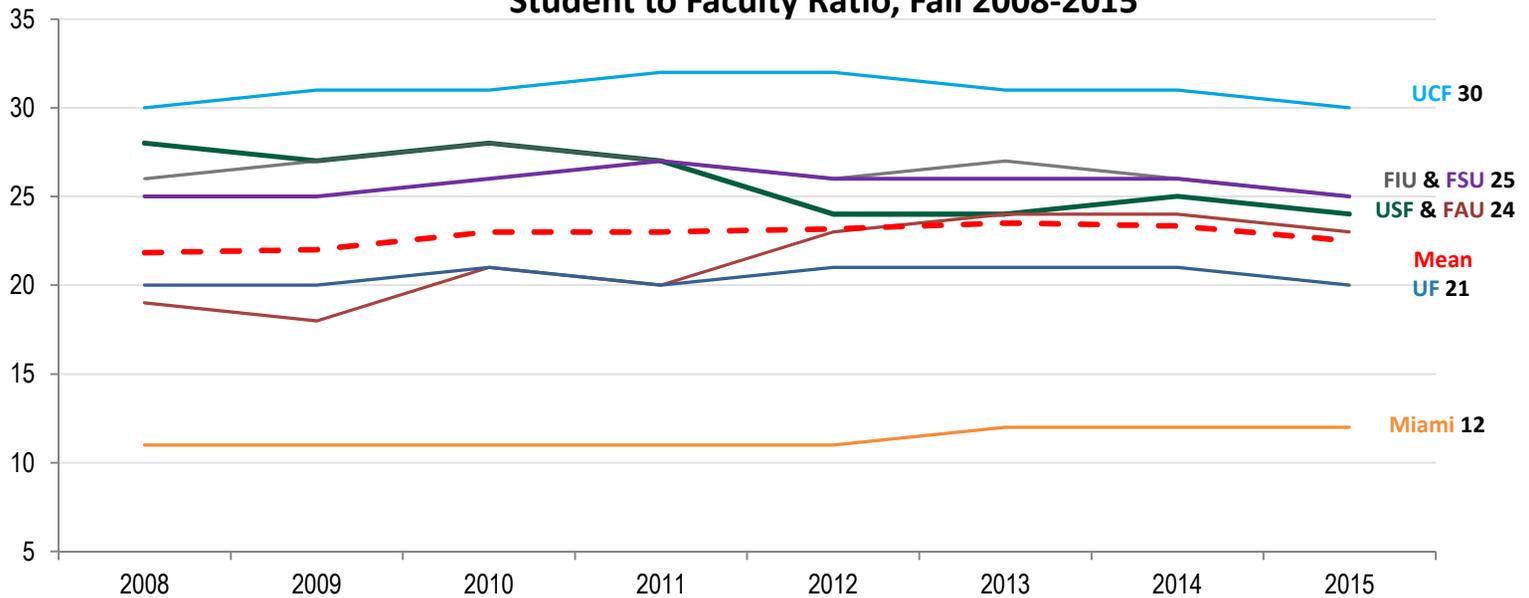
- **Definition:** The ratio of FTE students to FTE instructional faculty:
  - Students and instructional faculty enrolled in “stand-alone” graduate or professional programs are **excluded**.
    - “Stand-alone” programs are those such as CMS, COPHARM, MCOM and PCGS, in which faculty teach virtually only graduate-level students. Note: The USF Honors College is also excluded, and
  - FTE value = Number of students FTE/(FT faculty + 1/3 the number of part-time faculty).  

*Source: IPEDS surveys.nces.ed.gov*
- **Strategic Impact:** Student to Faculty Ratio is important for National and Global Rankings, Performance Based Funding, Preeminence, ARL, Phi Beta Kappa, and AAU eligibility:
  - **Student Success (USF Strategic Plan Goal #1):** Reduced class sizes, Freshmen retention rate, 4-year & 6-year graduation rates, doctoral degrees awarded,
  - **Research & Innovation (USF Strategic Plan Goal #2):** Total & Federal research expenditures; Research expenditures per full time Tenured, tenure-earning faculty, Patents, Disclosures and licensing revenue, and UG research, and
  - **Partnerships (USF Strategic Plan Goal #3):** Internships, Service learning, and Job placement.



# STUDENT TO FACULTY RATIOS ACROSS THE STATE UNIVERSITY SYSTEM

**USF & Florida Research University Peers  
Student to Faculty Ratio, Fall 2008-2015**

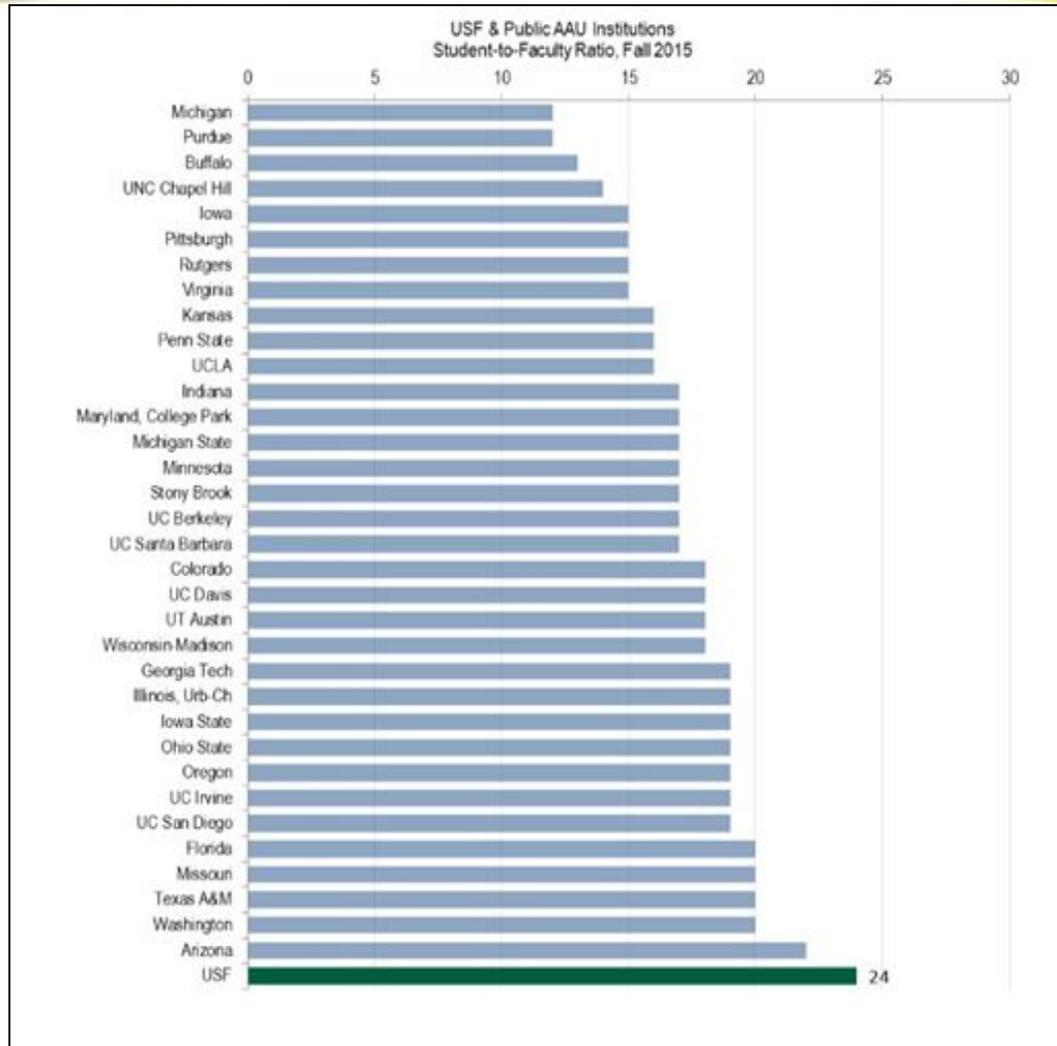


USF System	Fall 2016
USF Tampa	22:1
USF SP	19:1
USF SM	13:1

Source: IPEDS



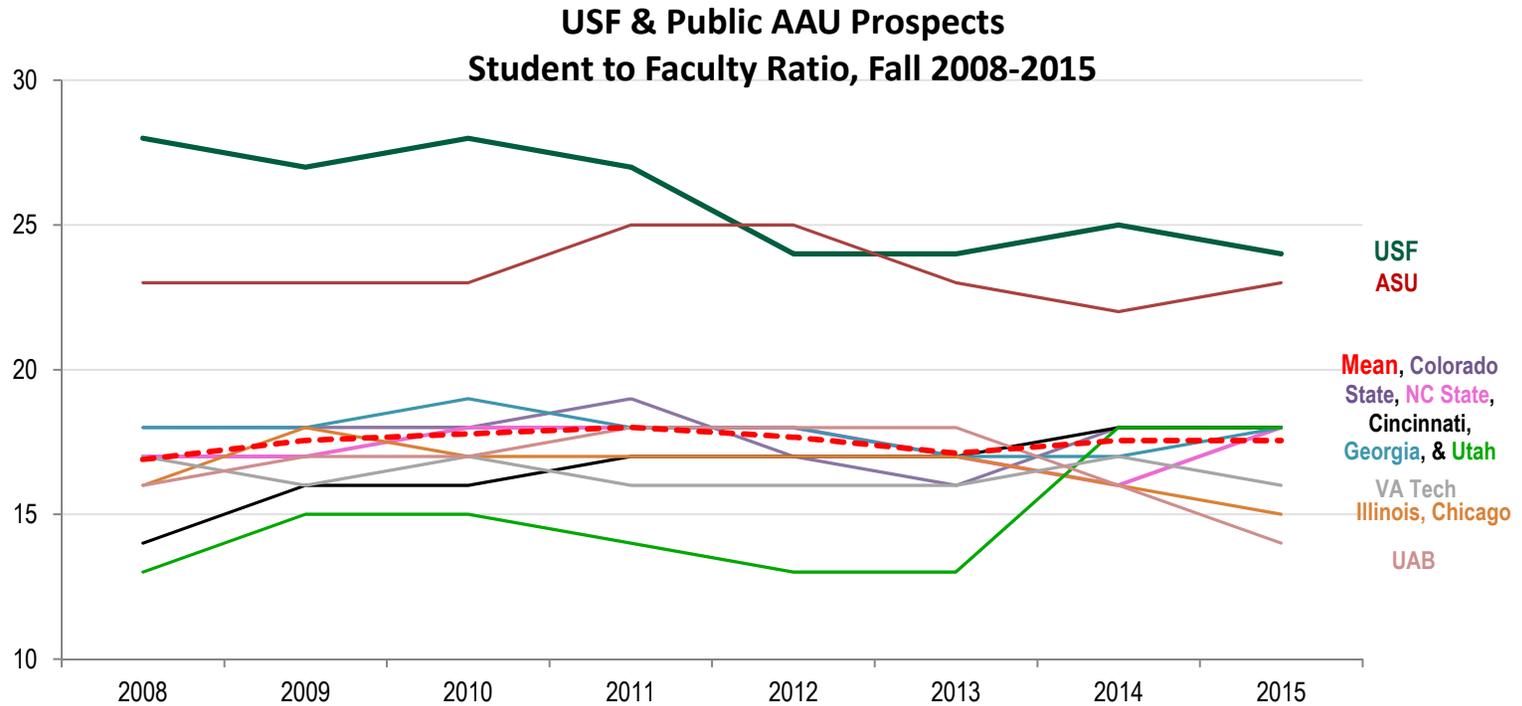
# BENCHMARKING STUDENT TO FACULTY RATIO: PUBLIC AAU INSTITUTIONS



Source: IPEDS



# BENCHMARKING STUDENT TO FACULTY RATIO: PUBLIC AAU PROSPECTS



Source: IPEDS



# PLAN TO ENHANCE STUDENT TO FACULTY RATIO AT USF TAMPA

## Planning Assumptions:

- Move IPEDS Student to Faculty Ratio from 22:1 to 19:1 in 5 Years (= +250 new faculty lines), and reduce % of contingent faculty,
- No enrollment growth (with the exception of CON),
- New faculty positions will be distributed strategically to advance USF Tampa's educational and research profile,
- New full-time faculty positions will be equally divided among Instructors and Tenure-earning Assistant/Tenured Associate and Full Professors,
- While not factored into the IPEDS Student to Faculty Ratio calculation, 50 new research faculty lines will be strategically invested in the Morsani College of Medicine (USF Health), and
- Progress toward goals will be assessed annually and adjusted as necessary based upon student redistribution and other factors.



# STUDENT TO FACULTY RATIO BY COLLEGE (2015/2016 [GOAL]: USF=19)

- College of Arts & Sciences (22/22 [19])
    - School of Humanities (8/7 [10])
    - School of Natural Sciences & Mathematics (27/29 [22]) = **+74**
    - School of Social Sciences (29/28 [27]) = **+12**
  - College of Behavioral and Community Sciences (15/15 [15])
  - College of Education (15/14 [15])
  - College of Engineering (34/34 [20]) = **+102**
  - College of Nursing (18/19 [19]) = **+8**
  - College of Public Health (15/16 [16])
  - College of the Arts (10/10 [10])
  - Muma College of Business (45/45 [29]) = **+54**
- 
- Morsani College of Medicine (3/3) = **+50** strategic research investment



# THE COST OF ENHANCING THE STUDENT TO FACULTY RATIO AT USF TAMPA

- **Reallocation of Existing Full-time Faculty Lines**
- **New Recurring Cost Estimates: +\$49.7 M over 5 years**
  - Salaries + Fringe Benefits (@26%)
  - Operational Support – Education and Research
  - Overhead (@15%) – utilities, human resources, public safety, custodial etc
- **New Non-Recurring Cost Estimates: +\$63.0 M over 5 years**
  - Search and relocation
  - Startup Investments
- **New Non-Recurring Capital Cost Estimates: +\$275.0 M\* over 5 years**
  - Research space renovation, expansion and new construction
  - Lease option should be considered
- **Sources of Strategic Investment** (assuming no tuition/fee increases):
  - Legislative: PBF, Preeminence, World Class Scholars, Graduate Program Enhancement, PECO, Unencumbered Carry Forward (USF Health)
  - F&A Research Overhead
  - Philanthropy

\*From: USF 5-year Capital Improvement Plan (396,538 NASF)



# THE BENEFIT (ROI) OF ENHANCING THE STUDENT TO FACULTY RATIO AT USF TAMPA

Beyond Preeminence (projected performance for 2022\* based upon the investment in 300 new full-time faculty members):

- Freshman Retention Rate: **93%** from current 90%
- 4-Year Graduation Rate: **65%** from current 54%
- Doctoral Degrees Awarded: **750** from current 704
- Postdoctoral Appointees: **350** from current 321
- National Academy Members: **20** from current 11
- Total Research Expenditures: **\$602M** from current \$506M
- Patents (over 3 years): **325** from current 314
- Top 50 National and Global Rankings: **7** from current 4

\*2022 goals do not align with the current USF Tampa Work Plan which ends in 2020 and does not contemplate an increase in 300 new faculty positions.



# COMPETING STRATEGIC PRIORITIES ALONG THE PATH TO PREEMINENCE AND AAU

- **Faculty/Staff Retention and Compensation**
- **Student Financial Aid**
- **Enterprise Business Systems**
- **Branding and Marketing**



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## **USF System partnership creates Suncoast Nursing Accelerated Pathway**

*New program will shorten time needed for USF students in St. Petersburg and Sarasota-Manatee to complete two undergraduate degrees, helping meet region's demand for well-prepared nurses*

**TAMPA, FL (May 15, 2017)** – A new University of South Florida College of Nursing partnership with USF St. Petersburg (USFSP) and USF Sarasota-Manatee (USFSM) will allow eligible students to complete two bachelor of science degrees – one in biology and another in nursing -- in five years.

The Suncoast Nursing Accelerated Pathway program creates an opportunity for students from USFSP and USFSM to earn an undergraduate degree in biology from their respective institutions, followed by a seamless transition to the USF College of Nursing's accelerated Bachelor of Science in Nursing (BSN) program.

Students enrolled in this five-year accelerated pathway can jumpstart nursing coursework in the third year of their four-year undergraduate biology program, and begin clinical training in the accelerated BSN program in spring of their fourth year.

“The science of the nursing profession is deeply embedded in the natural sciences combined with the humanity of caring,” said Victoria Rich, PhD, associate dean of academics at the USF College of Nursing. “Undergraduate students who invest in this enrichment of education will be well prepared to care for patients and their families.”

The joint effort by USF System institutions combines a science-focused background in the discipline of biology with the academic and clinical rigor of a baccalaureate nursing degree.

During the accelerated BSN program, students will take classes in Tampa but have opportunities for clinical rotations in their local communities (Pinellas, Sarasota or Manatee counties). They can also engage in nursing research and global nursing experiences.

“This collaboration with USF Tampa will allow us to begin addressing the need for highly qualified, well prepared nurses in Pinellas County. Also, the accelerated pathway, in combination with the low tuition of a state university, substantially reduces costs for students,” said Martin Tadlock, regional vice chancellor of academic affairs at USFSP.

“The program will prepare our students to enter the nursing field right away, where they will be in great demand, or to continue their education to the master's or doctoral level, said Paul Kirchman, PhD, dean of the College of Science and Mathematics at USFSM.

“Coming together as the USF System enables us to create this type of important educational program, optimizing the best elements of the component parts, maximizing the benefits of the

system, and meeting compelling community needs across the Tampa Bay region,” said Donna Petersen, ScD, interim dean of the USF College of Nursing.

The new program will begin recruiting students this fall.

**-About USF Health-**

*USF Health's mission is to envision and implement the future of health. It is the partnership of the USF Health Morsani College of Medicine, the College of Nursing, the College of Public Health, the College of Pharmacy, the School of Physical Therapy and Rehabilitation Sciences, the Biomedical Sciences Graduate and Postdoctoral Programs, and the USF Physicians Group. The University of South Florida, established in 1956 and located in Tampa, is a high-impact, global research university dedicated to student success. USF is ranked in the Top 30 nationally for research expenditures among public universities, according to the National Science Foundation. For more information, visit [www.health.usf.edu](http://www.health.usf.edu)*

**-About the USF System-**

*The University of South Florida, established in 1956 and located in Tampa, is a high-impact, global research university dedicated to student success. The USF System includes three, separately accredited institutions: USF; USF St. Petersburg; and USF Sarasota-Manatee. Serving more than 49,000 students, the USF System has an annual budget of \$1.6 billion and an annual economic impact of \$4.4 billion. USF is ranked in the Top 30 nationally for research expenditures among public universities, according to the National Science Foundation. In 2016, the Florida Legislature designated USF as “Emerging Preeminent,” placing USF in an elite category among the state’s 12 public universities. USF is a member of the American Athletic Conference.*

# **USF System Strategic Plan**

Draft 5/11/17

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**I. Executive Summary**

In July 2016, the University of South Florida Board of Trustees requested University of South Florida System President Judy Genshaft and her team to update the 2010 USF System Strategic Plan. She assembled a planning committee composed of leaders from throughout the System to guide the plan's development, and a writing subcommittee compiled and wrote this document.

This plan update is based in part on the extensive community involvement and planning processes undertaken by the three institutions comprising the USF System: Tampa, St. Petersburg and Sarasota-Manatee. Each institution has created its own separate strategic plan which has been approved by the USF Board of Trustees. In addition to these individual plans, the System plan is based on interviews, a review of best practices and feedback from academic and corporate planners, and the strategic plans of many of the USF System's key capabilities. The resulting approach provides a framework within which each individual institution can pursue its specific goals while simultaneously advancing the broader goals of the USF System.

These broader goals include leveraging our strengths across the system, activating key constituencies and broadening the recognition of the USF System's reputation for excellence. The plan identifies specific strategies in support of each goal and the individual strategies that each of the USF System institutions is employing.

As it recognizes how the USF System has progressed in the past seven years, the 2017 Plan anticipates the coming changes in higher education as seen today. It also recognizes there may be changes coming which cannot be anticipated, therefore the plan is meant to be a living document that will be regularly modified based on the evolving education landscape. Embedded in the plan is a process for ongoing reflection and amendment to keep the USF System improving for the benefit of its students and the community.

## **II. Background**

### **A. Overview**

The three institutions have developed comprehensive strategic plans that address their needs and are consistent with the Board of Governors and Board of Trustee plans. Each plan was the product of a robust, collegial, transparent and accountable process, involving multiple key stakeholders, deliberate community engagement, and meetings/communication sessions. The strategic plans are implemented by the respective leadership of each of the three institutions. These plans are summarized in this document and copied in full in the appendix.

This USF System Plan contemplates, analyzes and leverages each institution's individual strategic plan, with an eye toward the system contributing to greater and speedier achievement of each institution's goals.

### **B. USF System Inception**

The USF System was created in 2005 after legislation required each of the three major institutions (Tampa, St. Petersburg and Sarasota-Manatee) to be separately accredited. Since 2005, each institution has achieved and maintained separate accreditations from the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) during each applicable cycle. The USF System, led by a single Board of Trustees and President, is an operational structure that provides guidance, oversight and synergistic shared services to each of the institutions so that they can meet and exceed their goals.

The USF System's purpose is to add value to each of the institutions, enabling greater student success and community enrichment than each institution could achieve singularly.

### **C. Legal Authority and status of each of the Regional Institutions**

In addition to establishment of the University of South Florida, Florida Statute §1000.21; F.S. 1004.33 and 1004.34, respectively, legislatively establish the University of South Florida St. Petersburg and the University of South Florida Sarasota-Manatee.

Each regional institution:

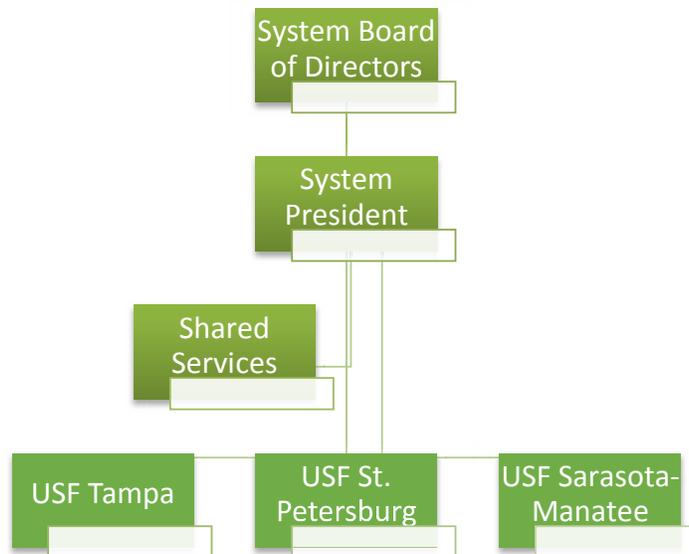
- a. Is operated and maintained as a separate organizational and budget entity of the University of South Florida
- b. Seeks and achieves separate accreditation

- c. Has its own institutional/campus board appointed by the USF Board of Trustees
- d. Reviews/approves annual legislative budget requests and operating plans/budgets;  
and subsequently submits these operating plans and budgets for review and approval by the USF System President and Board of Trustees
- e. Is administered by a Regional Chancellor, who:
  - Is appointed by, reports to, and may receive assignments from the President of the USF System
  - Administers institutional operations
  - Recommends annual legislative budget requests and an annual operating budget to the Institution Board

While each separately accredited institution conducts its admissions decisions locally, students enrolled at each USF System institution are registered in a comprehensive and coordinated student information system.

**D. Descriptions of the Institutions and USF Health**

As most systems, the USF System is not accredited itself, does not grant degrees, is not eligible for AAU membership, and is not able to participate in rankings such as US News and World Report. However, these attributes are largely available to each member of the USF System, especially those entities accredited by SACSCOC. The System Governance Document defines the shared services provided to these institutions, and all members and entities of the System report to one President and one board.



Below is a brief description of each of the three institutions of the USF System and USF Health:

### **USF Tampa**

The University of South Florida Tampa (USF Tampa) is a major metropolitan research university located in the heart of the Tampa Bay region. Founded in 1956, USF Tampa (originally named “University of South Florida”) was the first independent state university conceived, planned and built in the 20th century. The university has made incredible strides in 61 years, developing into one of the nation's leading research institutions 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

USF-Tampa has significant objective evidence that it is fulfilling its mission and goals:

- Designated as the first “Emerging Preeminent State University” in Florida, by the Florida Board of Governors in June 2016
- Ranked No. 1 in the state of Florida and No. 6 in the nation in Black Student Success for eliminating the completion gap between white and black students
- Recognized as a Top 50 public research university by multiple publications (TARU, ARWU, Times Higher Ed)
- First in the State University System of Florida in research funding per full-time faculty member
- One of 40 public research universities nationwide with “very high research activity” that is designated as “community engaged” by the Carnegie Foundation for the Advancement of Teaching
- Nine graduate programs are ranked among the top 50 according to the 2017 US News & World Report Graduate School Rankings

**USF St. Petersburg**

USF St. Petersburg (USFSP) was founded in 1965 and serves approximately 7,000 students, providing a top-tier option for students and families who want a more personalized campus experience. Well over 20,000 graduates have passed through its doors.

USFSP serves as an anchor for the downtown business district and a cornerstone of the City's Innovation District. USFSP is Pinellas County's only residential, public, research-active university, offering more than 40 undergraduate and graduate programs in three colleges: Arts and Sciences, Business, and Education. In 2016, US News & World Report ranked USFSP as 24th among Southern Regional Public Universities.

During the 1980s and 1990s, USFSP's reputation grew, and distinctive, new programs attracted students from across the country. In 2006, USFSP earned separate accreditation by the Commission on Colleges of the Southern Association of Colleges and Schools. Now classified as a Master's Medium Institution by the Carnegie Commission on Higher Education, USFSP has also earned the elective Carnegie Classification of Community Engagement.

USFSP's Kate Tiedemann College of Business has earned AACSB International accreditation in both business and accounting, a distinction held by less than two percent of all business schools worldwide. The College of Education is accredited by the National Council for Accreditation of Teacher Education (NCATE) standards through the Council for the Accreditation of Educator Preparation (CAEP) Accreditation System, and the Department of Journalism and Media Studies earned reaccreditation in 2016 by the Accrediting Council on Education in Journalism and Mass Communications (ACEJMC) for both undergraduate and graduate programs, including its online Master's program in digital journalism and design, one of only ten completely online accredited Master's degrees in the country.

**USF Sarasota-Manatee**

In 1974, the University of South Florida began offering evening courses in education, business and liberal arts at six locations in Manatee and Sarasota counties. The Florida Legislature officially designated USF Sarasota-Manatee as a branch campus of USF in 1975. Throughout the 1980s and 1990s, the campus offered courses during the evening to serve part-time, commuter students with Associate's degrees working toward Bachelor's degrees in Arts & Sciences, Business, and Education. Master's degree offerings followed.

USF Sarasota-Manatee received separate budget authority in 2001, which established it as a distinctive member of the USF System. Five years later, USF

Sarasota-Manatee moved from a shared space arrangement with New College of Florida to its own campus located on the Sarasota-Manatee county line.

In 2011, as required by state law, USF Sarasota-Manatee (USFSM) achieved separate regional SACSCOC accreditation to meet student demand and local needs. USFSM admitted its first freshman class and opened its first science laboratories on the campus of Mote Marine Laboratory in August 2013. The College of Business earned its own accreditation by AACSB in 2014 while USFSM Education programs received NCATE accreditation in 2015.

With approximately 2,000 students, USFSM is a comprehensive, non-residential regional university that serves Charlotte, Desoto, Manatee, and Sarasota Counties primarily. USFSM provides a high-quality bachelor's and master's-level education in a personalized learning community that prepares successful leaders and responsible citizens. The university remains student-centered, research-focused and community-engaged with significant economic and cultural impact in the region.

#### **E. What Makes the USF System Unique**

Utilizing all these outstanding component parts, the resulting USF System is youthful, energetic, entrepreneurial, nimble and collaborative. Our age gives us a competitive advantage in that we do not blindly follow long-held traditions; instead, we embrace the rapid change occurring around us to better serve our students and the community.

### **III. Key Considerations for the Future of the System**

#### **Brand**

The University of South Florida's brand has evolved quickly over its 61-year history from a relatively unknown commuter university, to a trend-setting and highly respected public research institution. Although the institutions of the USF System are known regionally as a very attractive choice for Florida's best and brightest aspiring scientists, physicians, researchers, engineers, business leaders and other career paths, they remain a relatively obscure option for future students from outside of Florida. Market research has indicated that many audiences throughout the United States are unaware of USF's impressive academic and research records; some are even uncertain about USF's location in Florida.

The USF System must embark on an aggressive rebranding campaign over the next three to five years to ensure that its reputation continues to grow, and even surpass, its objective measures of national and international achievement.

Special consideration should be given to create a system halo effect, while spotlighting the unique personalities of the institutions and major service areas

### **Criteria for New Degree Programs**

A key constraint, often underappreciated, is how the Florida Board of Governors closely regulates the addition of new degree programs so as not to unnecessarily duplicate course offerings/programs around the state. Based on Board of Governors requirement, the USF System has its own guidelines for adding new programs. There must be:

1. Consistency of the program with the State University System Strategic Plan, the USF System Strategic Plan and the strategic plans of each of its member institutions (USF Tampa, USFSP, USFSM), with consideration of:
  - a. Demonstrated need for program graduates
  - b. Demonstration that the program does not unnecessarily duplicate existing State University System (SUS) degree programs
  - c. Sufficient financial planning and resources for implementation
  - d. Projected benefit of the program to the university, local community and state
  - e. Institutional need for core academic programs that support the mission of the university and provide an academic base expected of graduate degree granting institutions of higher learning
  - f. Maintenance of access and articulation for all programs within the SUS and the Florida College System (FCS) for baccalaureate degree programs, with notification throughout the SUS and FCS as designated by the BOG
  
2. Institutional Readiness as demonstrated by:
  - a. The ability to implement a high-quality program
  - b. A curriculum appropriate for the discipline and program level
  - c. Sufficient qualified faculty
  - d. Sufficient institutional resources

### **Synergies and Economies of Scale**

The USF System has a number of services that are shared across the institutions. Some of these are based at USF Tampa, while some are separate direct support organizations that report to the President and the Board of Trustees.

By sharing resources, the institutions can more affordably access a robust palette of resources, such as library journal licenses, information technology and business and administrative services. Each institution is charged back for these services through a rubric that is negotiated and agreed upon every five years, in accordance with the USF System Governance Policy # 07-001.

### **Accreditation, Legislative Funding and Governance**

The institutions of the USF System have different internal reporting structures as is required for each by SACSCOC. The accrediting agencies require each institution to report independently to the USF System President and Board of Trustees, as if it was a standalone organization. Similarly, the Florida State Legislature funds each institution and, to some extent, USF Health, in a separate line item budget.

Conversely, the Florida Board of Governors requires the institutions to report Work Plans, Annual Accountability reports and State University System Performance Based Funding metrics as a single entity, the USF System. As such, when Performance Based Funding is determined, which is an increasingly large component of each institution's budget, the performance of one institution can have a significant effect on the total allocation for the USF System.

### **Collaboration**

While the departments, colleges and institutions within the USF System collaborate today, greater collaboration is not only possible, it is desirable. Institutional barriers are being reduced by technology, but more needs to be done to accelerate the connectivity among faculty, staff and students.

The new USF Health Collaborative is an excellent example of cross-institution collegiality, System-level planning and sharing of expertise. The Collaborative convenes all the health stakeholders across the USF System to partner on research, training and care.

## **IV. Mission**

The University of South Florida System, which includes USF Tampa, USF St. Petersburg, and USF Sarasota-Manatee, catalyzes and coordinates initiatives at and among its interdependent institutions to prepare students for successful 21st century careers; advances research, scholarship, and creative endeavors to improve the quality of life; and engages its communities for mutual benefit.

## **V. Vision**

The University of South Florida System will empower and connect its institutions into a distinctive system that is nationally and globally recognized for innovation in teaching and research, for attracting outstanding and diverse scholars, staff and students, and for transforming the communities it serves.

## **VI. System Values**

From January through April 2015, a work group on system guiding principles was empaneled by then Academic and Campus Environment Chair Brian Lamb. The work group was chaired by Trustee Stan Levy. The group met four times at the centrally located USF St. Petersburg University Student Center. They were joined at each meeting by guests from each institution's administration, faculty, student leadership, staff, the USF System President, and the Regional Chancellors. There was unanimity of sentiment over the course of the meetings. To easily communicate the shared sentiment and vision, the system-wide values are represented by the acronym "BULLISH" and are described below:

**Bold:** We think quickly on our feet, adapt readily to obstacles, and look for innovative solutions to the world's most challenging problems.

**United:** We are stronger together. We value unity. The whole is greater than the sum of its parts. Seeking new ways to work together and maximize efficiencies is part of our DNA.

**Leaders:** We are committed to the success of our people. We nurture talent and value opportunities to grow and develop professionally. We hold our people accountable.

**Loyal:** We treat each other with respect, trust and integrity. We do what we say we are going to do. We are loyal to each other and for the good of the System. We act in the spirit of academic and professional collegiality. We must celebrate each other's successes and advocate for each other's priorities.

**Impactful:** We make a difference. We are civically and economically tied to our communities. We are global citizens. We are engaged with each other, as well, and our work unites the Tampa Bay region. The USF System is a catalyst to regional economic development and success.

**Student-centric:** Students must be at the center of every decision we make that impacts students. We must work together with students to ensure that we maximize opportunities for their success and their ability to move across the System in ways that align with separately accredited institutions and/or programs.

**High-quality:** This articulates the System's passion for delivering quality service to students, faculty, staff, employers, community and other member institutions.

These values will serve to facilitate the execution of the current and future strategic plans as well as improve system-wide unity and collaboration. These values were embraced by the Board of Trustees ACE workgroup in May of 2015.

## **VII. Stakeholders**

The USF System has a large and diverse group of key stakeholders. It is important to understand how they interact with the system and how the system can best address their interests or needs. A non-exhaustive list of key stakeholder categories includes the following:

### Students

- Current
- Prospective
- Alumni
- Parents and families
- Source institutions (K-12, colleges, others)

### Faculty & Staff

- Professors
- Adjuncts
- Shared services support
- DSO staff
- Other staff

### Suppliers

- Value-added partners
- Mission critical resource partners

### Community

- Peer institutions
- Economic development organizations
- Businesses – small, medium and large
- Diversity groups
- Social advocacy groups
- Community enhancing services

- Media
- Research organizations, industry standards bodies (public and private)
- Skilled, qualified, informed and engaged citizens

#### Government

- Local
  - Elected officials
  - Regulating bodies
  - Qualified and informed voters
- State
  - Elected official
  - Department of Education
  - Qualified and informed voters
- Federal
  - Elected officials
  - Department of education
  - Qualified and informed voters
- International
  - Peer institutions, faculty and students

### **VIII. System Strategic Goals**

As the umbrella organization of this highly complex organization, the USF System has both the responsibility and the opportunity to bring to bear the unique strengths of its component institutions and entities. United by common purposes, the USF System has three overarching goals. These have been developed through consultation with leaders and constituents from throughout the USF System and reflect the aspiration of the system to be of maximal service of its institutions and entities:

#### **Goal 1: Leverage the System and its capabilities to provide better than expected results**

Become an internationally-preeminent and highly-collaborative system that propels its separately accredited member institutions and students to a higher level of achievement.

#### **Goal 2: Activate key constituencies to provide value to our institutions, region and the State of Florida**

Strengthen community engagement, cultivate alumni Involvement and promote economic leadership.

**Goal 3: Be widely known for excellence**

Create a Nationally and Globally established brand that provides a competitive advantage for its students, faculty and staff.

**IX. USF System Strategies to Achieve these Goals**

Key strategies have been developed in conjunction with each goal to guide the USF System and focus our strategic efforts. These strategies are the culmination of a deeply deliberative and self-reflective process. They incorporate what has been achieved thus far, what is currently functioning well, and what needs to be improved to rise to the challenges of higher education in the future. Some anticipated trends include: the continuing growth of online education; increasingly constrained resources; the need for public universities to better match their offerings with community needs and employment opportunities; and the growing acceptance of the European model of focus on job-oriented skills and subsequent certificates, instead of simply just the traditional baccalaureate degree.

These strategies are listed below along with their respective goal:

**Goal 1: Leverage the System to provide better than expected results**

1. Maintain an intense focus on student achievement by all, in order to assist students in fulfilling their dreams
2. Continuously organize and adapt the shared service organizations to provide the best possible cost-effective solutions for the institutions
3. Establish an ongoing partnership with each institution's leadership team to understand the unique market dynamics and audiences of each and to assist in propelling them to reach their goals
4. Utilize technology and face-to-face meetings across departments, colleges and geography to accelerate innovation and collaboration throughout the system
5. Ensure that the technology and processes enable students to have seamless access across the system wherever possible
6. Connect with and build our global relationships to offer value-added services and relationships to the institutions and their students

**Goal 2: Activate key constituencies to provide value to our institutions, region and the State of Florida**

1. Engage key stakeholders to provide zealous advocacy for the System, in all applicable domains (community business, legislative, media, etc.)
2. Support the office of community and corporate engagement to implement their plan, track success and find new ways to build value for students and the community
3. Utilize technology and face- to- face connectivity to engage alumni in meaningful ways, such that they see increased return for their educational investment. As a consequence, alumni will vigorously help the USF System grow and prosper from their grateful advocacy and philanthropy
4. Engage government agencies and elected officials in each institution's service area to build trust and a collaborative framework from which to achieve success
5. Expand the leadership role the USF System plays in the community by placing USF System personnel, students and alumni in community leadership positions that promote economic development, enhanced student experiences and positive community change
6. Maintain and grow diversity across the institutions to grow the richness of offerings while building the competitive advantage that diversity brings

### **Goal 3: Be widely known for excellence**

1. Promote the USF System as the best education destination in Florida and as a magnetic place that will attract students to actualize their goals
2. Collaborate across the three institutions in communications and marketing for purposes of strengthening the USF System brand
3. Expand the communications capability for targeted outreach, inclusive of funders, value added partners, the media, and key communities
4. Establish and promote an updated visual identity and brand for the USF System that will represent the diversity and aspirations of the organization in accordance with the USF System Governance Policy #007-001
5. Establish and manage guidelines for separately branding and promoting each institution's unique capabilities and personalities in key markets

## **X. Strategies of The Institutions**

Each of the three institutions has developed its own strategic plan, that reflects its unique identity, vision and aspirations.

The aforementioned USF System goals must be understood not in a vacuum, but as a resolute intent to help each institution execute these strategies. Below is a summary of each of these plans. A link to their complete plans can be found in the appendix of this document. The summaries are described below:

### **A. USF Tampa**

As USF Tampa moves forward in positioning itself for AAU eligibility and preeminence, it maintains its focused commitment to student success, along with embracing scholarship, research, innovation, community collaboration and economic development at all levels, including USF Health. The foundation of USF's strategy is accountability, guided by the Board of Governors' Strategic Plan, USF Tampa's Strategic Plan and the Board of Governors' performance-funding model. By benchmarking progress to our current and aspirational peer institutions, a clear roadmap guides USF Tampa toward further excellence and, ultimately, AAU membership and preeminence. Examples of key initiatives:

- USF Tampa continues to focus on the delivery of high quality, relevant and globally-informed academic programs to prepare graduates for leadership roles and workforce opportunities locally and across the world. USF Tampa's commitment to its global focus through its Quality Enhancement Plan for SACS reaccreditation has gained momentum and engaged faculty, students and staff university-wide. This initiative continues to work to enhance curriculum across USF Tampa with global, cross-cultural perspectives and to ensure that every student has an opportunity for a global experience—whether through a technology-enabled global classroom, a study abroad experience, or meaningful interactions with international students and cultures.
- USF Tampa's commitment to producing high-impact research and innovation has resulted in an increase in its efforts to recruit and retain research-productive new faculty; intensified its encouragement of undergraduate research that contributes to an overall positive education experience and enhanced student success. In addition, USF Tampa has implemented interdisciplinary initiatives to solve critical problems; provides training to increase external funding; and

continues to promote partnerships across the university and within the broader community.

- USF Tampa's focus on partnerships strengthens the Tampa Bay region and Florida as part of the global landscape. USF Tampa continually works to maximize efficiencies and use its resources in the most prudent ways possible—especially given the valued new infusion of performance-based funding investments. USF Tampa continues to work closely with its partners in the Florida Consortium of Metropolitan Research Universities—the University of Central Florida and Florida International University. The group has enjoyed great support from national grant-makers, notably the Helios Foundation, the Helmsley Charitable Trust, and the Kresge Foundation. By sharing and developing best practices in predictive analytics, targeted support, high tech pathways, and career readiness, the Consortium will continue to add value to the student success initiative at USF Tampa.

## **B. USF St. Petersburg**

Initiatives at USFSP focus on the following strategic goals: enhancing student success and strengthening enrollment; communicating our distinctiveness and attracting students who are interested in USFSP as their destination of choice; improving student and employee diversity profile; investing in faculty excellence in research and innovative teaching; expanding strategic partnerships; building our infrastructure; and ensuring financial sustainability. Specific strategies include:

- Developing a master academic plan outlining new programming for the next five years – one that envisions expanding the curriculum and developing new majors aligned with our strategic plan and responsive to the areas of strategic emphasis to meet regional, state and global needs.
- Fostering a culture of completion by increasing student persistence and timely progression to degree attainment through campus-wide support, delivering quality academic advising and holistic career development, increasing opportunities for experiential and personalized learning experiences and internships and providing completion scholarships.
- Conducting a formal comprehensive feasibility study for intercollegiate athletics programming in response to growing student interest in varsity athletics.

- Building adequate facilities to support our mission, programs and continued planned growth of our residential campus.
- Developing and implementing a Diversity Action Plan.
- Expanding philanthropic support by developing a fundraising strategy anchored to institutional priorities while continuing our success in obtaining legislative funding for those priorities.

### **C. USF Sarasota-Manatee**

To prepare successful leaders and responsible citizens, USFSM has developed several key strategies to support the mission of providing high quality bachelor's and graduate-level education and scholarly activity in a personalized learning community. To meet this mission, strategic goals include: strengthening student success and student retention; advancing a culture of campus engagement; intentional enrollment management; enhance teaching and learning; support diverse scholarly activity; engage with the community; and grow and diversify campus resources.

Specific strategies include:

- Enhancing student support services through early intervention, advising and the creation of career maps
- Establishing dedicated space for student use and improving off-campus housing and academic program needs to better support student engagement on campus
- Developing an enrollment management system to ensure sustainable growth in programs while also meeting market needs
- Exploring and implementing innovative technologies, pedagogical methods and experiential opportunities such as international education opportunities, internships and service learning courses that increase student engagement in the learning process and improve student learning outcomes
- Implementing a campus-wide community engagement plan that cultivates strategic partnerships to better serve the community in a mutually beneficial way
- Creating financial sustainability through broadened external fundraising activities, supporting programs, endowments, sponsored research and partnerships while also leveraging shared-service-type arrangements to manage resources responsibly

## **XI. Key System Capabilities (Shared Services)**

The USF System offers a number of resources to the three institutions and other System entities. The leadership of these key system capabilities were asked to summarize their own plans in the context of the three USF System Goals:

**Goal 1: Leverage the System and its capabilities to provide better than expected results**

**Goal 2: Activate key constituencies to provide value to our institutions, region and the State of Florida**

**Goal 3: Be widely known for excellence**

Below you will find summaries, in their own words, of the separate plans of each of the primary shared resources in support of these goals:

### **USF Health**

USF Health spans many disciplines that range from laboratory investigation to direct patient care at the bedside. Unifying such academic diversity is one overall mission: “Making Life Better”. To that end, USF Health has identified four strategic goals which will help guide management and operational decisions in the coming years, and will make USF Health widely known for excellence.

First, produce global citizens of the highest caliber through its continuing commitment to student success at the professional, doctoral, master’s and undergraduate level by:

- Increasing admission scores
- Increasing national exam test scores
- Recruiting residents with higher test scores
- Increasing international learning experiences
- Creating new degrees/programs tailored to meet future workforce needs

Second, expand high-impact and quality research to change lives, improve health and foster sustainable development and positive societal change, while obtaining enhanced research resources and hiring world class faculty/research staff by:

- Increasing NIH RO1 funded investigators
- Increasing national research rankings
- Increasing National Academy faculty members
- Increasing post doctorate fellow presence
- Increasing research endowments

Third, elevate the standards of clinical care by providing innovative, top quality, compassionate, culturally competent and accessible health care by:

- Expanding primary care offerings and physician providers
- Empowering non-physician healthcare providers to be integral members of a cost-effective team
- Improving clinical operation and efficiency
- Enhancing excellent specialty care
- Creating and maintaining strategic partnerships

Fourth, achieve sound financial management and fiscal self-sufficiency by identifying appropriate resources to support the entirety of USF Health and USF, including:

- Emphasizing philanthropy via increased donors and donations
- Optimizing clinical operations to enhance physician group financial performance
- Aligning regional providers into a centrally integrated network (CIN)
- Retaining MCOM medical school and residency graduates in Florida

#### **Community Engagement and Role of Alumni**

USF Advancement, comprised of the USF Foundation and the USF Alumni Association, strengthens community engagement through cultivation of the key constituencies of alumni and friends of the USF System. Through our outreach efforts and development programs we engage individuals and businesses with the university, resulting in increased financial support and advocacy for the USF System.

The USF Foundation is poised to complete the “USF: Unstoppable” campaign, which will cross the \$1B threshold in 2017. Upon completion of the campaign efforts will continue with focus on:

- Matching USF System-identified strategic priorities with donor interests to achieve yearly fundraising commitments of \$70-\$100M or more
- Increasing the number of alumni donors
- Growing the base of support from the business community
- Continuing annual increases in the percentage participation of faculty and staff giving
- Growing the endowment to more than \$500M

The USF Alumni Association will continue to employ strategies for engaging alumni, students and the broader community with programs and activities, communications and opportunities designed to build loyalty to their university by:

- Hosting major annual events that appeal to general-interest audiences (e.g. Homecoming), and targeted audiences, (e.g. Fast 56 business awards)
- Increasing relationships with the business community through initiatives like “In the Bull’s Eye”, which offers major employers programming for their alumni employees to help them reconnect with USF
- Providing leadership and support to 50-plus alumni based chapters and societies around the country which give alumni a “USF-home” wherever they reside
- Utilizing print and digital communications tools to share news of interest and USF pride with alumni
- Offering numerous service opportunities at USF for alumni and friends such as: serving as volunteers; raising money for student scholarships; and mentoring students in one-on-one relationships

### **Corporate Partnerships**

In 2017, the USF Office of Research & Innovation launches the new Office of Corporate Partnerships, creating a single point of entry for private industry to forge mutually-beneficial alliances that advance the academic, research and innovation goals of the USF System. Working through these enhanced partnerships, the goal of the office is to generate more research funding and greater access to highly specialized facilities; create jobs and internships for students; and make it easier for corporate entities to contribute new fellowships, in-kind gifts, foundation funding, event sponsorships and more.

The USF Office of Corporate Partnerships allows companies and the USF System institutions to connect in dynamic and highly productive new ways. It resolves what can be a confusing process for industry in reaching the appropriate contact within our large university system. A successful corporate relations program acts as an ultra-concierge service – pairing businesses seeking a relationship with the university with the right program for them. The Office of Corporate Partnerships will attract more companies to USF’s Research Park to build offices and labs where USF faculty, students and industry can collaborate on leading-edge projects and products. It ensures consistency, clarity and a seamless experience when a company wants to become involved with other parts of the university, from individual colleges to specific programs. Ultimately, the Office seeks to proactively identify potential industry partners in the community to partner with USF.

### **Research & Innovation**

The mission for USF System research is to create new knowledge and solutions for global problems, while preparing students to serve the future needs of

society. The USF System places special emphasis in six focus areas of research: brain and spinal cord; data science; heart research; research translation and commercialization; human security; and water. The following goals have been created to align with the USF System's strategic goals: Increase USF rankings among public research universities; raise the visibility of research to increase national and international reputation; promote collaboration to foster a transdisciplinary research culture; and maximize the economic and social impact of research activities. The USF System Research Strategic Plan has devised the following strategies:

- To increase research rankings: Develop research infrastructure, seed funds and increase research capacity.
- To meet the goal of visibility: Increase visibility by defining the research brand and deploying greater communications efforts; increase opportunities for connection with external peers; and help faculty gain internal and external honors and recognition.
- To meet the goal of collaboration: Increase incentives and decrease barriers for collaborations; and build and scale-up research support at USFSP and USFSM.
- To meet the goal of creating impact: Cultivate a start-up culture; foster university-industry collaborations; build strategic research partnerships among local organizations; and enhance community-engaged research and economic development.

### **Diversity, Inclusion & Equal Opportunity**

The USF System Office of Diversity, Inclusion, and Equal Opportunity (DIEO) is responsible for navigating the institutional efforts for diversity and equity for the USF System. Diversity work is both centralized in DIEO and decentralized throughout the system. DIEO partners with colleges, divisions, and units to enhance and develop their specific diversity goals and efforts. Diversity and inclusion are core institutional values and directly contribute to the success of the USF System mission and goals.

The current strategic diversity system plan builds on the CLEAR diversity framework which is based on best diversity practices. Each area identifies specific goals, strategies and measures detailed in the full plan.

CLEAR encompasses six areas of emphasis for all three institutions:

- Climate (welcoming, supportive and safe environment)
- Leadership (building capacity to sustain diversity work and supplier diversity efforts)

- Excellence (preparing students for success in the global environment)
- Attainment (access, retention and success for underrepresented and diverse students)
- Representation (growing and retaining the diversity of the faculty and managerial staff)

DIEO also monitors compliance with the USF System policies and procedures to maintain a respectful learning and work environment. DIEO has jurisdiction to engage in conflict resolution and/or investigate complaints that can prove disruptive to the diversity and inclusion values of the USF System. Through a successful and diverse cadre of students, faculty and staff, the DIEO helps the system to exceed its goals, activate key constituencies and be widely known for excellence.

### **Brand**

In the same manner that Buick, Chevrolet, GMC and Cadillac all fall under the overarching General Motors brand, the University of South Florida System encompasses separately accredited institutions, a downtown medical district, and many other schools and programs, each of which must nurture an individual identity under a single USF brand. Achieving national prominence and ensuring all audiences understand the success, diversity, opportunity and value of USF's brand, requires an intensive examination of the USF brand and a bold new strategy to add more value to that brand. A campaign is required, and this campaign will center on two primary efforts: 1) a consolidation and narrowing of the USF System's many marks, logos and templates; and 2) a brand placement and activation initiative that is fully guided by market research.

The USF System is currently using many different marks in a variety of formats as part of its marketing and communications, something that is compromising audience penetration and understanding of USF's brand, mission, accomplishments and prominence. In short, the university is fostering many different brands rather than reinforcing one very strong brand. Consolidating the USF System's marks and focusing only on those that attract and reflect the predominance of stakeholders will help the university gain greater market penetration within a wider array of audiences.

In addition to its marks, the USF System must employ in-depth market research to expand its understanding of opportunities, most productive language, imagery and media. This research will guide understanding of the current brand, and the planning and development needed to achieve the university's future, aspirational brand. Such work is in progress currently, and the results of the commissioned brand identity research and subsequent action steps will be included in the next amendment of this plan.

## **Information Technology**

USF Information Technology's vision is to lead the use of disruptive technology to achieve the USF System goals. At our core, is our mission - through a culture of excellence, we partner with the institutions to implement innovative and impactful technology across the USF System.

Our agile culture is our strength and is the foundation for our team's processes and interactions. We embrace the values of focus, courage, openness, commitment and respect.

Using transparent governance processes, our guiding principles will drive technology investment decisions and will lead us to focus on the success of the institutions, manage institutional risk, advance the institutional vision utilizing disruptive technologies strategically, and ensure complete funding of initiatives and services.

In support of the USF System's strategic mission and goals, IT will partner with the USF community on the following goals:

**Student Success** – Create a globally accessible, digital ecosystem that transforms the student experience and supports student retention, timely graduation and cost-effectiveness of education. This will be accomplished through modernization of our student information system; creation of internships and certificate programs; and use of predictive analytics and other strategic technologies to enhance student outcomes.

**Research and Innovation** – Provide the research community with technology solutions for world-class research in support of preeminence. Accomplish this through implementation of efficient grant management solutions, expansion of innovative infrastructure, research and education facilitator programs, and a focus on pioneering emerging technologies.

**Strategic Partnerships** – Pursue local, national and global entrepreneurial partnerships to promote USF's brand, create academic and research job opportunities for students, and establish new collaboration opportunities for the USF community.

**Sustainable Economic Base** – Develop transparent funding models that sustain core services, support innovation and facilitate growth. Seek opportunities that leverage commodity technology services to reduce institutional costs. Develop new revenue streams that leverage our existing expertise and talent. Provide technology solutions to support RCM and other financial and operational reporting. Continually analyze existing technologies and retire those that are no longer viable.

Process Efficiencies – Leverage IT employees’ passion and expertise in process improvement frameworks including Scrum, Lean Six Sigma and Impact Mapping, as well as the platform of technology tools that enable efficiencies, such as intelligent business process management. Increase use and awareness of technology tools to improve the digital experience, increase self-service and reduce work effort where possible. Seek opportunities to use digital assistants to scale services for a growing client base.

Patient/Provider Engagement – Create a superior patient and provider experience by leveraging cutting-edge technologies, including virtualized treatment, self-service and self-help to improve satisfaction and quality outcomes.

Digital Foundation Transformation – Transform the underlying technology architecture to accommodate a digital ecosystem required by a world-class institution. Continue to improve the cybersecurity posture of the institution by using analytics, threat intelligence, and other innovative approaches. Prepare for a world of expanded digitization including electronic devices of all forms (“Internet of Things”) using new ways of IT operations to increase productivity. Adopt innovative talent management approaches to recruit and retain top-notch talent. Embrace a “cloud first” and “mobile first” strategy.

### **Finance and Administration**

Committed to excellent financial stewardship and operating under the USF System’s Chief Operating Officer, the Finance and Administrative (F&A) systems provide efficient and effective services that support and enhance the core academic, research and public service missions of each USF System institution.

Centralizing many F&A functions, such as payroll, banking, and debt management, and allocating the costs proportionately, eliminates unnecessary duplications of services and staff at each institution.

F&A supports the USF System Strategic Mission and Goals in a collaborative partnership through the following goals and initiatives:

- The University Controller’s Office safeguards institutional resources and provides effective and efficient accounting and operational support while ensuring compliance with all federal, state, and regulatory guidelines. This includes collecting and disbursing funds and providing accurate, timely, and complete periodic financial reports.
- Through leadership in strategic decision-making and technology based solutions, Resource Management and Analysis delivers critical information guiding financial planning (including at a State level) thereby supporting the USF System’s goal of excellence and financial stability.

- The USF System's Treasurer's Office manages the investment portfolio and banking relationships across the USF System looking to maximize returns with minimal risk. In addition, this office provides guidance and support for major financial transactions such as the issuance of debt and other types of financing transactions.
- The Office of Human Resources optimizes the recruiting, training, and retention of employees. Its goal is to develop and administer an effective and efficient personnel program that delivers extraordinary customer service and the fair and equitable treatment of all employees.

Through efficient delivery of services such as those described above, finance and administration assist the institutions of the USF System in exceeding their goals.

### **Risk Management**

The management of risk requires a delicate balance, dually serving the need to protect the USF System while avoiding the placement of onerous restrictions that stifle the ability to both grow and excel. The USF System utilizes a "Three Lines of Defense" model for the identification and management of risk. The first line of defense is at the operational level, where management is responsible for implementing a system of internal controls put in place to reduce the USF System's exposure to financial, operational, strategic, compliance, and reputational risks. Management designs internal controls to promote efficiency, minimize risk of asset loss, help ensure the reliability of financial information, and insure compliance with applicable laws, rules, and regulations. The Board of Trustees is responsible for setting institutional expectations for internal controls and ensuring executive leadership is aware of these expectations. Executive management is responsible for working with their management teams to bring the expectations of the Board of Trustees to fruition. When areas of "High Risk" are identified, such as Research or IT, organizational units may also have embedded compliance officers who directly assist their management team in mitigating these risks.

Our second line of defense is the compliance oversight function provided by the USF System Compliance & Ethics Program. Utilizing risk assessment, compliance gap analysis, education and training, monitoring and response to reported issues, this program provides centralized, coordinated compliance oversight. These USF System-level compliance and ethics oversight functions are performed in accordance with the Federal Sentencing Guidelines and Board of Governors Regulation 4.003 as well as the USF Compliance & Ethics Program Plan, approved annually by the Board of Trustees. The USF System Compliance & Ethics Program is responsible for providing assurance to the Board of Trustees and executive management that compliance and risk mitigation efforts at the operational level are effective and compliant.

Our third line of defense is the monitoring and independent assurance function provided by USF System Audit. Utilizing testing and other assurance modalities, USF System Audit is responsible for reviewing the adequacy of departmental and institutional internal controls and for reporting any weaknesses to the appropriate management team and the Board of Trustees.

Strategies for improving our risk management program are currently being identified and implemented. Such strategies include, but are not limited to, the following:

- Creation of a new Board of Trustees Committee to focus specifically on the USF System's compliance, audit, and risk management programs
- Closer integration of USF System Compliance and Ethics Program with unit-embedded compliance officers through the creation of "accountable reporting" lines to the USF System Chief Compliance Officer
- Expanded compliance review of university policies and procedures
- Creation of an Executive Compliance and Ethics Committee. This committee will review and evaluate significant multi-unit compliance or risk issues and determine appropriate mitigation strategies and resource impacts

Finally, our risk management approach is not entirely about avoiding and mitigating risk through our lines of defense. Instead, an equally important element involves setting an appropriate *organizational risk appetite*—the determination by executive management and the Board of Trustees of the amount and type of risk that is acceptable in the pursuit of the USF System's strategic objectives. Although appropriately conservative in the amount of *operational* risk that we accept, a comparatively young, agile, and vibrant institution such as USF must also embrace a certain amount of *strategic* risk to achieve its goals. Articulating the institution's appetite for risk is a critical component in aligning our risk management activities with strategic decision-making.

### **Athletics**

By very definition, USF Athletics embraces the competitive spirit of the USF System, and seeks to be widely known for excellence, by helping student-athletes exceed their potential abilities.

USF Athletics has established five goals for the USF System athletic programs. Each goal is supported by specific strategies.

First, USF Athletics will achieve student-athlete academic excellence and success by providing a student-first learning environment, founded on ethics and integrity and dedicated to the academic, athletic and post-graduation success of our diverse-body of student-athletes. Specific strategies to reach this goal will include:

- Enhancing student-athlete support services
- Developing programming and experiences to provide student-athletes every opportunity for career preparedness
- Collaborating with the Office of the Provost and Undergraduate Studies to continually ensure that all staff, coaches, and student-athletes are adhering to the academic integrity policies of the University
- Collaborating with System General Counsel to create a greater departmental awareness of NCAA, conference, and institutional rules and regulations

USF Athletics will support intercollegiate athletics at USFSP and USFSM by:

- Ensuring and maintaining a safe environment for student-athletes free from hazing, harassment, sexual misconduct, and any other forms of harmful and inappropriate behavior
- Collaborating with the USF's Office of Diversity, Inclusion and Equal Opportunity for completion of a gender-equity plan

The second goal of competitive greatness depends on having a Division I Athletic program that competes for conference championships and advance in NCAA post-season competition. To meet this level, we will:

- Provide all sport programs the necessary resources to compete successfully for conference championships
- Lead the conference in championships on an annual basis
- Recruit, develop and retain student-athletes and coaches
- Add a female sport program that is sponsored by our Conference.
- Qualify all teams for NCAA postseason competition
- Lead the Conference in Learfield Sports Directors' Cup standings

For its third goal, USF Athletics will enhance its brand experience, gaining recognition as a premier college athletics program that provides first-class fan-engagement experiences for each sport with outstanding customer service. Specific goals and activities include:

- Providing a compelling, exciting and memorable game-day experience
- Ensuring consistent usage of all brand marks on uniforms, communications platforms, and facilities
- Utilizing a comprehensive annual marketing plan for all sports

- Creating partnerships with Tampa Bay sports leaders to enrich game day involvement
- Building upon partnerships with the student body and university leaders to continue boosting home game attendance

Fourth, we will expand and diversified revenue and resources increasing financial sustainability within the ever-changing landscape of intercollegiate athletics while remaining fiscally responsible. We will do this by:

- Establishing USF Athletics as a Direct Support Organization of the USF System
- Creating an Athletic Director Leadership Council consisting of community members and leaders to enhance strategic priorities
- Expanding upon existing donor stewardship programming to enrich experience for all support levels
- Maximizing market potential for multi-media rights and apparel

Fifth, USF Athletics will provide all athletics teams with state-of-the-art facilities that support the academic and competitive mission of our department while allowing student-athletes and coaches to maximize training, recruiting, and competition. We will:

- Design, renovate and/or construct a USF tennis facility, Student-Athlete Enrichment Center (SAEC), football team meeting room, and baseball/softball clubhouse
- Complete feasibility study for an on-campus football stadium

### **Government Affairs (in draft, to be provided by Mark Walsh)**

## **XII. Adaptive Strategic Planning**

The USF Board of Trustees has requested that the USF System Strategic Plan be continuously updated through an adaptive process. The process will include the following functions and processes:

1. A USF System Strategic Planning Committee will be established made up of leaders and faculty representing the major institutions and entities. Assigned to the System Planning Committee will be a member of the Board of Trustees, a Senior Vice President of the USF System and an administrator or researcher. They will monitor and collect information relevant to the plan of the system.
2. The Strategic Planning Committee will meet once every six months to review the measures of the plan's success, the current state of changes in

higher education and the relative position of the USF System and its institutions compared to current and aspirational peers.

3. If more research or introspection is required, the Strategic Planning Committee may request system resources to conduct further study.
4. If needed, the USF System Strategic Plan will be modified on a biannual basis. The proposed changes will be submitted to the USF System President and then to the USF Board of Trustees for approval.

It is anticipated that the following areas (at a minimum) will need to be addressed in future updates:

**1. Role of the System**

The role of the system is to serve as a resource that assists each institution in meeting and exceeding its respective goals. The USF System will need to collaborate with the three institutions and other entities to seek ways to continuously improve without adding excessive burden of cost to its members.

**2. Value Distribution & System Structure**

Rather than create an expensive central office, the USF System tends to depend on leaders with shared roles and responsibilities. Value creation often occurs by collaboration and shared expertise. By way of example, the new dormitories at USFSP were funded with bonds collateralized by USF Tampa.

The organizational structure of the USF system, and the resources it employs, will need to be examined regularly to ensure that adequate capabilities are maintained, that representation is equitable, and that stakeholder needs are well-served.

**3. Defining Our Stakeholders**

System stakeholders have been roughly outlined in this plan. During the monitoring process the committee may want to add or further refine important stakeholders.

**4. System Measures of Success**

Unlike separately accredited institutions, systems do not have widely-accepted metrics, lack rankings such as US News and World Report, and tend to be far too heterogeneous to have adequate benchmarking data available. One clear measure of success will be improvements in rankings of members

and entities, satisfaction of member leadership, and the performance of the institutions against the goals they have set for themselves.

#### **5. Future of Higher Education**

Higher education is in a period of tumult not seen since the 1960s. Resources are increasingly constrained while expectations to improve affordability have never been greater. Universities are increasingly seen as economic engines that not only drive the local economy with their own spending, but also who partner with industry to create joint ventures in the region, provide a pipeline of future employees to businesses, and generate intellectual property that advances the public good. These demands come at a time when there is increasing political polarization in our country, and protests from both the right and the left are commonplace on American campuses. The System Strategic Planning Committee, with System leadership and the Board of Trustees, must be ever vigilant to steer the system on the ideal course in such turbulent waters.

#### **XIII. Measuring Success**

At its most basic level, the success of this System Strategic Plan will be tracked on a continuous basis through the State University System (SUS) Work Plan process, with each institution submitting its own goals and objectives that roll-up to one System-wide plan. The metrics therein are evaluated annually by the Board of Governors as part of Annual Accountability Reports and the SUS Performance Based Funding model. The USF System's goals, at both System and local levels, will serve to maintain the System's leadership position among the SUS in terms of Performance-based funding.

Additional qualitative and quantitative metrics that will assist in evaluating the progress of this plan include:

1. Careful monitoring of the "reputation" component of national and international rankings, with the expectation of an upward trend and the eventual creation of a system halo-effect.
2. Internal stakeholder survey results, that assess member satisfaction, cost, and quality of key system capabilities, as well as explore the need for development of additional capabilities.
3. Metrics to be developed by the Office of Corporate Partnerships, such as number of patents awarded, industry supported grants, and USF System start-up companies.

#### **Conclusion:**

The USF System has established a strong foothold since its inception slightly more than a decade ago. Its member institutions and key capabilities have flourished,

while the reputation of each has continued to be burnished. However, progress can be even more marked and timely. The USF System seeks to provide servant-leadership to its members, by providing a platform for greater collaboration, services and capabilities that help each institution reach never-imagined heights, and fostering an engaged community that is vested in its perpetual success.

**XIV. Appendix**

**Links to full area reports**

- a) USF Tampa 2013-2018 - <http://www.usf.edu/ods/documents/strategicplans/usf-strategic-plan-2013-2018.pdf>
- b) USFSP – adopted September 2014 - [https://www.usfsp.edu/vision2020/files/2014/09/USFSP\\_stratplan.pdf](https://www.usfsp.edu/vision2020/files/2014/09/USFSP_stratplan.pdf)
- c) USFSM – Draft for 2015-2020 - [http://usfsm.edu/wp-content/uploads/2015/01/USFSM\\_StrategicPlan\\_2015\\_06\\_04.pdf](http://usfsm.edu/wp-content/uploads/2015/01/USFSM_StrategicPlan_2015_06_04.pdf)
- d) Governance Policy - <http://regulationspolicies.usf.edu/policies-and-procedures/pdfs/bot-policy-07-001.pdf>

### Strategic Plan Development Process

On August 11, 2016, the Board of Trustees and President Judy Genshaft met to discuss the strategic direction of the University System. Soon afterwards, the Board of Trustees Strategic Initiatives Committee, as well as President Judy Genshaft, charged SVP for Strategic Development and COO of USH Health, Dr. Edmund Funai, with creating a committee to revisit and develop a dynamic USF System Strategic Plan.

In September 2016, President Judy Genshaft invited select Faculty and Staff to participate in this committee:



September 25, 2016

Mr. XXXXX  
Mail Point XXXX

Dear XXXX,

It is with great pleasure that I invite you to serve on the USF System Strategic Planning Committee (SPC). At the first meeting I will charge the committee with creating an USF System strategic plan that aligns USF System's overall mission and vision with the individual plans of each of the different colleges and units within the system. This is a wonderful opportunity to put our newly articulated BULLISH values into practice; to develop a system plan that helps make each of our institutions greater than the sum of its parts. We also plan on addressing system issues not currently in extant plans, such as branding, technology, and community engagement.

I have asked Dr. Ed Funai, Sr. VP for USF System Strategic Development and Dr. Perry Schoon, ACE Fellow to co-chair the committee. The composition of the committee will reflect the USF System's commitment to diversity, inclusiveness, and equal opportunity. In addition, it will also have numerous *ad hoc* members representing areas that developed strategic plans in the past several years.

I would appreciate your assistance and collaboration in this exciting endeavor. Please let us know if you agree to participate by contacting April Ingram at [ingram@health.usf.edu](mailto:ingram@health.usf.edu) or (813) 974-2232, by October 15, 2016. We look forward to seeing you soon to begin this very important work.

Sincerely,

Judy Genshaft  
USF System President

Cc: Dr. Funai

The following are Committee members:

**USF System Strategic Planning Committee members**

Roberta Burford (RB)

Steve Prevaux

Bill Carlson

John Robinson

Dr. Terry Chisolm

Dr. Perry Schoon

Dr. Ed Funai

Dr. Sandra Stone

Dr. James Garey

Dr. Cindy Visot

John Long

Mark Walsh

Dr. Terry Osborn

Dr. Sophia Wisniewska

Carole Post

Dr. Karen Holbrook

**USF System Strategic Planning sub-writing committee**

Bill Carlson

Ed. Edmund Funai

Carole Post

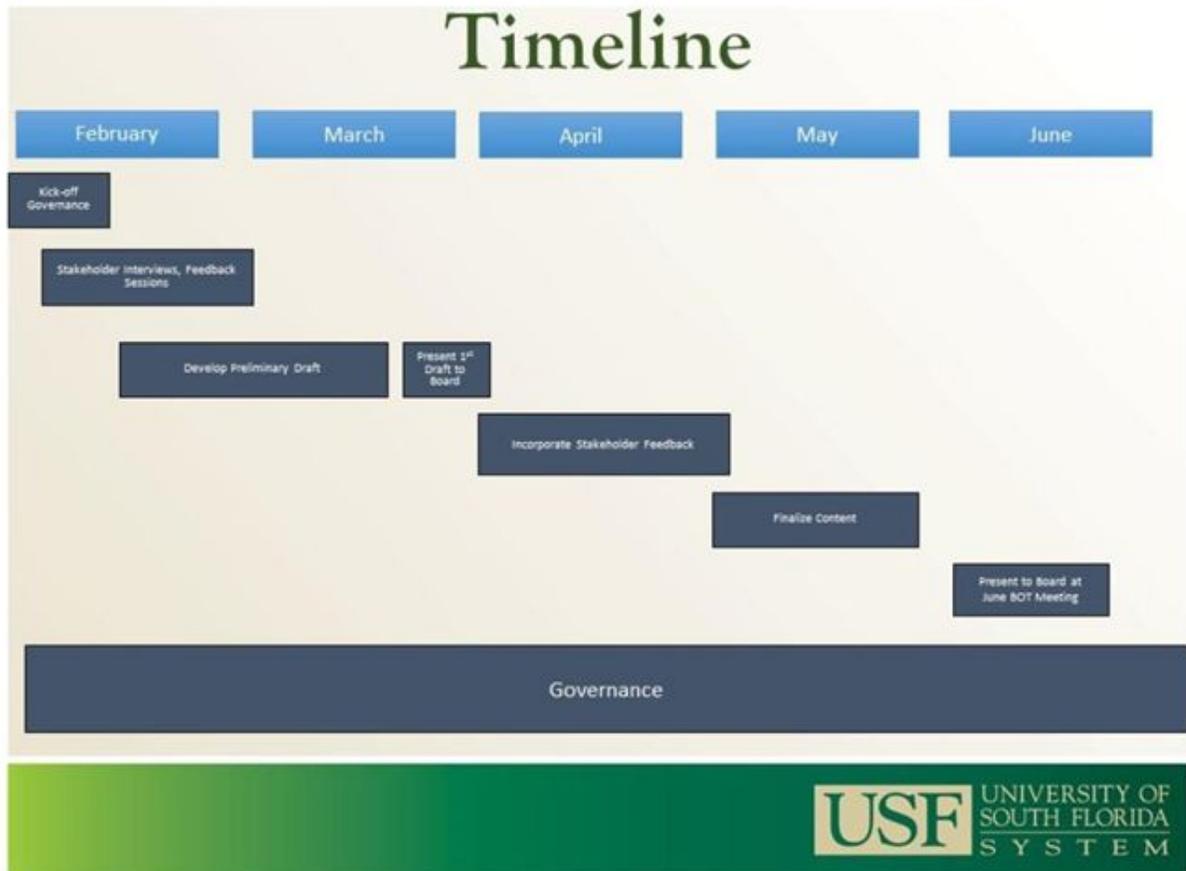
Steve Prevaux

John Robinson

Dr. Perry Schoon

Dr. Cindy Visot

<b><u>Meeting Dates</u></b>	<b><u>Meeting Times</u></b>	<b><u>Meeting Location</u></b>
Tuesday February 21 <sup>st</sup> (Writing)	1-3	Provost's Conference Room
Monday February 27 <sup>th</sup>	1-3	President's Conference Room
Monday March 6 <sup>th</sup> (Writing)	1-3	CMS, 3007
Monday March 27 <sup>th</sup>	1-2	President's Conference Room
Monday March 27 <sup>th</sup> (Writing)	2-3:45	President's Conference Room
Monday April 17 <sup>th</sup> (Writing)	1-3	Provost's Conference Room
Friday April 21 <sup>st</sup>	3:30 – 5	President's Conference Room
Monday May 8 <sup>th</sup> (Writing)	1-3	Patel, CGS 302
Tuesday May 23 <sup>rd</sup> (Writing)	3-4	President's Conference Room
Tuesday May 23 <sup>rd</sup>	4-5	President's Conference Room
Friday June 2 <sup>nd</sup>	3:30 – 5	HOLD Possible final meeting
Thursday June 8 <sup>th</sup>	9:30 – 12:30	BOARD MEETING – MSC



## Process

1. Refine outline and develop content based on:
  - Identification/analysis of key stakeholders
  - Existing Campus Strategic Plans
  - 2017 Strategic Plan Committee Recommendations (USF System leadership, including Regional CEOs)
  - Individual feedback and direction from each Trustee and Regional CEO
2. Facilitation of writing process by Bill Carlson (Tucker Hall) and the Strategic Plan Writing Sub-Committee

**List of Stakeholders and Interviews**

Trustees

Brian Lamb (Chair)

Scott Hopes;

Michael Carrere;

Stephanie Goforth;

Jim Stikeleather (Trustee Liaison);

Jordan Zimmerman (Vice Chair)

Hal Mullis;

James Garey

Stanley Levy;

John Ramil;

Byron Shinn

Nancy Watkins

Stakeholders/Interviews

President Genshaft;

Provost Wilcox;

Chancellor Sophia Wisniewska;

Chancellor Sandra Stone;

Dr. Paul Sanberg and Judy Lowry (Research);

Joel Momberg, Dr. Funai and Dr. Paul Sanberg

(Community Development);

Mark Harlan (Athletics);

Sidney Fernandes (IT);

Kathleen Moore;

Jose Hernandez (Diversity);

Gerard Solis, John Long and Jeff Muir (Risk  
Management);

John Robinson and Dr. Funai (Branding)

Helen Levine

Casey Welch