



**USF Board of Trustees
Strategic Initiatives Committee**

May 30, 2023

Trustees: Michael Carrere, Chair; N. Rogan Donnelly, Shilen Patel, Fredrick Piccolo

A G E N D A

- I. Call to Order and Comments Chair Michael Carrere
- II. Public Comments Subject to USF Procedure Chair Carrere
- III. New Business – Action Item
 - a. [Approval of November 21, 2022 meeting notes](#) Chair Carrere
- IV. New Business – Information Item
 - a. [Progress Update Towards Implementation of the USF 2022–2027 Strategic Plan](#) Vice Provost Terry Chisolm
Vice Provost Pritish Mukherjee
- V. Adjournment Chair Carrere

**USF Board of Trustees
Strategic Initiatives Committee Meeting
November 21, 2022
Teams Meeting**

I. Call to Order and Comments

Board of Trustees Chair Will Weatherford chaired the Committee in the absence of Committee Chair Mike Carrere. Chair Weatherford called the meeting to order and welcomed the committee members and other members of the Board of Trustees.

II. Public Comments Subject to USF Procedure

There were no requests for public comment.

III. New Business – Action Items

a. Approval of August 23, 2022 meeting notes

The meeting notes were approved unanimously.

b. Development of New DSO for On-Campus Stadium Management and Intercollegiate Athletics Initiatives

Chair Weatherford provided background where the University leadership was asked to explore the feasibility and necessity of a new Direct Support Organization to support the efforts of an on-campus stadium. He clarified that only the full BOT can create a new DSO and that this agenda item is for the Committee to recommend the creation to the Board and to allow the University to begin the groundwork for the new DSO.

Senior Vice President and General Counsel Gerard Solis presented the item that included background on DSOs and the rationale for the new DSO.

The agenda item was approved unanimously.

IV. Adjournment

Chair Weatherford thanked everyone for attending and adjourned the meeting.

Agenda Item: IVa

USF Board of Trustees May 30, 2023

Issue: Progress Update on Implementation of the USF Strategic Plan: *In Pursuit of Excellence 2022-2027*

Proposed action: Information item

Executive Summary:

Progress on implementation of USF's 2022-2027 Strategic Plan was previously presented to the SIC on August 23, 2022. Work done since that briefing is reviewed and includes a high-level update on the status of implementation of previously identified institutional and unit-level strategies. Specific focus is provided on the activities of the USF Planning Officers Committee. Detailed data on the extent of the current implementation status by Strategic Plan Goals and Themes is reported with granularity at the level of individual institutional strategies. An update of Metrics Implementation is also presented, including metric change workflow, metric change updates and related ongoing efforts.

Strategic Goal(s) Item Supports: This item supports the entire Strategic Plan

BOT Committee Review Date: May 30, 2023

Supporting Documentation Online (*please circle*): Yes No

Prepared by: Pritish Mukherjee, Vice Provost for Strategy & Institutional Excellence

IN PURSUIT OF EXCELLENCE

Progress Update on Implementation of the USF Strategic Plan: *In Pursuit of Excellence 2022-2027*

*Presented to
USF Strategic Initiatives Committee, USF Board of Trustees*

*Prithish Mukherjee & Terry Chisolm
Provost's Office*

May 30, 2023



Agenda for Presentation

- Timeline overview – with a focus on a high-level update on status of implementation of strategies aligned with our goals.
- Setting the stage for the 1st annual performance update: Metrics and Approach

Strategic Plan – Timeline



USF Planning Officers

• Executive Services

- Audit
- Campus and University Executive Offices
- Compliance and Ethics
- Diversity, Equity, and Inclusion
- General Counsel

Ms. Kate Head
 Ms. Caryn Nesmith, Dr. Brett Kemker,
 Ms. Paige Geers
 Mr. Terry Nealy
 Ms. Clara Buie
 Ms. Brittany Dix

• Academic Affairs Colleges and USF Libraries

- College of the Arts
- College of Arts and Sciences
 (Schools of Social Sciences, Humanities,
 and Natural Sciences and Mathematics)
- College of Behavioral & Community
 Sciences
- Muma College of Business
- College of Education
- College of Engineering
- Patel College of Global Sustainability
- Judy Genshaft Honors College
- College of Marine Science
- USF Libraries

Dr. Karen Frank
 Ms. Erin Sutliff, Dr. Brian Connolly,
 and Ms. Erin Jensen
 Ms. Patricia Cleveland
 Dr. Jean Kabongo
 Dr. Kathy Bradley-Klug
 Dr. Sanjukta Bhanja
 Dr. Joseph Dorsey
 Dr. Benjamin Young
 Dr. Gary Mitchum
 Mr. Terry Hutchings

Administrative and Support Units

- Administrative Services
- Advancement & Alumni Affairs
- Business and Finance
- Communications and Marketing
- Graduate Studies
- Human Resources
- Information Technology
- Innovative Education
- Office of Decision Support
- Athletics
- Provost's Office
- Research and Innovation
- Student Success
- USF Health Colleges
- USF World

Ms. Jennifer Fleischman
 Ms. Pam Prado
 Ms. Jennifer Condon
 Mr. Adam Freeman
 Dr. Ruth Bahr
 Ms. Angie Sklenka/
 Ms. Sheri Neshiem
 Ms. Carrie Purol
 Ms. Christine Brown
 Mr. Joe Boyd
 Ms. Kris Pierce
 Dr. Pritish Mukherjee
 Dr. Sylvia Thomas and Mr.
 Keith Anderson
 Ms. Renee Hunt-Rotondo
 Dr. Jacqueline Reyes Hull
 Dr. Kiki Caruson

Progress Summary

Planning Officers Committee was constituted on February 25, 2022.
Planning Officers met with stakeholders in their respective units to collect feedback and develop **unit-level strategies**.



The cumulative unit-level strategies were condensed to **institutional strategies**.



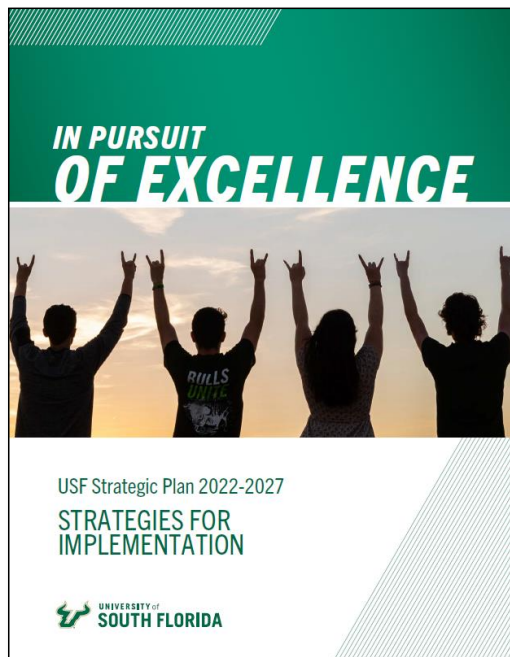
The institutional strategies were organized into **13 identified themes** for the 5 goals of our 2022-2027 Strategic Plan *In Pursuit of Excellence* that was launched on July 1, 2022.



Detailed data on the **implementation status of unit-level strategies** has been collected since the last update to the SIC of the USF BOT on August 23, 2022.

REVIEW:

Themes Identified for Strategic Plan Goals



GOAL 1: Student success at USF and beyond

To promote the success of well-educated, highly skilled, and adaptable alumni who, as lifelong learners, lead enriched lives, contribute to the democratic process, function as engaged community citizens, and thus thrive in a dynamic global market.

- » REPUTATION & STUDENT CALIBER
- » PROGRESSION & COMPLETION
- » CAREER OUTCOMES

GOAL 2: Faculty excellence in research and innovation

To conduct high-impact research and innovation to advance frontiers of knowledge, solve global problems, and improve lives.

- » FACULTY & RESEARCH STAFF
- » RESEARCH EXPENDITURES & ECONOMIC IMPACT
- » IMPACT OF RESEARCH & SCHOLARSHIP

GOAL 3: Partnerships and engagement with local, national, and global impact

To be a major social and economic engine creating robust global, national, and regional partnerships to build a prosperous and sustainable future for our regional communities and the state of Florida.

- » LOCAL & COMMUNITY ENGAGEMENT
- » NATIONAL & GLOBAL PARTNERSHIPS

GOAL 4: A great place to work, learn, and discover for a diverse and inclusive USF community

To provide a safe, inclusive, and vibrant community for learning, discovery, creative activities, and transformative experiences enabled through adaptive design of physical, social, and digital environments.

- » PROFESSIONAL DIVERSITY & SUCCESS
- » STUDENT DIVERSITY & OUTCOMES

GOAL 5: A strong, sustainable, and adaptable financial base

To practice continuous visionary planning and sound stewardship throughout USF to ensure a strong and sustainable financial base and adapt proactively to emerging opportunities in a dynamic environment.

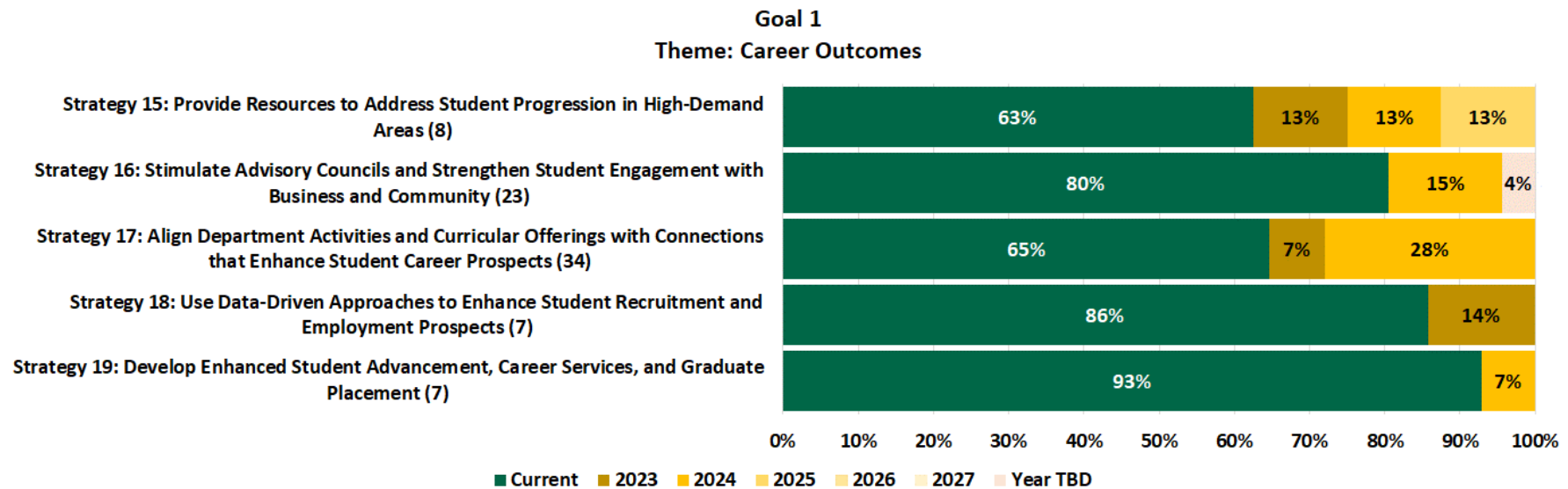
- » TRANSPARENT & SUSTAINABLE BUDGET
- » DIVERSIFICATION OF REVENUE STREAMS
- » OPERATIONAL EFFICIENCY

EXAMPLE *(Details in Appendix A – Slides 20-25)***Goal 1: Student Success at USF and Beyond***(Strategies in Gold Boxes and Primary Metrics in Teal Boxes under Themes)*

REPUTATION & STUDENT CALIBER		
1.	Strengthen the caliber of incoming students	<ul style="list-style-type: none">• Average GPA (Incoming)• Average SAT scores
2.	Enhance the excellence of faculty and staff through robust recruitment and development	
3.	Enhance institutional ranking and reputation	
PROGRESSION & COMPLETION		
4.	Develop institutional infrastructure to support the incorporation of High-Impact Practices (HIPS) into the curriculum	<ul style="list-style-type: none">• FTIC Retention Rate• 6-Year FTIC graduation rate (Full- and Part-Time)• 3-Year FCS AA Transfer graduation rate (Full-Time and Part-time)• Percent of Bachelor graduates completing HIPS• Enrollment in Study Abroad• Enrollment in Service-Learning Courses• Student Participation in Experiential Learning programs• Percent of Undergraduates Engaged in Research
5.	Expand study abroad opportunities through college-led and affiliate programs and enhanced scholarships	
6.	Institutionalize broad-based undergraduate research opportunities	
7.	Provide enhanced opportunities for community-engaged learning	
8.	Provide infrastructure to maximize student learning	
9.	Recognize and promote pedagogical excellence through annual evaluations and awards	
10.	Use data analytics and internal processes to support student success and faculty success	
11.	Provide and promote student engagement through stimulating campus and off-campus co-curricular activities	
12.	Enhance access to physical and mental health services for student well-being	
13.	Align advising and internal communication to foster student engagement	
14.	Strengthen student persistence and graduation outcomes	
CAREER OUTCOMES		
15.	Provide resources to address student progression in high-demand areas	<ul style="list-style-type: none">• Percent of bachelor's graduates continuing education or employed (\$40,000+), one-year out
16.	Stimulate advisory councils and strengthen student engagement with business and community	
17.	Align department activities and curricular offerings with connections that enhance student career prospects	
18.	Use data-driven approaches to enhance student recruitment and employment prospects	
19.	Develop enhanced student advancement, career services and graduate placement	

EXAMPLE OF IMPLEMENTATION STATUS

(Details in Appendix B – Slides 26-37)



METRIC TO MONITOR SUCCESS

- Percent of bachelor's graduates continuing education or employed (\$40,000+), one-year out

(Number of Unit Level Strategies in Parentheses)

***DISTILLED* PRIMARY METRICS FOR MEASURING SUCCESS OF THE STRATEGIC PLAN BY THEME (N=34)**

GOAL 1: STUDENT SUCCESS AT USF AND BEYOND (N=11)

REPUTATION & STUDENT CALIBER

- Average GPA (Incoming)
- Average SAT scores

PROGRESSION & COMPLETION

- FTIC Retention Rate
- 6-Year FTIC graduation rate (FT/PT)
- 3-Year FCS AA Transfer graduation rate (FT/PT)
- Percent of Bachelor graduates completing HIPs
- Enrollment in Study Abroad
- Enrollment in Service-Learning Courses
- Student Participation in Experiential Learning programs
- Percent of Undergraduates Engaged in Research

CAREER OUTCOMES

- Percent of bachelor's graduates continuing education or employed (\$40,000+), one-year out

GOAL 2: FACULTY EXCELLENCE IN RESEARCH AND INNOVATION (N=6)

FACULTY & RESEARCH STAFF

- Percent of Full Time Faculty with Highest Degree
- Number of postdoctoral appointees

RESEARCH EXPENDITURES & ECONOMIC IMPACT

- Total R&D expenditures (\$M)
- Federal R&D expenditures (\$M)

IMPACT OF RESEARCH & SCHOLARSHIP

- Number of faculty awards
- Normalized citation impact

GOAL 3: PARTNERSHIPS AND ENGAGEMENT WITH LOCAL, NATIONAL, AND GLOBAL IMPACT (N=5)

LOCAL & COMMUNITY ENGAGEMENT

- Number of new corporate & community partnerships per year
- Number of continuous corporate & community partnerships per year

NATIONAL AND GLOBAL PARTNERSHIPS

- Number of new national and global partnerships per year
- Number of Fulbright Scholars
- Percent of publications with international coauthors from outside USF
- Percent of publications with national coauthors from outside USF

GOAL 4: A GREAT PLACE TO WORK, LEARN, AND DISCOVER FOR A DIVERSE AND INCLUSIVE USF COMMUNITY (N=7)

PROFESSIONAL DIVERSITY & SUCCESS

- Increased diversity profile (diverse staff and faculty distribution)
- Employee satisfaction

STUDENT DIVERSITY & OUTCOMES

- Increased diversity profile (diverse undergraduate and graduate student enrollment)
- Graduation rates for Pell Students
- Graduation Rates for Male Students
- Graduation Rates for Female Students
- Graduation Rates for Non-White Students

GOAL 5: A STRONG, SUSTAINABLE, AND ADAPTABLE FINANCIAL BASE (N=5)

TRANSPARENT & SUSTAINABLE BUDGET

- Average spending per student

DIVERSIFICATION OF REVENUE STREAMS

- Percent of USF revenue from the state compared to other revenue sources
- Endowment
- Alumni Giving Rate

OPERATIONAL EFFICIENCY

- Average time to complete key processes vital to the mission of USF (e.g., hiring, MOU approval, research contract approval, etc.)

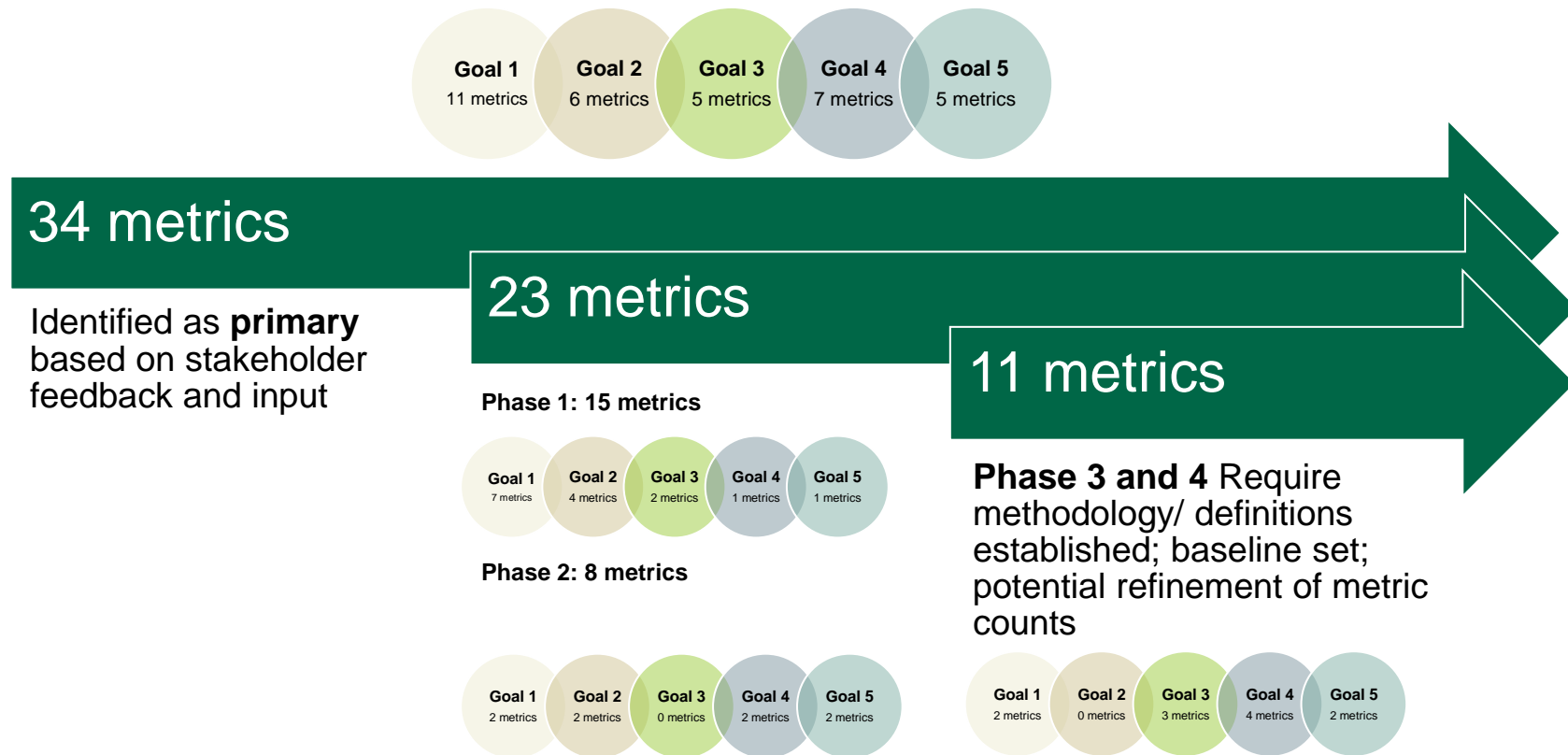
USF Strategic Plan 2022-27:

Setting the stage for the 1st annual performance update: Metrics and Approach

With thanks and acknowledgement:

- Valeria Garcia, Ph.D., Associate Vice President, Office of Decision Support
- Jay Unnikrishnan, Senior Director, Data, Analytics & Strategy, Office of Decision Support

***DISTILLED* PRIMARY METRICS FOR MEASURING SUCCESS OF THE STRATEGIC PLAN BY GOAL (N=34)**



***DISTILLED* PRIMARY METRICS FOR MEASURING SUCCESS OF THE STRATEGIC PLAN BY THEME (N=34)**

GOAL 1: STUDENT SUCCESS AT USF AND BEYOND (N=11)

REPUTATION & STUDENT CALIBER

- Average GPA (Incoming) – **P1**
- Average SAT scores – **P1**

PROGRESSION & COMPLETION

- FTIC Retention Rate – **P1**
- 6-Year FTIC graduation rate (FT/PT) – **P1**
- 3-Year FCS AA Transfer- **P1** graduation rate (FT/PT)
- Percent of Bachelor graduates completing HIPs – **P3/4**
- Enrollment in Study Abroad – **P2**
- Enrollment in Service-Learning Courses – **P2**
- Student Participation in Experiential Learning programs – **P3/4**
- Percent of Undergraduates Engaged in Research – **P1**

CAREER OUTCOMES

- Percent of bachelor's graduates continuing education or employed (\$40,000+), one-year out – **P1**

GOAL 2: FACULTY EXCELLENCE IN RESEARCH AND INNOVATION (N=6)

FACULTY & RESEARCH STAFF

- Percent of Full Time Faculty with Highest Degree – **P2**
- Number of postdoctoral appointees – **P1**

RESEARCH EXPENDITURES & ECONOMIC IMPACT

- Total R&D expenditures (\$M) – **P1**
- Federal R&D expenditures (\$M) – **P2**

IMPACT OF RESEARCH & SCHOLARSHIP

- Number of faculty awards – **P1**
- Normalized citation impact – **P1**

GOAL 3: PARTNERSHIPS AND ENGAGEMENT WITH LOCAL, NATIONAL, AND GLOBAL IMPACT (N=5)

LOCAL & COMMUNITY ENGAGEMENT

- Number of new and continuous corporate & community partnerships per year – **P3/4**

NATIONAL AND GLOBAL PARTNERSHIPS

- Number of new national and global partnerships per year – **P3/4**
- Number of Fulbright Scholars – **P3/4**
- Percent of publications with international coauthors from outside USF – **P1**
- Percent of publications with national coauthors from outside USF – **P1**

GOAL 4: A GREAT PLACE TO WORK, LEARN, AND DISCOVER FOR A DIVERSE AND INCLUSIVE USF COMMUNITY (N=7)

PROFESSIONAL DIVERSITY & SUCCESS

- Increased diversity profile (diverse staff and faculty distribution) – **P3/4**
- Employee satisfaction – **P3/4**

STUDENT DIVERSITY & OUTCOMES

- Increased diversity profile (diverse undergraduate and graduate student enrollment) – **P3/4**
- Graduation rates for Pell Students – **P1**
- Graduation Rates for Male Students – **P2**
- Graduation Rates for Female Students – **P2**
- Graduation Rates for Non-White Students – **P3/4**

GOAL 5: A STRONG, SUSTAINABLE, AND ADAPTABLE FINANCIAL BASE (N=5)

TRANSPARENT & SUSTAINABLE BUDGET

- Average spending per student – **P2**

DIVERSIFICATION OF REVENUE STREAMS

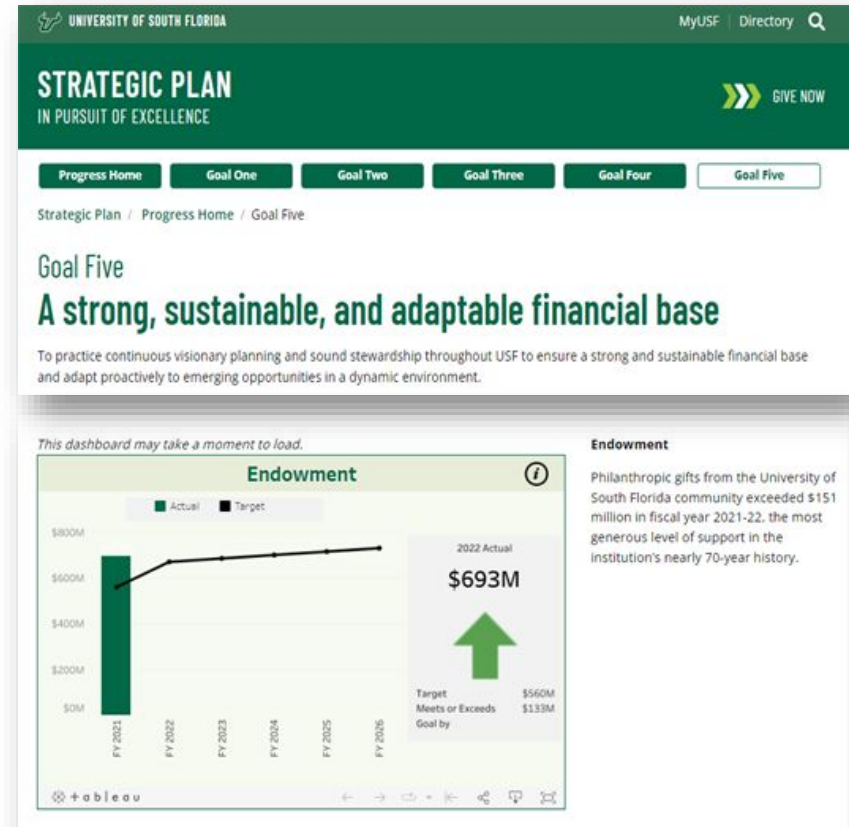
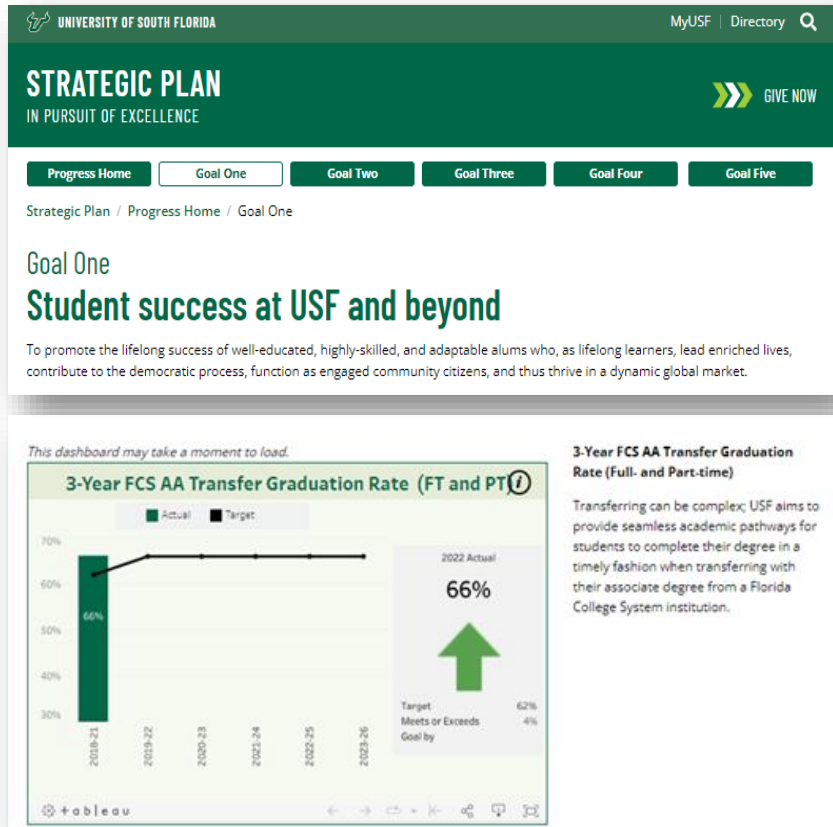
- Percent of USF revenue from the state compared to other revenue sources – **P3/4**
- Endowment – **P1**
- Alumni Giving Rate – **P2**

OPERATIONAL EFFICIENCY

- Average time to complete key processes vital to the mission of USF (e.g., hiring, MOU approval, research contract approval, etc.) – **P3/4**

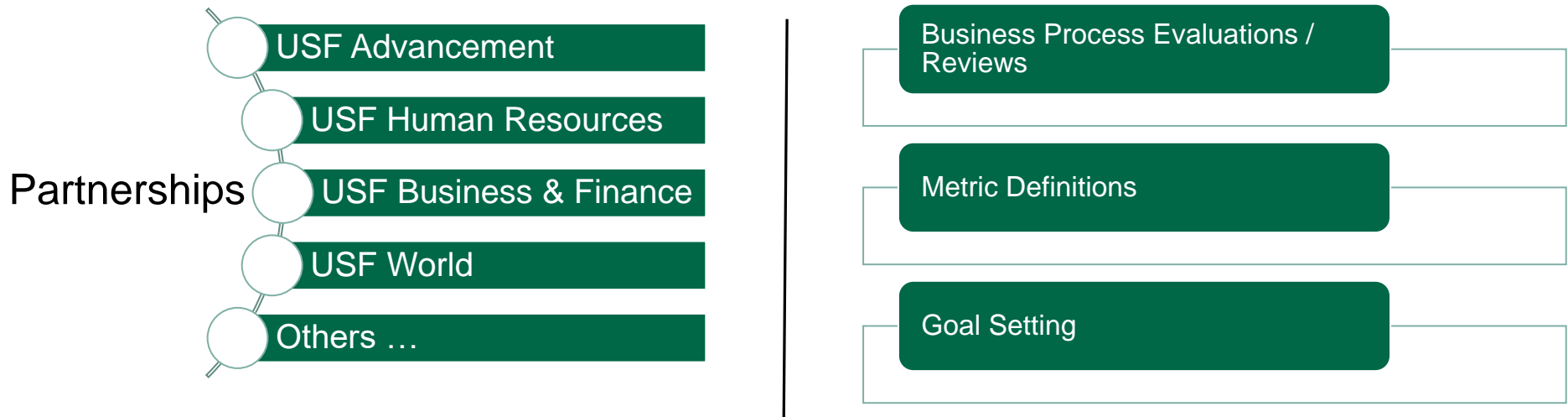
P* - Delivery Phases (1, 2 & 3/4)

Scorecard (Phase 1 Metrics Complete) – Sample Screenshots



<https://usfweb.usf.edu/ODS/strategic-plan/Default.aspx>

Conversations with Accountable Areas



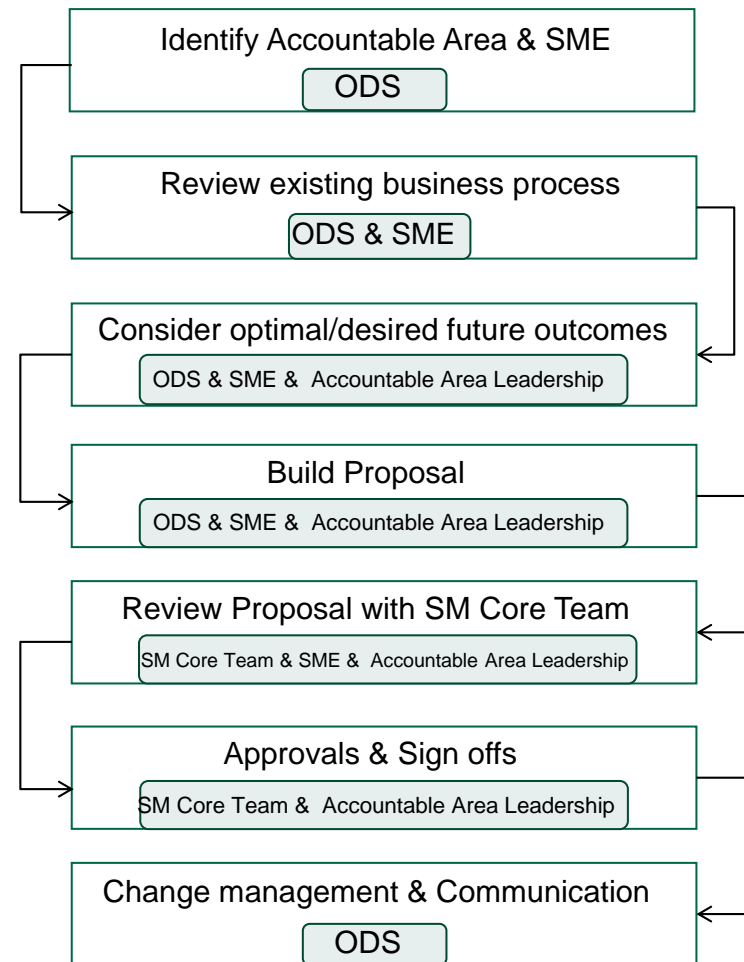
Metric Change Workflow

NO CHANGES

- Goals
- Objectives
- Measure of Success

OPPORTUNITIES

- Metric
 - Tweak definition statement
 - Modify Metric
 - Tweak measurement scale



Metric Changes Update

- **Fulbright Scholars**

- **Goal – 3:** Partnerships and engagement with local, national and global impact
 - Objective – 3a: Enhance USF’s footprint through enhanced global and national partnerships
 - Measure – 3c2: Increased Fulbright Scholars
 - **Original Metric (3c2a) - Number of Fulbright Scholars and student research projects**
 - **Modified Metric – Number of Fulbright Scholars**

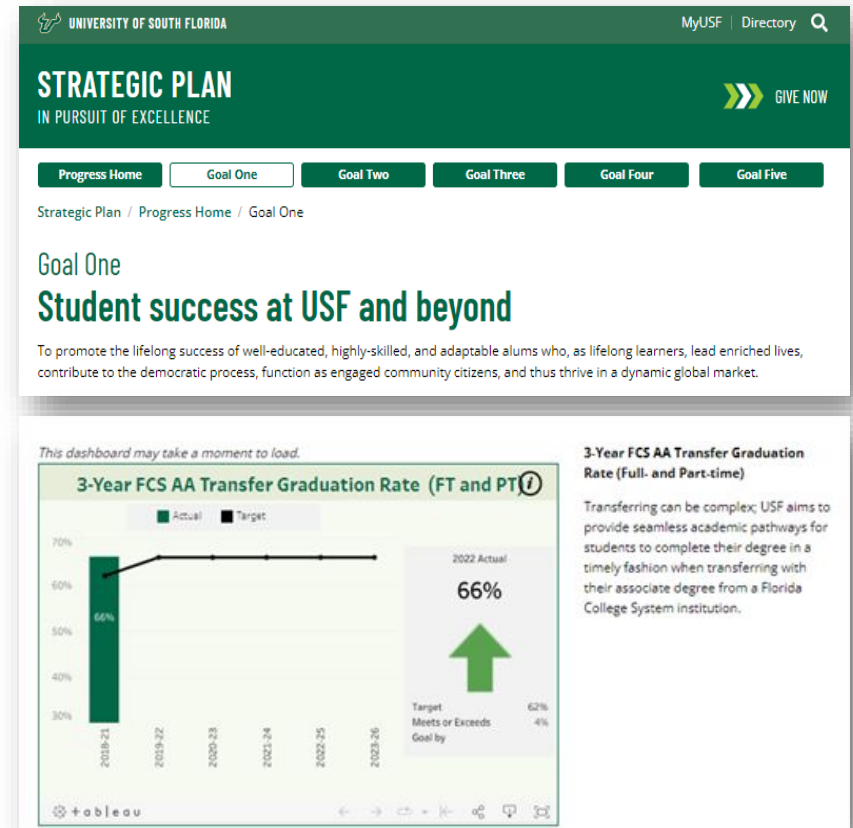
- **Faculty Counts**

- **Goal – 2:** Faculty excellence in research and innovation
 - Objective – 2a: Enhance institutional infrastructure and operational excellence for faculty success in research and innovation.
 - Measure – 2a4: Enhanced faculty profile
 - **Original Metric (2a4a) – Percent of Tenured/Tenure Track Faculty**
 - **Modified Metric – Percentage of Full Time Faculty with highest degree**

Ongoing efforts

- Community and Corporate partnerships – Working with Senior Vice President Eric Eisenberg (Goal 3)
- HIPS metrics discussions – Working with a variety of stakeholders for Study abroad, Service Learning, Experiential learning (Goal 1)
- Employee satisfaction metric – Working with USF-HR as they build processes to facilitate its tracking and measurement (Goal 4)
- Revenue & spending metrics – Working with USF Business & Finance to set goals (Goal 5)

Annual Score Card Updates – *coming soon - post BOG approval of Accountability Plan*



<https://usfweb.usf.edu/ODS/strategic-plan/Default.aspx>



Appendix A

Institutional Strategies and Distilled Metrics by Goal

Institutional Strategies for Goal 1 in Gold and Distilled Metrics in Teal Boxes under Themes**REPUTATION & STUDENT CALIBER**

1. Strengthen the caliber of incoming students
2. Enhance the excellence of faculty and staff through robust recruitment and development
3. Enhance institutional ranking and reputation

- Average GPA (Incoming)
- Average SAT scores

PROGRESSION & COMPLETION

4. Develop institutional infrastructure to support the incorporation of High-Impact Practices (HIPS) into the curriculum
5. Expand study abroad opportunities through college-led and affiliate programs and enhanced scholarships
6. Institutionalize broad-based undergraduate research opportunities
7. Provide enhanced opportunities for community-engaged learning
8. Provide infrastructure to maximize student learning
9. Recognize and promote pedagogical excellence through annual evaluations and awards
10. Use data analytics and internal processes to support student success and faculty success
11. Provide and promote student engagement through stimulating campus and off-campus co-curricular activities
12. Enhance access to physical and mental health services for student well-being
13. Align advising and internal communication to foster student engagement
14. Strengthen student persistence and graduation outcomes

- FTIC Retention Rate
- 6-Year FTIC graduation rate (Full- and Part-Time)
- 3-Year FCS AA Transfer graduation rate (Full-Time and Part-time)
- Percent of Bachelor graduates completing HIPS
- Enrollment in Study Abroad
- Enrollment in Service-Learning Courses
- Student Participation in Experiential Learning programs
- Percent of Undergraduates Engaged in Research

CAREER OUTCOMES

15. Provide resources to address student progression in high-demand areas
16. Stimulate advisory councils and strengthen student engagement with business and community
17. Align department activities and curricular offerings with connections that enhance student career prospects
18. Use data-driven approaches to enhance student recruitment and employment prospects
19. Develop enhanced student advancement, career services and graduate placement

- Percent of bachelor's graduates continuing education or employed (\$40,000+), one-year out

**GOAL 1:
Student
Success at USF
and Beyond**

To promote the success of well-educated, highly skilled, and adaptable alums who, as lifelong learners, lead enriched lives, contribute to the democratic process, function as engaged community citizens, and thus thrive in a dynamic global market.

Institutional Strategies for Goal 2 in Gold and Distilled Metrics in Teal Boxes under Themes**FACULTY & RESEARCH STAFF**

1. Increase postdoctoral appointees
2. Target recruitment and development to enhance research and innovation

- Percent of full-time faculty with highest degree
- Number of postdoctoral appointees

RESEARCH EXPENDITURES & ECONOMIC IMPACT

3. Improve effectiveness, speed and transparency of sponsored research processes and systems
4. Increase research infrastructure and capacity
5. Enhance support for submission and administration of competitive grant proposals
6. Establish and promote collaborative research with local, national, and global partners, and enhance revenue generation in strategic areas of research expertise
7. Foster an environment conducive to enhance research and innovation
8. Develop strategic research clusters at USF focused on emerging areas of significance
9. Strengthen internal support structures and procedures to facilitate transdisciplinary research

- Total R&D expenditures (\$M)
- Federal R&D expenditures (\$M)

IMPACT OF RESEARCH & SCHOLARSHIP

10. Increase the visibility of scholarship and support scholars at USF
11. Increase the impact of USF's research and scholarship
12. Elevate quality and quantity of peer-reviewed publications & scholarly work
13. Enhance prestigious faculty awards and national recognition
14. Elevate programs to top quartile of their disciplinary field
15. Increase collaborations and publications with faculty/students between colleges
16. Increase economic impact of USF's research and scholarship

- Number of faculty awards
- Normalized citation impact

**GOAL 2:
Faculty
excellence in
research and
innovation**

To conduct high-impact research and innovation to advance frontiers of knowledge, solve global problems, and improve lives.

Institutional Strategies for Goal 3 in Gold and Distilled Metrics in Teal Boxes under Themes

LOCAL & COMMUNITY ENGAGEMENT

1. Strengthen corporate and community partnerships building on the synergistic strengths of each of USF's communities
2. Maintain and expand community professional training and continuing education programs
3. Address community healthcare through expanded partnerships and programs
4. Strengthen collaborations with pre-k-12 school systems on all USF campuses
5. Expand partnerships with businesses, non-profit organizations, and government agencies
6. Create new pathways and strengthen continuing education programs for lifelong learning and upskilling & reskilling of postgraduates

- Number of new and continuous corporate & community partnerships per year

NATIONAL & GLOBAL PARTNERSHIPS

7. Strengthen USF's inventory of intellectual property through patents and incentivize licensing
8. Enhance the creation of start-up companies to commercialize and monetize USF's intellectual property
9. Strengthen existing national partnerships and leverage institutional expertise to engage new national partners
10. Strengthen global partnerships and establish more collaborative research opportunities with major global universities
11. Expand national and international academic transfer / articulation agreements
12. Improve awareness of and support for pursuing Fulbright opportunities for both students and faculty
13. Expand pathways for enhanced student experiences through exposure to global opportunities
14. Increase support and identify effective strategies to enhance collaborative national & international scholarships
15. Increase the diversity and number of international students at USF

- Number of new national and global partnerships per year
- Number of Fulbright Scholars
- Percent of publications with international coauthors from outside USF
- Percent of publications with national coauthors from outside USF

GOAL 3: Partnerships and engagement with local, national, and global impact

To be a major social and economic engine creating robust global, national, and regional partnerships to build a prosperous and sustainable future for our regional communities and the state of Florida.

Institutional Strategies for Goal 4 in Gold and Distilled Metrics in Teal Boxes under Themes

PROFESSIONAL DIVERSITY & SUCCESS

GOAL 4: A diverse and inclusive community for learning and discovery

To provide a safe, inclusive, and vibrant community for learning, discovery, creative activities, and transformative experiences enabled through adaptive design of physical, social, and digital environments.

1. Strengthen existing and explore new opportunities for community engagement specially in diverse communities that have been historically overlooked
2. Develop and implement a proactive approach to recruit and retain diverse faculty and staff
3. Expand workshops, certificates and learning opportunities for faculty and staff to promote inclusivity, equity, critical thinking, and diversity of thought
4. Promote access and success for diverse populations by developing advanced physical and digital infrastructures on all USF campuses
5. Proactively ensure positive employee experiences through enhancements in onboarding, equitable compensation, professional development, and engagement
6. Foster a collaborative university community through shared activities

- Increased diversity profile (diverse staff and faculty distribution)
- Employee satisfaction

STUDENT DIVERSITY & OUTCOMES

7. Expand pipelines and pathways to enhance diverse student enrollment and graduation
8. Develop curricula and programming through enhanced general education courses to address diverse perspectives
9. Promote access and success for diverse student populations by developing advanced physical and digital infrastructures for teaching and research

- Increased diversity profile (diverse undergraduate and graduate student enrollment)
- Graduation rates for Pell Students
- Graduation Rates for Male Students
- Graduation Rates for Female Students
- Graduation Rates for Non-White Students

Institutional Strategies for Goal 5 in Gold and Distilled Metrics in Teal Boxes under Themes

**GOAL 5:
A strong,
sustainable,
and adaptable
financial base**

To practice continuous visionary planning and sound stewardship throughout USF to ensure a strong and sustainable financial base and adapt proactively to emerging opportunities in a dynamic environment.

TRANSPARENT & SUSTAINABLE BUDGET

1. Implement a transparent and predictable university-wide budget model including all administrative & academic units aligned with the strategic plan
2. Continuously improve annual budget model and processes based on systematic feedback from units
3. Build a strong and sustainable financial base through enhanced legislative, community, and alumni connections
4. Ensure alignment of revenues with specified strategic goals

- Average spending per student

DIVERSIFICATION OF REVENUE STREAMS

5. Strengthen current alumni engagement and increase alumni giving rate
6. Build multiple robust pipelines to generate diverse revenue streams for financial success of the university

- Percent of USF revenue from the state compared to other revenue sources
- Endowment
- Alumni Giving Rate

OPERATIONAL EFFICIENCY

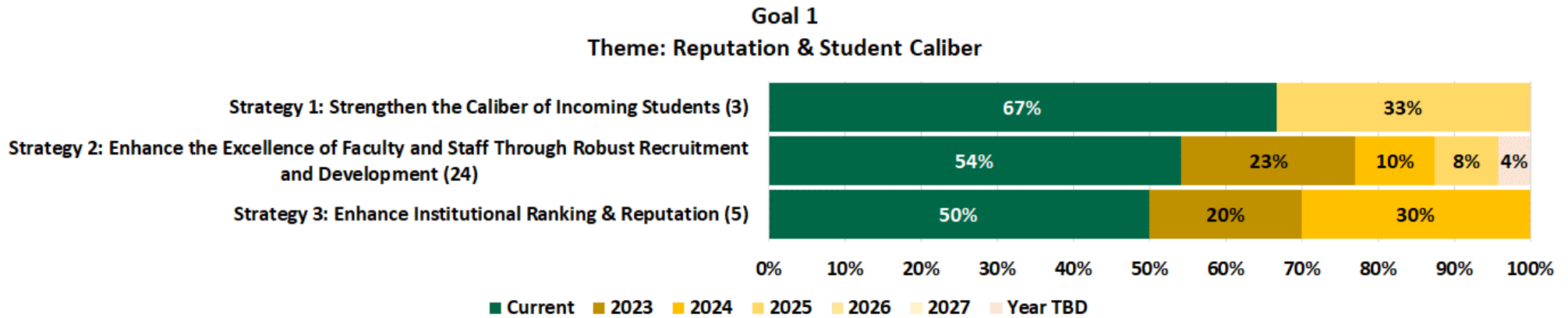
7. Strengthen the university's proactive diverse supplier business strategy
8. Optimize the implementation of investments and maximization of university assets
9. Evaluate key university processes to minimize time and cost for optimal efficiency
10. Streamline university business processes and enhance the teaching & learning experiences through an integration of technology solutions, process improvements and digitization

- Average time to complete key processes vital to the mission of USF (e.g., hiring, MOU approval, research contract approval, etc.)

Appendix B

Current Status of Implementation of Institutional Strategies

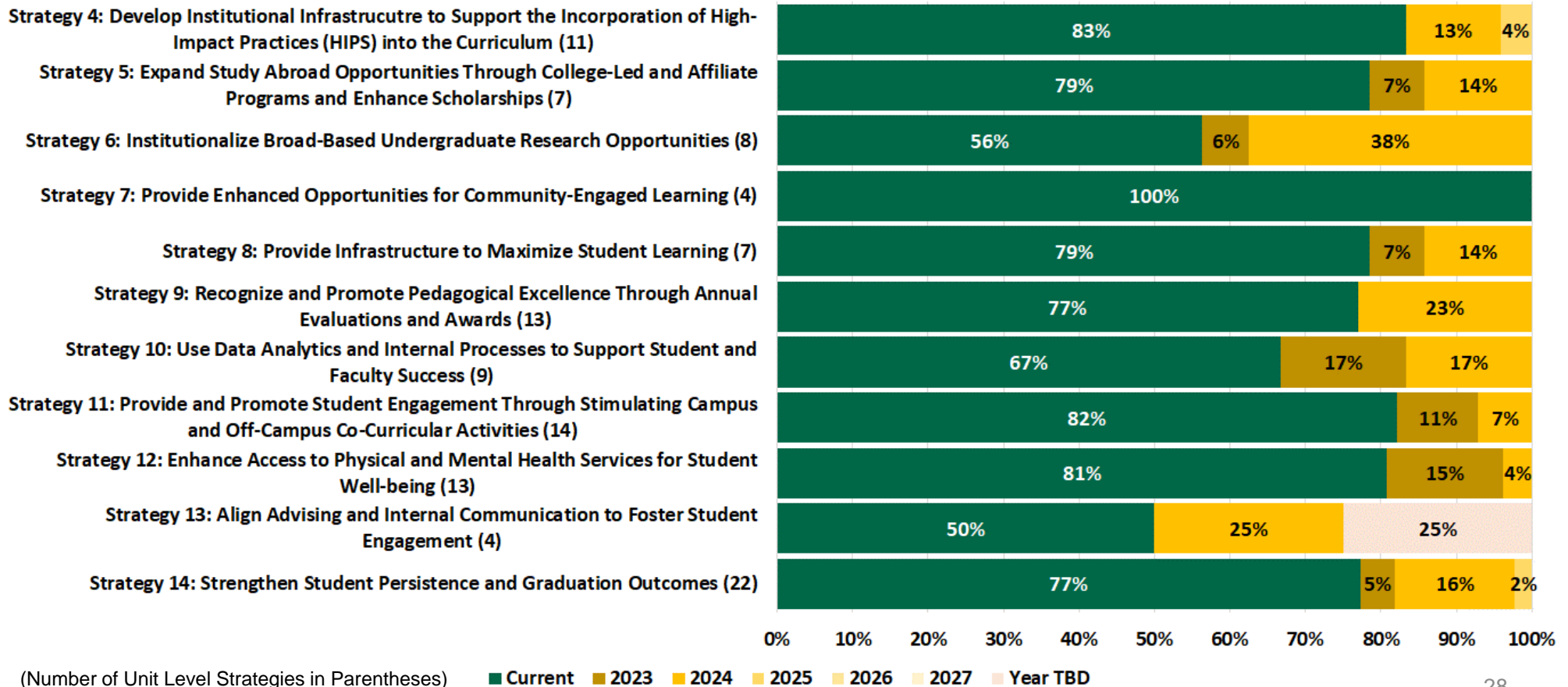
Goal 1



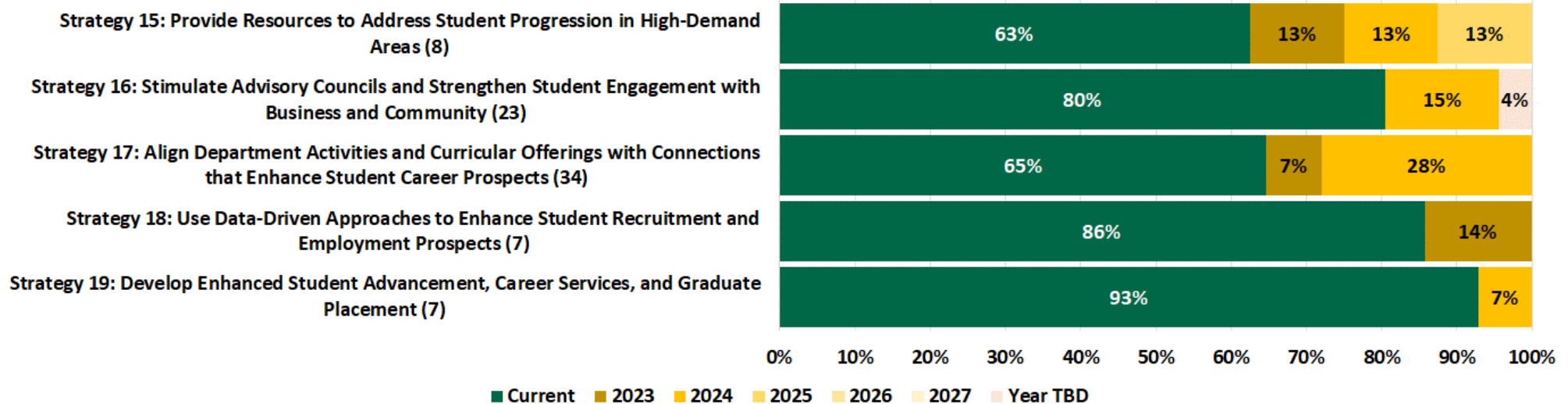
(Number of Unit Level Strategies in Parentheses)

Goal 1

Theme: Progression & Completion



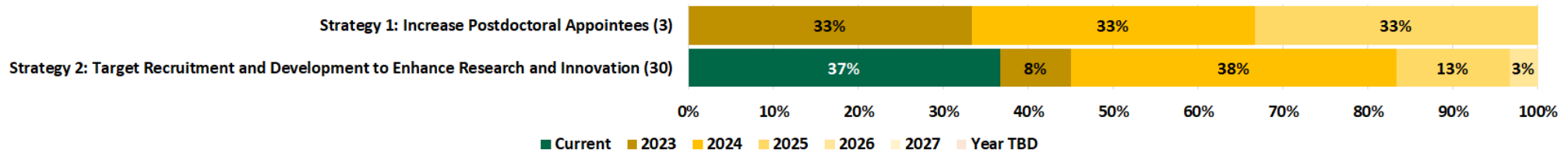
Goal 1
Theme: Career Outcomes



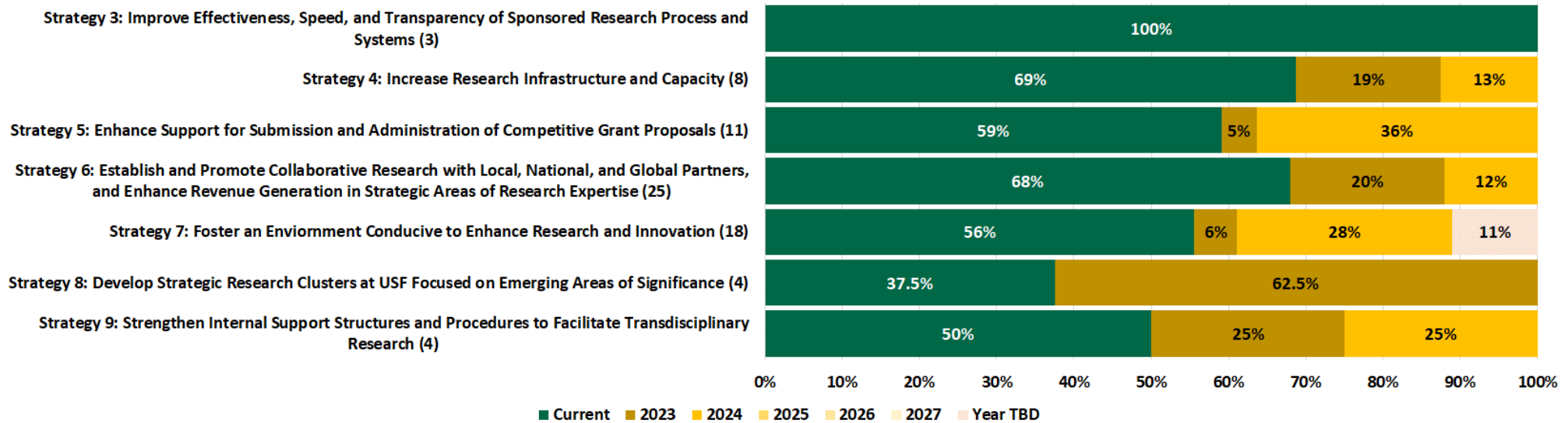
(Number of Unit Level Strategies in Parentheses)

Goal 2

Goal 2 Theme: Faculty & Research Staff

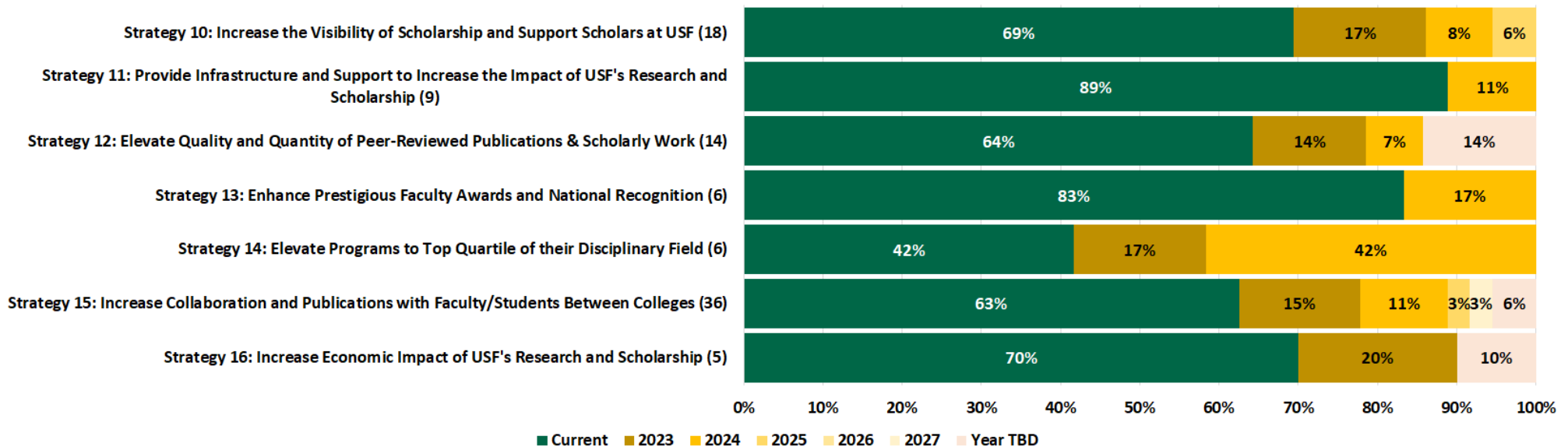


Goal 2 Theme: Research Expenditures & Economic Impact



(Number of Unit Level Strategies in Parentheses)

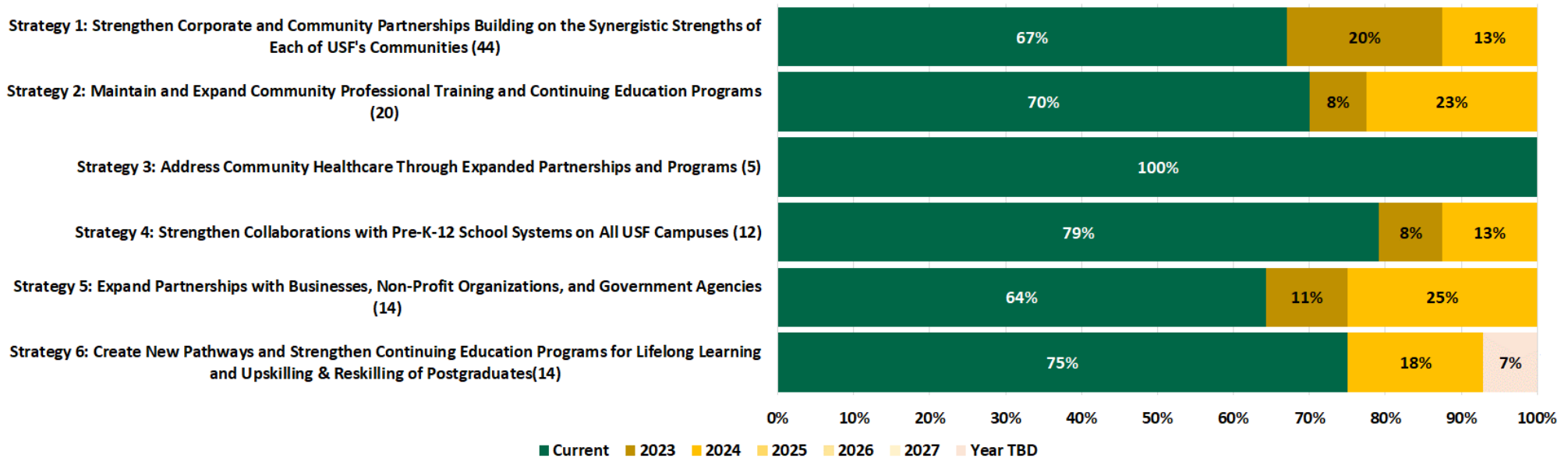
Goal 2
Theme: Impact of Research & Scholarship



(Number of Unit Level Strategies in Parentheses)

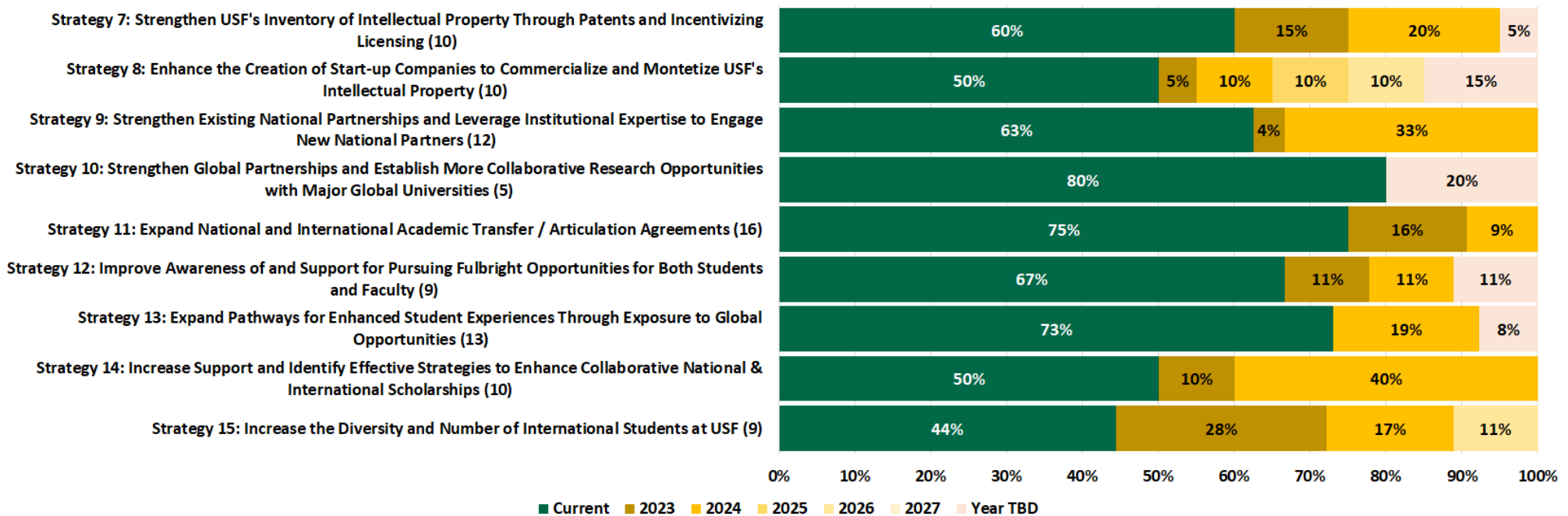
Goal 3

Goal 3 Theme: Local & Community Engagement



(Number of Unit Level Strategies in Parentheses)

Goal 3
Theme: National & Global Partnerships

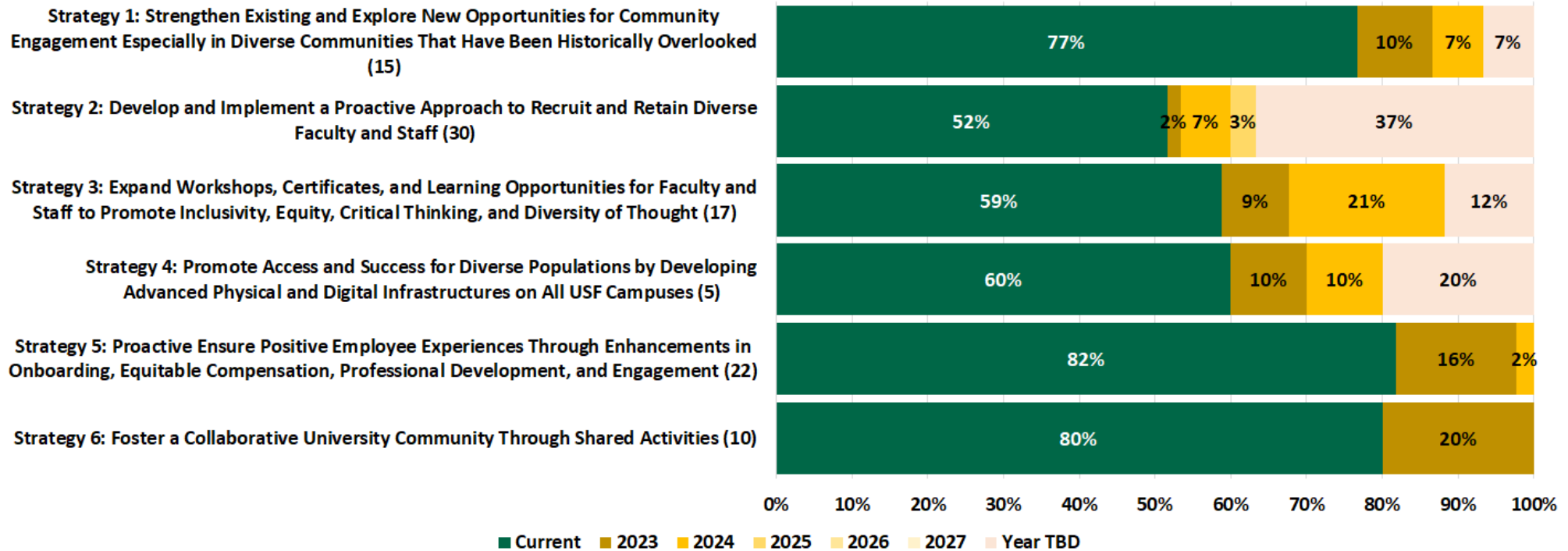


(Number of Unit Level Strategies in Parentheses)

Goal 4

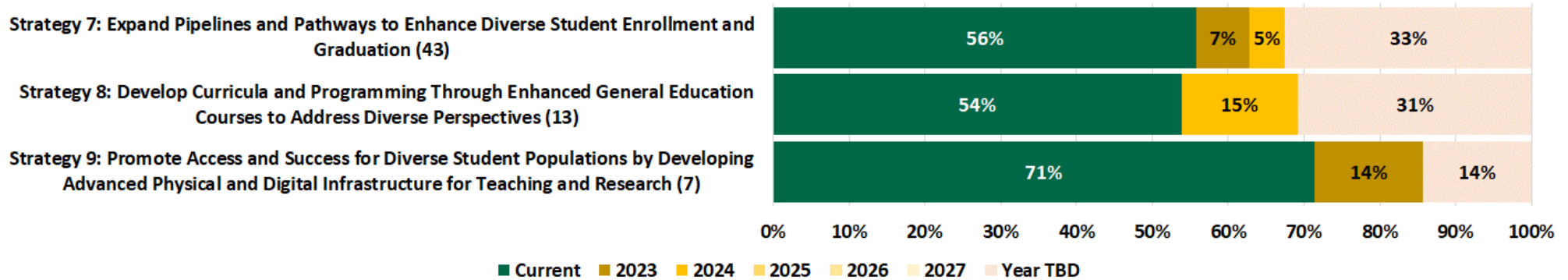
Goal 4

Theme: Professional Diversity & Success



(Number of Unit Level Strategies in Parentheses)

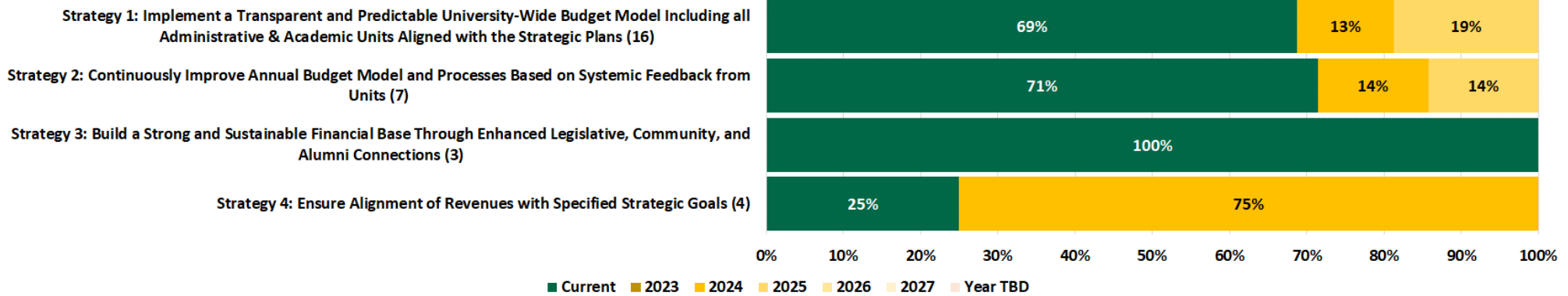
Goal 4
Theme: Student Diversity & Outcomes



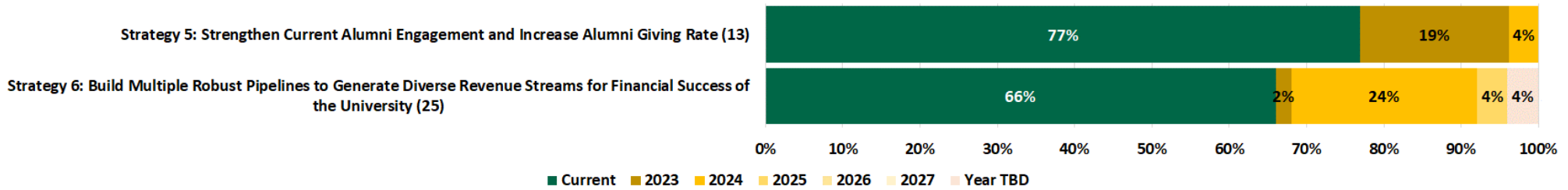
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Goal 5

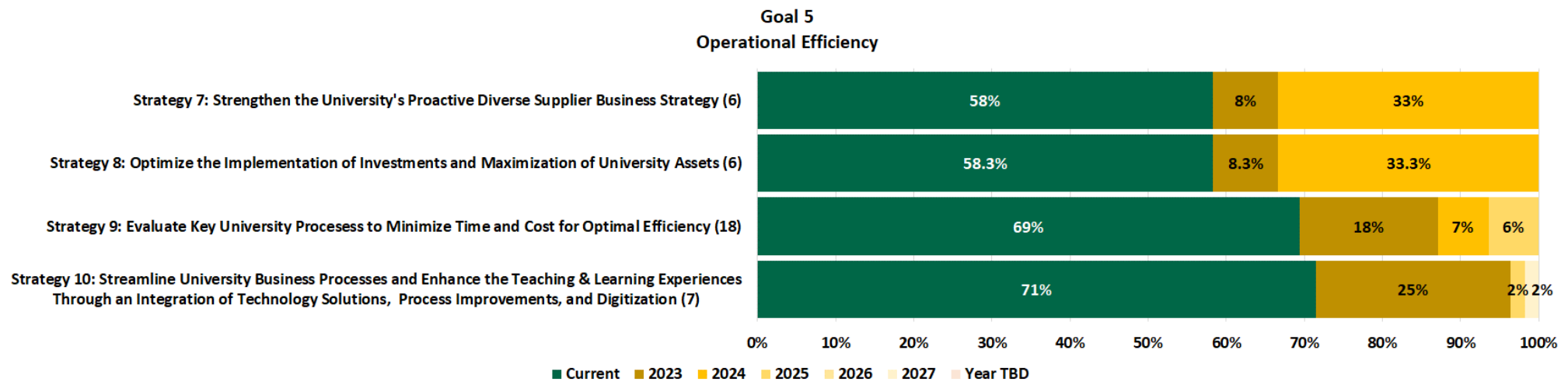
Goal 5 Theme: Transparent & Sustainable Budget



Goal 5 Diversification of Revenue Streams



(Number of Unit Level Strategies in Parentheses)



(Number of Unit Level Strategies in Parentheses)

