



**USF Board of Trustees
Strategic Initiatives Committee**

May 31, 2022

Trustees: Michael Carrere, Chair; Rogan Donelly, Les Muma, Shilen Patel, Rick 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 February 22, 2022 meeting notes | Chair Carrere |
| IV. | New Business – Information Item | |
| | a. Update on Implementation of the USF 2022-2027 Strategic Plan | Terry Chisolm
Pritish Mukherjee |
| V. | Adjournment | Chair Carrere |

**USF Board of Trustees
Strategic Initiatives Committee Meeting
February 22, 2022
Teams Meeting**

I. Call to Order and Comments

Chair Carrere called the meeting to order and welcomed the committee members and other members of the Board of Trustees. The Chair welcomed new BOT member Rogan Donelly to the committee.

II. Public Comments Subject to USF Procedure

There were no requests for public comment.

III. New Business – Action Items

a. Approval of November 22, 2021 meeting notes

The meeting notes were approved unanimously.

IV. New Business – Information Items

a. Implementation of the USF 2022-2027 Strategic Plan

Chair Carrere introduced the item as an important update on the Strategic Plan which was recently presented to and approved by the Board of Governors.

Chair Carrere then asked Terry Chisolm, Vice Provost for Strategic Planning, Performance & Accountability and Prithvi Mukherjee, Vice Provost & Associate Vice President and Strategic Talent Recruitment, University Reputation and Impact to begin the presentation. They presented a slide deck overviewing the implementation strategy for the Strategic Plan, including unit planning and cohesion of the university.

Dr. Mukherjee explained that the implementation of the plan will be a multi-year process that will evolve with the university, but the main priority for the short-term is creating buy-in from the colleges and units. He also spoke about the importance of aligning other college/units' strategic plans with the university's plan. To keep the university relevant and marketable, the strategic areas of focus in the plan will be continuously evaluated and adjusted if necessary to play to the university's strengths. Dr. Mukherjee also spoke about the inclusive process that was held to form the strategic plan that will be continued on with its implementation. Stakeholders from across the institution were and will be engaged, including the Faculty Senate. The Strategic Plan Implementation Advisory Committee has a wide membership across the university and is actively engaged.

With all this work the Advisory Committee is confident that the goal of implementing the plan on July 1 will be met.

Dr. Chisolm discussed the new Budget Committee headed by Rich Sobieray, Interim Senior Vice President for Financial Strategy, and their involvement with the strategic plan and its implementation;

Mr. Sobieray is a member of the Strategic Plan Implementation Advisory Committee. Dr. Chisolm highlighted how strategy drives budget at the institution, which is why both the strategic plan and budget processes have been so inclusive and comprehensive.

Dr. Chisolm closed the presentation by noting the enthusiasm the committee and university stakeholders have shown with their engagement and how ready they are to implement the plan to continue USF's forward momentum.

V. **Adjournment**

Chair Carrere thanked Drs. Mukherjee and Chisolm and the rest of the Strategic Plan Implementation Advisory Committee for their thoughtful and productive work and adjourned the meeting.

IN PURSUIT OF EXCELLENCE

Update of Progress on Implementation of USF's Strategic Plan 2022-2027

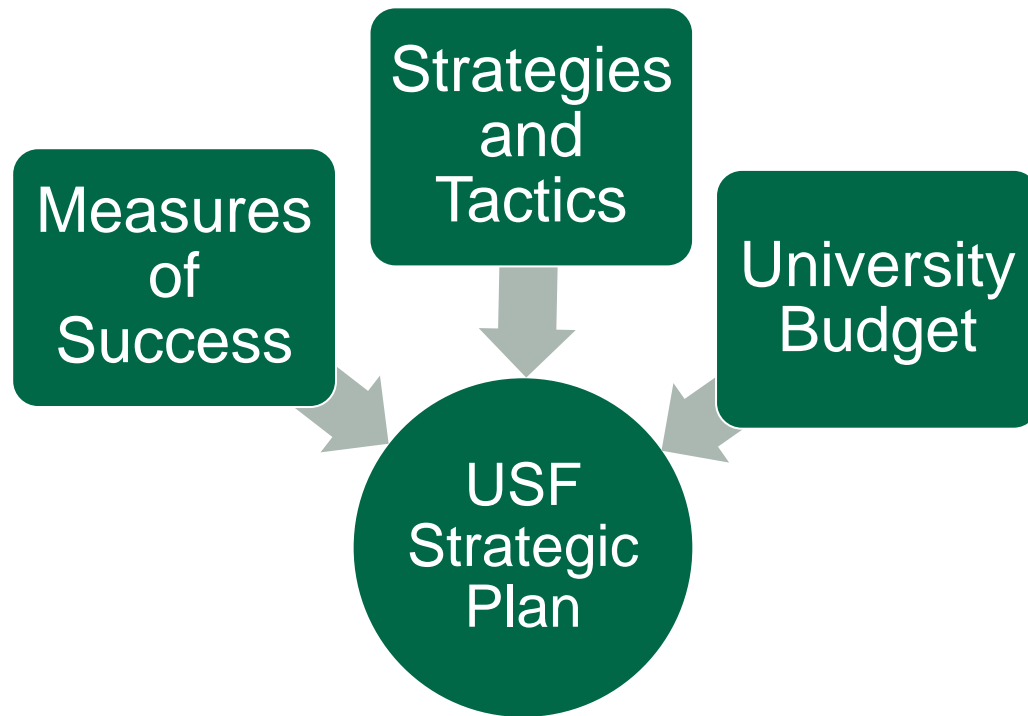
*Presented to
USF Board of Trustees Strategic Initiatives Committee*

*Prithish Mukherjee and Terry Chisolm
Provost's Office*

May 31, 2022



Key Elements of USF's Strategic Plan Implementation: Convergence of Measures of Success/Metrics, Strategies and Tactics, and Budget Alignment



Update on Progress of the Implementation Plan

❖ Tracking Success of Strategic Plan Implementation:

Proposed set of primary and supporting metrics distilled

❖ Developing unit-specific strategies and tactics:

Engaging Planning Officers in the development of unit-specific strategies and tactics aligned with the measures of success

❖ Development based on input from USF community:

The Strategic Plan Implementation Advisory Council and the Committee of USF Unit Planning Officers have been key partners

USF Planning Officers

• Executive services

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

Ms. Kate Head
Dr. Michelle Madden, Dr. Brett Kemker, Ms. Paige Geers
Mr. Terry Nealy
Dr. Elizabeth Hordge-Freeman
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. Gert-Jan de Vreede
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 Puro
Ms. Stephanie Harff
Mr. Adam Caskie
Ms. Kris Pierce
Dr. Pritish Mukherjee
Dr. Michael Bloom
Dr. Carmen Goldsmith
Dr. Jacqueline Reyes Hull
Dr. Kiki Caruson

Strategic Plan Implementation Advisory Committee

- **Theresa Chisolm**, Co-chair; Vice Provost for Strategic Planning, Performance and Accountability
- **Pritish Mukherjee**, Co-chair; Vice Provost and Associate Vice President Strategic Talent Recruitment, University Reputation and Impact; Professor of Physics
- **Jessica Burgess**, President, Administrative Advisory Council
- **Monique Brown**, President, USF Staff Senate
- **Willow Craine**, Graduate and Professional Student Council Vice President
- **Andrea Ellis**, American Council on Education Fellow
- **Valeria Garcia**, Associate Vice President of Decision Support
- **Paige Geers**, Chief of Staff, Office of the President
- **Moez Limayem**, Lynn Pippenger Dean, Muma College of Business
- **Usha Menon**, Senior Associate Vice President, USF Health; Dean, College of Nursing
- **Alexis Mootoo**, Assistant Vice President, Resource Management & Development, Student Success
- **Zacharias Pieri**, Associate Professor of International Relations and Security Studies, College of Arts and Sciences
- **Anthony Rolle**, Dean, College of Education
- **Charles Stanish**, Professor of Anthropology, College of Arts and Sciences; Executive Director, Institute for the Advanced Study of Culture and the Environment
- **Richard Sobieray**, Senior Associate Vice President and Chief Financial Officer for USF Health, Vice Dean of Business and Finance for Morsani College of Medicine
- **Melanie Riedinger-Whitmore**, Professor, Department of Integrative Biology, College of Arts and Sciences
- **Stephen Stark**, Professor and Chair, Department of Psychology College of Arts and Sciences
- **Ilana Thomsett**, Academic Services Administrator
- **Tanya Vomacka**, Director of Strategic Communications and Engagement
- **Jillian Wilson**, Student Body Vice President

GOAL 1: STUDENT SUCCESS AT USF AND BEYOND

REPUTATION & STUDENT CALIBER

- **Average GPA (Incoming)**
- **Student-to-faculty ratio**
- **Number of public university national rankings in the top 50**
- **Average SAT scores**

25th-75th percentile SAT scores

Incoming enrollees graduating in top 10% of high school class

Academic Peer Assessment score

Number of broad disciplines ranked in the top 100 for research expenditures

Number of faculty attending Center for Innovative Teaching and Learning (CITL) workshops

Number of faculty receiving internal or external teaching awards

Number of articulation agreements with the Florida College System to address unmet education needs through online opportunities

Percent of SUS courses bearing a "high-quality" rating in the Florida Virtual Campus online catalog

(Primary metrics in gold and supporting metrics in blue boxes; potential distilled metrics for dashboard in green)

BOLD metrics are in current crosswalk

**New metric added to Strategic Plan

PROGRESSION & COMPLETION

- **FTIC Retention Rate**
- **Class size < 20**
- **6-Year FTIC graduation rate (Full- and Part-Time)**
- **3-Year FCS AA Transfer graduation rate (Full- and Part-time)**
- **4-Year FTIC graduation rate (Full-time)**
- **Percent of Bachelor graduates completing HIPS (multiple underlying metrics)****

6-Year (and 4-year) FTIC graduation rate, Pell (Full-Time)

FTIC Academic Progress Rate

Time to degree for FTICs

Average cost to the student

2-Year FCS AA Transfer graduation rate (Full-Time)

Percent of undergraduates engaged in research

Number of students participating in experiential learning programs (e.g., co-ops, internships)

Total enrollment in study abroad

Total enrollment in service-learning courses

Percent of students engaged in extra-curricular activities at USF

Percent of students using advising services per semester

Percent of students indicating stress and/or loneliness on an annual student well-being survey

Percent of students receiving medical services who indicate need on an annual student well-being survey

CAREER OUTCOMES

- **Percent of bachelor's graduates continuing education or employed (\$30,000+), one-year out**
- **Median wages of bachelor's graduates employed full-time, one-year out**

Federal loan debt

Bachelor's degrees awarded annually

Percent of bachelor's degrees awarded without excess hours

Percent of new degree programs with an industry or employer advisory council

Percent of students participating in identified community & business engagement activities (curricular & co-curricular)

Number of eligible programs with specialized accreditation

Bachelor's degrees in Programs of Strategic Emphasis

Bachelor's degrees in STEM & Health

Graduate degrees awarded annually

Master's degrees awarded annually

Doctoral degrees awarded annually

Graduate degrees in Programs of Strategic Emphasis

Graduate degrees in STEM & Health

Professional Licensure & Certification Exam pass rates above benchmarks

PRIMARY METRICS FOR MEASURING SUCCESS OF THE STRATEGIC PLAN

GOAL 1: STUDENT SUCCESS AT USF AND BEYOND

REPUTATION & STUDENT CALIBER

- **Average GPA (Incoming)**
- **Student-to-faculty ratio**
- **Number of public university national rankings in the top 50**
- **Average SAT scores**

PROGRESSION & COMPLETION

- **FTIC Retention Rate**
- **Class size < 20**
- **6-Year FTIC graduation rate (Full- and Part-Time)**
- **3-Year FCS AA Transfer graduation rate (Full- and Part-Time)**
- **4-Year FTIC graduation rate (Full-time)**
- **Percent of Bachelor graduates completing HIPS (multiple underlying metrics)****

CAREER OUTCOMES

- **Percent of bachelor's graduates continuing education or employed (\$30,000+), one-year out**
- **Median wages of bachelor's graduates employed full-time, one-year out**

GOAL 2: FACULTY EXCELLENCE IN RESEARCH AND INNOVATION

FACULTY & RESEARCH STAFF

- **Percent of Tenured/ Tenure track faculty**
- **Number of postdoctoral appointees**

RESEARCH EXPENDITURES & ECONOMIC IMPACT

- **Total R&D expenditures (\$M)**
- **Federal R&D expenditures (\$M)**
- **Economic impact of research funding (all sources) (\$M)**

IMPACT OF RESEARCH & SCHOLARSHIP

- **Number of publications, citations and creative work through collaborations**
- **Number of faculty awards**
- **Normalized citation impact**

BOLD metrics are in current crosswalk

**New metric added to Strategic Plan

GOAL 3: PARTNERSHIPS AND ENGAGEMENT WITH LOCAL, NATIONAL, AND GLOBAL IMPACT

LOCAL & COMMUNITY ENGAGEMENT

- **Number of partnerships with local businesses**
- **Number of interactions with PreK-12 school systems**
- **Number of new and continuous corporate & community partnerships per year**
- **Enrollment in and number of professional training and continuing education courses offered to the community**
- **Maintain Carnegie Foundation's Community Engagement Classification**

NATIONAL AND GLOBAL PARTNERSHIPS

- **Number of new national and global partnerships per year (consolidation of two metrics)**
- **Number of Fulbright Scholars and student research projects**
- **Number of publications with international and national coauthors from outside USF**

GOAL 4: A GREAT PLACE TO WORK, LEARN, AND DISCOVER FOR A DIVERSE AND INCLUSIVE USF COMMUNITY

PROFESSIONAL DIVERSITY & SUCCESS

- **Increased diversity profile (diverse staff and faculty distribution)****
- **Staff retention rates**
- **Faculty retention rates**
- **Employee satisfaction****

STUDENT DIVERSITY & OUTCOMES

- **Increased diversity profile (diverse undergraduate and graduate student enrollment)****
- **Undergraduate Pell student enrollment**
- **Graduation rates for diverse populations (multiple underlying metrics)****
- **Bachelor's degrees awarded to diverse populations**
- **Bachelor's degrees awarded to African American & Hispanic students**
- **Master's (Graduate) degrees awarded to diverse populations**
- **Doctoral degrees awarded to diverse populations**
- **Graduation rate for Pell students (6-year FTIC)****

GOAL 5: A STRONG, SUSTAINABLE, AND ADAPTABLE FINANCIAL BASE

TRANSPARENT & SUSTAINABLE BUDGET

- **Implementation of a transparent and predictable budget model**
- **Average spending per student**
- **Average spending on people (e.g., faculty and staff salaries, benefits, professional development) and operations (e.g., research, facilities, information technology)**

DIVERSIFICATION OF REVENUE STREAMS

- **Percent of USF revenue from the state compared to other revenue sources**
- **Endowment**
- **Revenue from philanthropy**
- **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.) Efficiency metric****

DISTILLED PRIMARY METRICS & THEMES FOR MEASURING SUCCESS OF THE STRATEGIC PLAN

GOAL 1: STUDENT SUCCESS AT USF AND BEYOND	GOAL 2: FACULTY EXCELLENCE IN RESEARCH AND INNOVATION	GOAL 3: PARTNERSHIPS AND ENGAGEMENT WITH LOCAL, NATIONAL, AND GLOBAL IMPACT	GOAL 4: A GREAT PLACE TO WORK, LEARN, AND DISCOVER FOR A DIVERSE AND INCLUSIVE USF COMMUNITY	GOAL 5: A STRONG, SUSTAINABLE, AND ADAPTABLE FINANCIAL BASE
REPUTATION & STUDENT CALIBER <ul style="list-style-type: none"> Average GPA (Incoming) Average SAT scores 	FACULTY & RESEARCH STAFF <ul style="list-style-type: none"> Percent of Tenured/ Tenure track faculty Number of postdoctoral appointees 	LOCAL & COMMUNITY ENGAGEMENT <ul style="list-style-type: none"> Number of new and continuous corporate & community partnerships per year 	PROFESSIONAL DIVERSITY & SUCCESS <ul style="list-style-type: none"> Increased diversity profile (diverse staff and faculty distribution)** Employee satisfaction** 	TRANSPARENT & SUSTAINABLE BUDGET <ul style="list-style-type: none"> Average spending per student
PROGRESSION & COMPLETION <ul style="list-style-type: none"> 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 (multiple underlying metrics)** 	RESEARCH EXPENDITURES & ECONOMIC IMPACT <ul style="list-style-type: none"> Total R&D expenditures (\$M) Federal R&D expenditures (\$M) 	NATIONAL AND GLOBAL PARTNERSHIPS <ul style="list-style-type: none"> Number of new national and global partnerships per year (consolidation of two metrics) Number of Fulbright Scholars and student research projects Number of publications with international and national coauthors from outside USF 	STUDENT DIVERSITY & OUTCOMES <ul style="list-style-type: none"> Increased diversity profile (diverse undergraduate and graduate student enrollment)** Graduation rates for diverse populations (multiple underlying metrics)** Graduation rate for Pell students (6-year FTIC)** 	DIVERSIFICATION OF REVENUE STREAMS <ul style="list-style-type: none"> Percent of USF revenue from the state compared to other revenue sources Endowment Alumni Giving Rate
CAREER OUTCOMES <ul style="list-style-type: none"> Percent of bachelor's graduates continuing education or employed (\$30,000+), one-year out 	IMPACT OF RESEARCH & SCHOLARSHIP <ul style="list-style-type: none"> Number of faculty awards Normalized citation impact 			OPERATIONAL EFFICIENCY <ul style="list-style-type: none"> Average time to complete key processes vital to the mission of USF (e.g., hiring, MOU approval, research contract approval, etc.) Efficiency metric**

BOLD metrics are in current crosswalk

**New metric added to Strategic Plan

THEMES FOR MEASURING SUCCESS OF THE STRATEGIC PLAN

GOAL 1: STUDENT SUCCESS AT USF AND BEYOND

**Reputation & Student Caliber
Progression & Completion
Career Outcomes**

GOAL 2: FACULTY EXCELLENCE IN RESEARCH AND INNOVATION

**Faculty & Research Staff
Research Expenditures & Economic Impact
Impact of Research & Scholarship**

GOAL 3: PARTNERSHIPS AND ENGAGEMENT WITH LOCAL, NATIONAL, AND GLOBAL IMPACT

**Local & Community Engagement
National & Global Partnerships**

GOAL 4: A GREAT PLACE TO WORK, LEARN, AND DISCOVER FOR A DIVERSE AND INCLUSIVE USF COMMUNITY

**Professional Diversity & Success
Student Diversity & Outcomes**

GOAL 5: A STRONG, SUSTAINABLE, AND ADAPTABLE FINANCIAL BASE

**Transparent & Sustainable Budget
Diversification of Revenue Streams
Operational Efficiency**

Developing Unit-specific Strategies and Tactics

- ❖ The co-Chairs engaged in weekly planning meetings with the Committee of USF Planning Officers
- ❖ A fillable pdf form was developed to gather unit-level strategies and tactics aligned with the measures of success for all 5 goals of our Strategic Plan
- ❖ Unit Planning Officers engaged broadly with their respective stakeholders to provide extensive strategies and tactics aligned with their unit's strategic aspirations
- ❖ Final input was received by May 13, 2022 and the cumulative output has been condensed in a draft of institutional "Super-Strategies" for our Strategic Plan. These are aligned with the themes for each of our goals.

Goal 1: Student Success at USF and Beyond

(Super-Strategies in Gold and Primary 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)
- Student-to-faculty ratio
- Number of public university national rankings in the top 50
- 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
- Class size < 20
- 6-Year FTIC graduation rate (Full- and Part-Time)
- 3-Year FCS AA Transfer graduation rate (Full-Time and Part-time)
- 4-Year FTIC graduation rate (Full-time)
- Percent of Bachelor graduates completing HIPS (multiple underlying metrics)

CAREER OUTCOMES

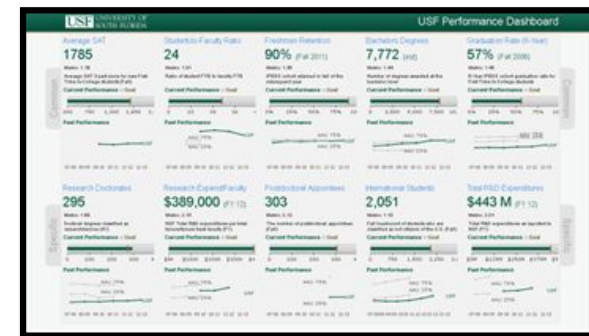
15. Provide resources to address student progression in high-demand areas
16. Stimulate advisory councils and strengthen student engagement with business and community
17. Align department activities and curricular offerings with connections that enhance student career prospects
18. Use data-driven approaches 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 (\$30,000+), one-year out
- Median wages of bachelor's graduates employed full-time, one-year out

Measuring Success of the Strategic Plan: *Next Steps*

- Confirm concise set of “primary” metrics for high level monitoring by theme (aligning with PE, PBF, USNWR Top-25, AAU, community priorities)
- Work through information governance processes for metric definitions
- Stabilize data sources as needed
- Create publicly available visualizations for monitoring planning & performance

SAMPLE DASHBOARD from Previous Strategic Plan



Working DRAFT (5/6/22) - Potential Primary Metrics

Goal 1. Student Success at USF & Beyond (7 metrics)		Goal 2. Faculty Excellence in Research & Innovation (6 metrics)		Goal 3. Partnerships and Engagement with Local, National, & Global Impact (4 metrics)		Goal 4. A Great Place to Work, Learn, and Discover for a Diverse and Inclusive USF Community (5 metrics)		Goal 5. A Strong, Sustainable, and Adaptable Financial Base (4 metrics)	
Reputation & Student Caliber	SAT GPA	Faculty & Research Staff	% T/TT Faculty # of Post Docs	Local Engagement	# Community & local corporate partners/year	Professional Diversity & Success	Increased diversity profile Employee satisfaction	Transparent & Sustainable	Average spending per student
Progression & Completion	Retention % Bachelor graduates completing HIPS Graduation Rates (6yr FTIC; 3yr FCSAA)	Research Expenditures & Economic Impact	Total Expenditures (\$) Federal Expenditures (\$)	National & Global Engagement	# National & global (including corporate) partners/year	Student Diversity & Outcomes	Graduation rates for diverse populations (Multiple underlying data points) Increased diversity profile Graduation rate for Pell students (6yr FTIC)	Diversification of revenue streams	% Revenue from state vs. all other sources Endowment value (\$) Alumni giving rate
Career Outcomes	% Cont. Education or Employed (\$30K+)	Impact of Research & Scholarship	# Faculty Awards Normalized citation impact		# Publications with global/national partners # Fulbright awards/year			Operational Efficiency	Efficiency metric

Strategic Plan – Timeline



In Pursuit of
Excellence

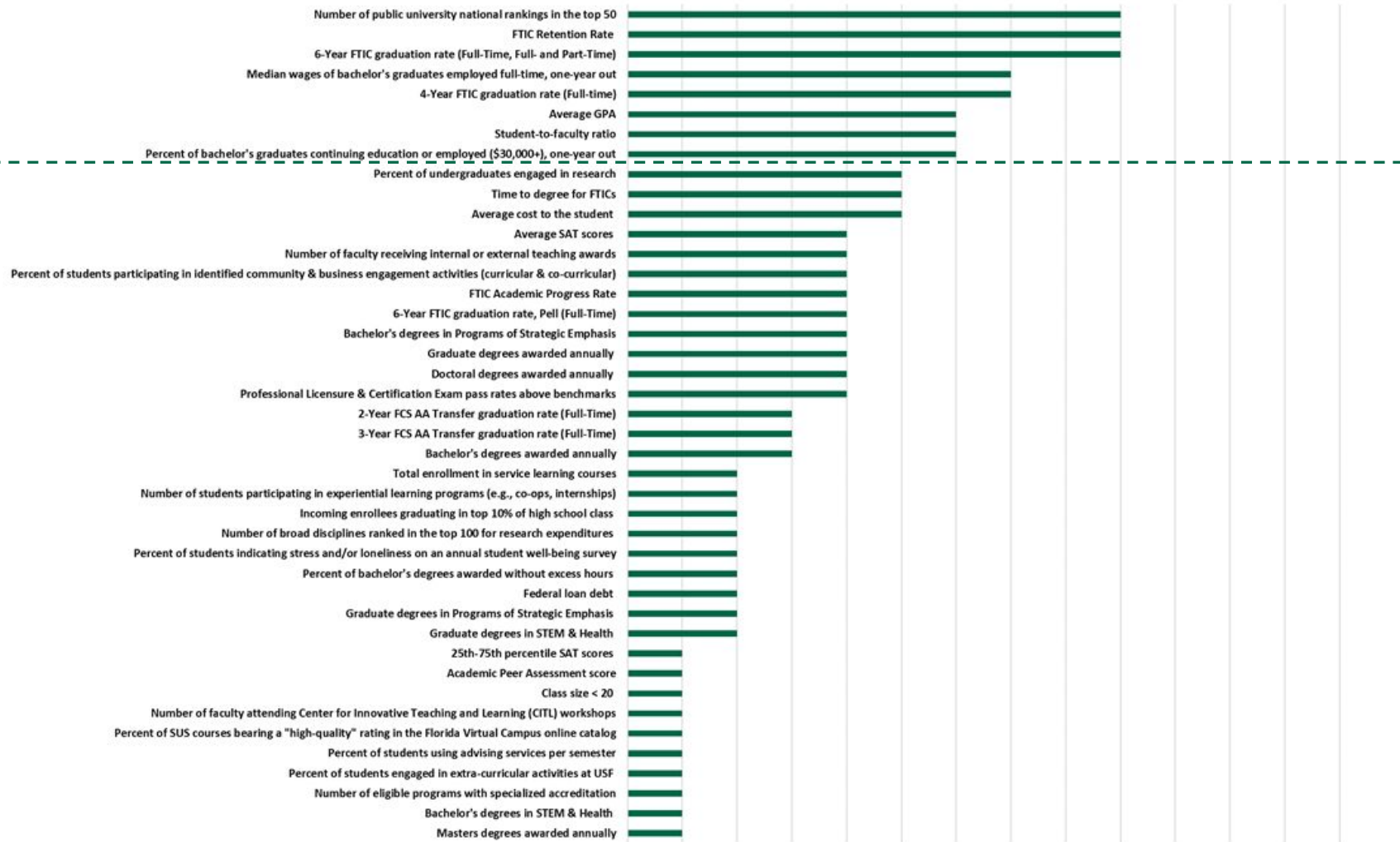
STRATEGIC PLAN 2022-2027



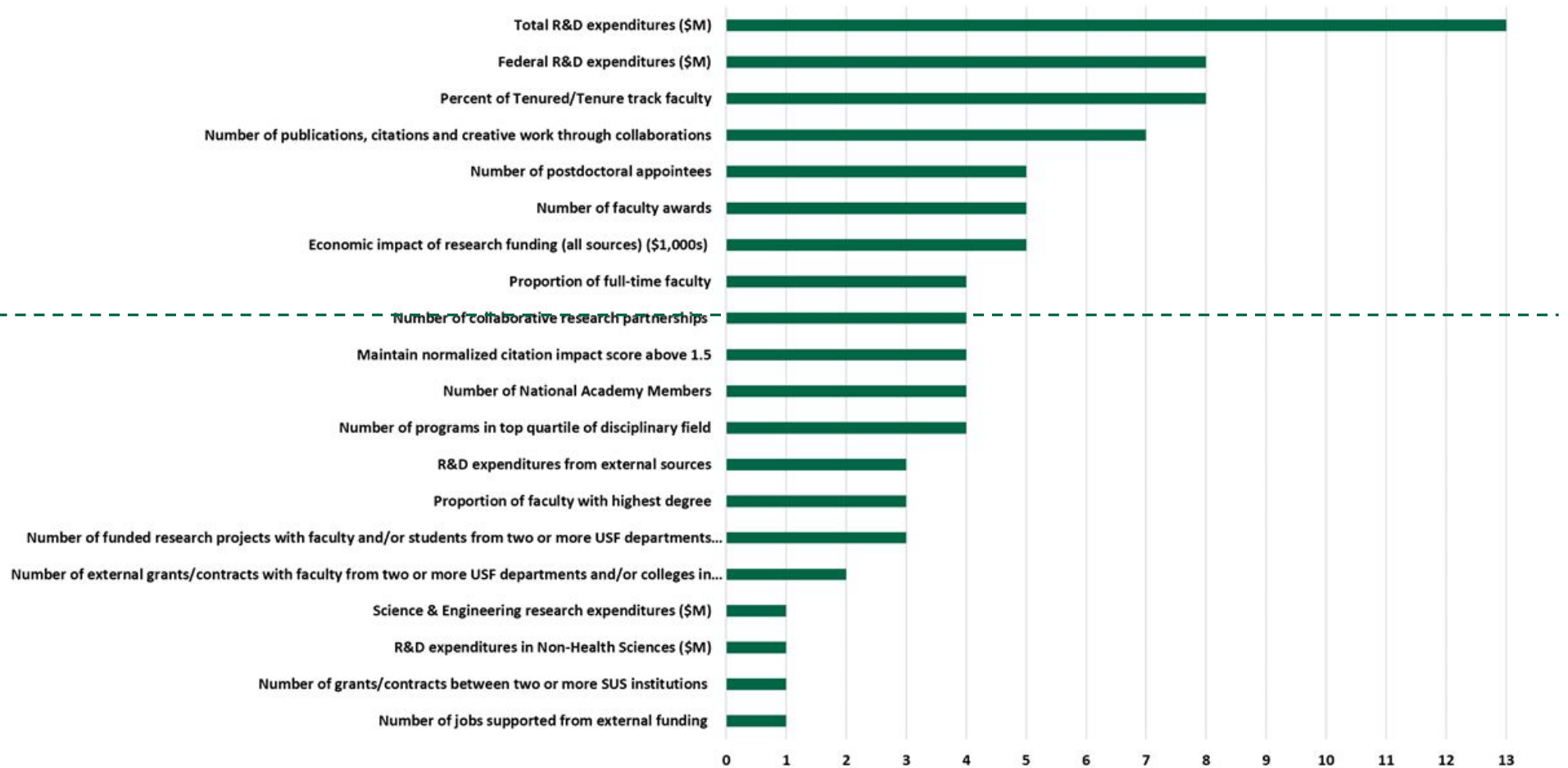
APPENDIX A

UNDERLYING METRIC SURVEY RESPONSES BY GOAL *(Survey of USF's Strategic Plan Implementation Advisory Committee members, April 2022)*

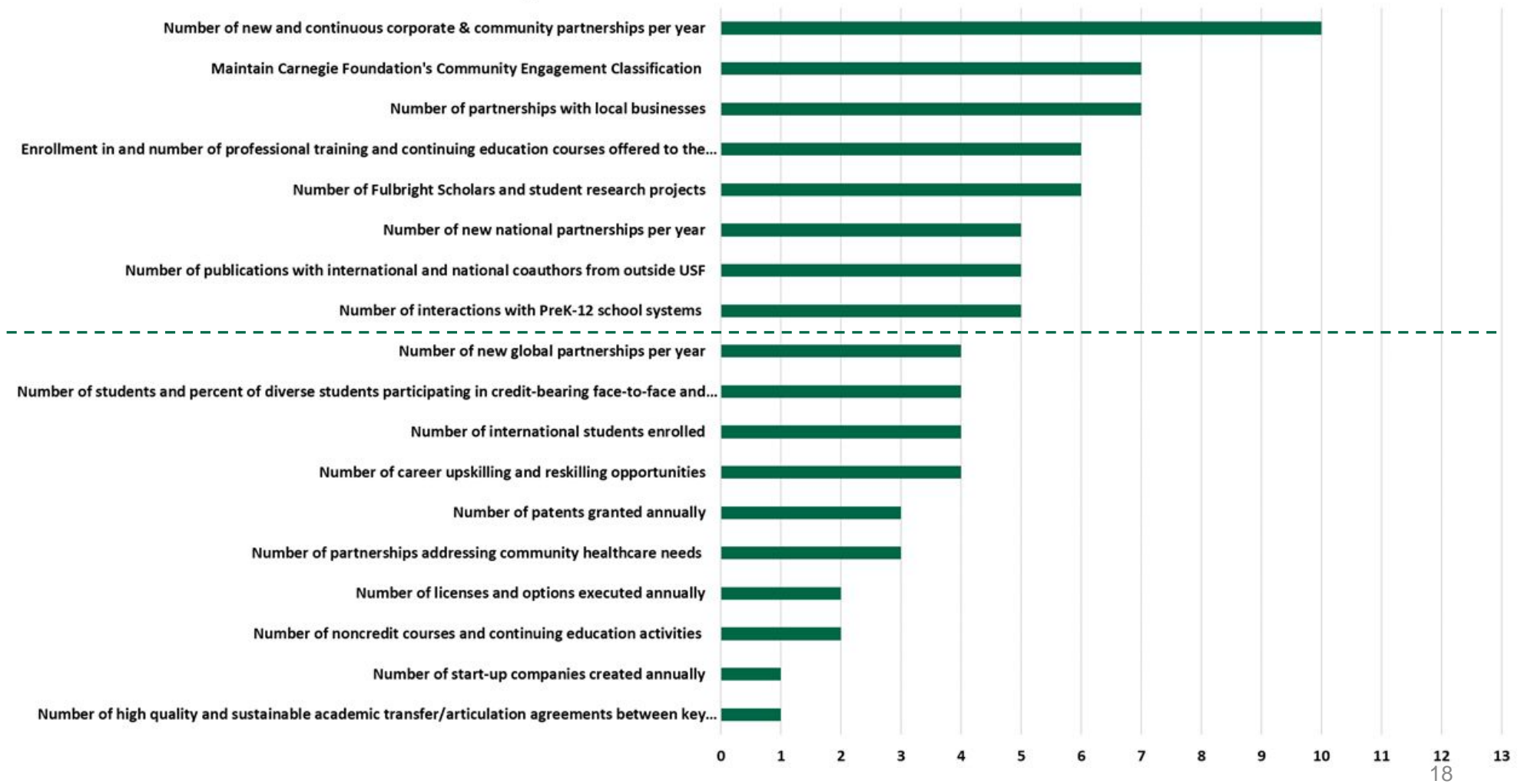
Goal 1 Primary Metrics Recommendations With 1 or More Votes



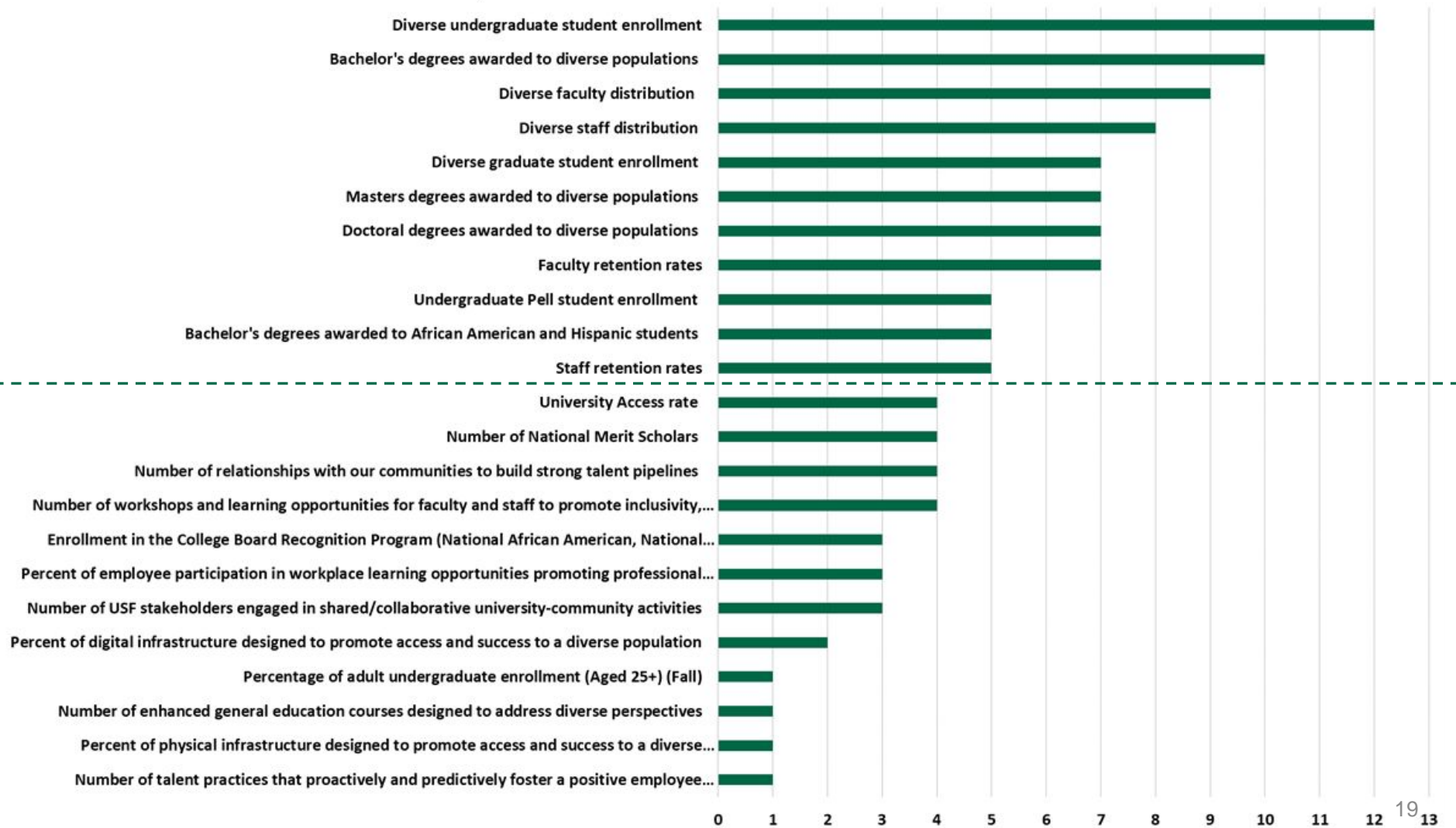
Goal 2 Primary Metrics Recommendations With 1 or More Votes



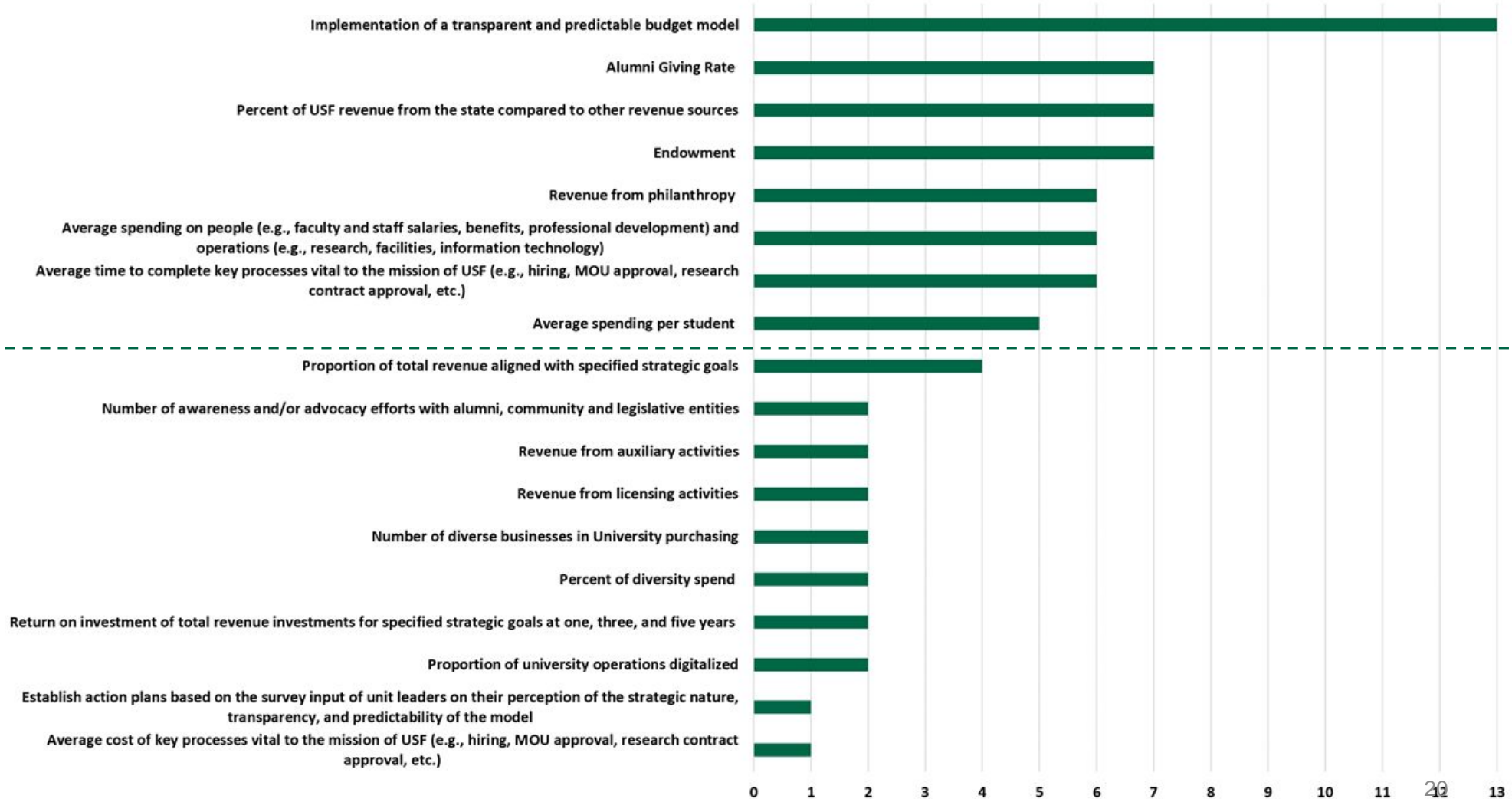
Goal 3 Primary Metrics Recommendations With 1 or More Votes



Goal 4 Primary Metrics Recommendations With 1 or More Votes



Goal 5 Primary Metrics Recommendations With 1 or More Votes





APPENDIX B

PRIMARY AND SUPPORTING METRICS AND A DISTILLED DASHBOARD

GOAL 1: STUDENT SUCCESS AT USF AND BEYOND

REPUTATION & STUDENT CALIBER

- **Average GPA (Incoming)**
- **Student-to-faculty ratio**
- **Number of public university national rankings in the top 50**
- **Average SAT scores**

25th-75th percentile SAT scores

Incoming enrollees graduating in top 10% of high school class

Academic Peer Assessment score

Number of broad disciplines ranked in the top 100 for research expenditures

Number of faculty attending Center for Innovative Teaching and Learning (CITL) workshops

Number of faculty receiving internal or external teaching awards

Number of articulation agreements with the Florida College System to address unmet education needs through online opportunities

Percent of SUS courses bearing a "high-quality" rating in the Florida Virtual Campus online catalog

(Primary metrics in gold and supporting metrics in blue boxes, dashboard metrics in green)

BOLD metrics are in current crosswalk

PE/KPI added to Strategic Plan

**New metric added to Strategic Plan

PROGRESSION & COMPLETION

- **FTIC Retention Rate**
- **Class size < 20**
- **6-Year FTIC graduation rate (Full- and Part-Time)**
- **3-Year FCS AA Transfer graduation rate (Full- and Part-Time)**
- **4-Year FTIC graduation rate (Full-time)**
- **Percent of Bachelor graduates completing HIPS (multiple underlying metrics)****

6-Year (and 4-year) FTIC graduation rate, Pell (Full-Time)

FTIC Academic Progress Rate

Time to degree for FTICs

Average cost to the student

2-Year FCS AA Transfer graduation rate (Full-Time)

Percent of undergraduates engaged in research

Number of students participating in experiential learning programs (e.g., co-ops, internships)

Total enrollment in study abroad

Total enrollment in service-learning courses

Percent of students engaged in extra-curricular activities at USF

Percent of students using advising services per semester

Percent of students indicating stress and/or loneliness on an annual student well-being survey

Percent of students receiving medical services who indicate need on an annual student well-being survey

CAREER OUTCOMES

- **Percent of bachelor's graduates continuing education or employed (\$30,000+), one-year out**
- **Median wages of bachelor's graduates employed full-time, one-year out**

Federal loan debt

Bachelor's degrees awarded annually

Percent of bachelor's degrees awarded without excess hours

Percent of new degree programs with an industry or employer advisory council

Percent of students participating in identified community & business engagement activities (curricular & co-curricular)

Number of eligible programs with specialized accreditation

Bachelor's degrees in Programs of Strategic Emphasis

Bachelor's degrees in STEM & Health

Graduate degrees awarded annually

Master's degrees awarded annually

Doctoral degrees awarded annually

Graduate degrees in Programs of Strategic Emphasis

Graduate degrees in STEM & Health

Professional Licensure & Certification Exam pass rates above benchmarks

GOAL 2: FACULTY EXCELLENCE IN RESEARCH AND INNOVATION

FACULTY & RESEARCH STAFF

- **Percent of Tenured/ Tenure track faculty**
- **Number of postdoctoral appointees**

Proportion of full-time faculty

Proportion of faculty with highest degree

Number of non-faculty S&E research staff with doctorates

(Primary metrics in gold and supporting metrics in blue boxes, dashboard metrics in green)

BOLD metrics are in current crosswalk

RESEARCH EXPENDITURES & ECONOMIC IMPACT

- **Total R&D expenditures (\$M)**
- **Federal R&D expenditures (\$M)**
- Economic impact of research funding (all sources) (\$M)

R&D expenditures from external sources

R&D expenditures in Non-Health Sciences (\$M)

Science & Engineering research expenditures (and non-medical S&E research expenditures) (\$M)

Number of jobs supported from external funding

Number of collaborative research partnerships

Number of grants/contracts between two or more SUS institutions

Number of funded research projects with faculty and/or students from two or more USF departments and/or colleges in distinctive area of research and creative activity

Number of external grants/contracts with faculty from two or more USF departments and/or colleges in distinctive areas of research and creative activity

IMPACT OF RESEARCH & SCHOLARSHIP

- Number of publications, citations and creative work through collaborations
- **Number of faculty awards**
- **Normalized citation impact**

Number of programs in top quartile of disciplinary field

Number of National Academy Members

Number of publications with faculty and/or students from two or more USF Departments in distinctive areas of research and creative activity

Maintain normalized citation impact score above 1.5

GOAL 3: PARTNERSHIPS AND ENGAGEMENT WITH LOCAL, NATIONAL, AND GLOBAL IMPACT

LOCAL & COMMUNITY ENGAGEMENT

- Number of partnerships with local businesses
- Number of interactions with PreK-12 school systems
- Number of new and continuous corporate & community partnerships per year
- Enrollment in and number of professional training and continuing education courses offered to the community
- Maintain Carnegie Foundation's Community Engagement Classification

Number of start-up companies created annually

Number of career upskilling and reskilling opportunities

Number of noncredit courses and continuing education activities

Number of patents granted annually

Utility Patents Awarded (over 3-year period)

Number of licenses and options executed annually

Number of partnerships addressing community healthcare needs

NATIONAL AND GLOBAL PARTNERSHIPS

- Number of new national and global partnerships per year (consolidation of two metrics)
- Number of Fulbright Scholars and student research projects
- Number of publications with international and national coauthors from outside USF

Number of international students enrolled

Number of students and percent of diverse students participating in credit-bearing face-to-face and virtual global experiences

Number of high quality and sustainable academic transfer/articulation agreements between key international partner institutions and USF academic programs

(Primary metrics in gold and supporting metrics in blue boxes, dashboard metrics in green)

BOLD metrics are in current crosswalk

GOAL 4: A GREAT PLACE TO WORK, LEARN, AND DISCOVER FOR A DIVERSE AND INCLUSIVE USF COMMUNITY

PROFESSIONAL DIVERSITY & SUCCESS

- Increased diversity profile (diverse staff and faculty distribution)**
- Staff retention rates
- Faculty retention rates
- Employee satisfaction**

Number of relationships with our communities to build strong talent pipelines

Percent of employee participation in workplace learning opportunities promoting professional growth and work life balance

Number of talent practices that proactively and predictively foster a positive employee experience

Number of workshops and learning opportunities for faculty and staff to promote inclusivity, equitability, critical thinking and diversity of thought

STUDENT DIVERSITY & OUTCOMES

- Increased diversity profile (diverse **undergraduate** and **graduate student enrollment**)**
- Undergraduate Pell student enrollment
- Graduation rates for diverse populations (multiple underlying metrics)**
- Bachelor's degrees awarded to diverse populations
- **Bachelor's degrees awarded to African American & Hispanic students**
- Master's (Graduate) degrees awarded to diverse populations
- Doctoral degrees awarded to diverse populations
- Graduation rate for Pell students (6-year FTIC)**

Number of National Merit Scholars

University Access rate

Percentage of adult undergraduate enrollment (Aged 25+) (Fall)

Percent of Undergraduate FTE in Online Courses

Percent of Graduate FTE in Online Courses

Enrollment in the College Board Recognition Program (National African American, National Hispanic, National Indigenous, and National Rural and Small Town)

Number of enhanced general education courses designed to address diverse perspectives

Number of USF stakeholders engaged in shared/collaborative university-community activities

Percent of digital infrastructure designed to promote access and success to a diverse population

Percent of physical infrastructure designed to promote access and success to a diverse population

(Primary metrics in gold and supporting metrics in blue boxes, dashboard metrics in green)

BOLD metrics are in current crosswalk

PE/KPI added to Strategic Plan

**New metric added to Strategic Plan

GOAL 5: A STRONG, SUSTAINABLE, AND ADAPTABLE FINANCIAL BASE

TRANSPARENT & SUSTAINABLE BUDGET

- Implementation of a transparent and predictable budget model
- **Average spending per student**
- Average spending on people (e.g., faculty and staff salaries, benefits, professional development) and operations (e.g., research, facilities, information technology)

Proportion of total revenue aligned with specified strategic goals

Establish action plans based on the survey input of unit leaders on their perception of the strategic nature, transparency, and predictability of the model

Return on investment of total revenue investments for specified strategic goals at one, three, and five years

Number of diverse businesses in University purchasing

Percent of diversity spend

DIVERSIFICATION OF REVENUE STREAMS

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

Revenue from licensing activities

Revenue from auxiliary activities

Number of awareness and/or advocacy efforts with alumni, community and legislative entities

OPERATIONAL EFFICIENCY

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

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

Proportion of university operations digitalized

(Primary metrics in gold and supporting metrics in blue boxes, dashboard metrics in green)

BOLD metrics are in current crosswalk

**New metric added to Strategic Plan