



**USF Board of Trustees
Strategic Initiatives Committee**

November 20, 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 May 30, 2023 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 Prithish Mukherjee
Associate Vice President Valeria Garcia
- V. Adjournment Chair Carrere

**USF Board of Trustees
Strategic Initiatives Committee Meeting
May 30, 2023
Teams Meeting**

DRAFT SUMMARY NOTES

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.

II. Public Comments Subject to USF Procedure

There were no requests for public comment.

III. New Business – Action Item

a. Approval of November 21, 2022 meeting notes

The meeting notes were approved unanimously.

IV. New Business – Information Item

a. Progress Update Towards Implementation of the USF 2022–2027 Strategic Plan

Chair Carrere introduced the item and reminded the Committee that this is one of the regularly occurring updates provided by university leadership as the institution moves through implementing the Strategic Plan. Co-chairs of the implementation committee, Vice Provost Terry Chisolm and Vice Provost Pritish Mukherjee presented the update.

The update included a slide deck that overviewed the timeline of progress, including key milestones, and a summary of both the progress achieved and the primary metrics used to measure success. Drs. Chisolm and Mukherjee also reviewed the work that is being done across One USF from all units and departments to make for successful implementation, as well as an update on annual score cards that will be used pending the Board of Governors' approval of the Accountability Plan.

V. Adjournment

Chair Carrere thanked everyone for attending and adjourned the meeting.

Agenda Item: IVa

USF Board of Trustees
November 20, 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 May 30, 2023. Work done since that briefing is reviewed and includes a high-level update on the status of enhancing the Strategic Plan website.

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

BOT Committee Review Date: November 20, 2023

Supporting Documentation Online (please circle):

Yes

No

Prepared by: Office of the Provost

IN PURSUIT OF EXCELLENCE

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

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

*Terry Chisolm, Pritish Mukherjee & Valeria Garcia
Provost's Office*

With thanks and acknowledgment: Jay Unnikrishnan, Senior Director,
Data, Analytics & Strategy, Office of Decision Support

November 20, 2023



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
 Dr. Jacqueline Reyes Hull
 Dr. Kiki Caruson

Progress Summary

Planning Officers met with stakeholders in their respective units to collect feedback and develop **unit-level strategies**.



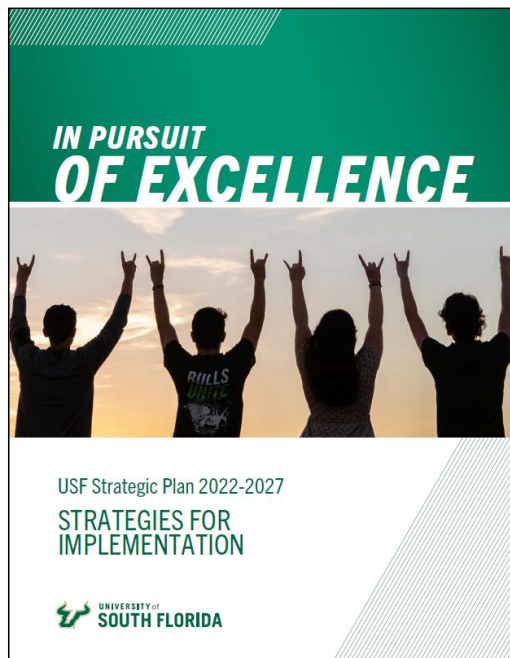
The cumulative unit-level strategies were condensed to **institutional strategies**.



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.

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

***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 & 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.)

Planning, Performance & Accountability in the SUS & USF



Annual Accountability Plan:

- Approved by USF BOT each Spring
- Approved by SUS BOG each June

***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

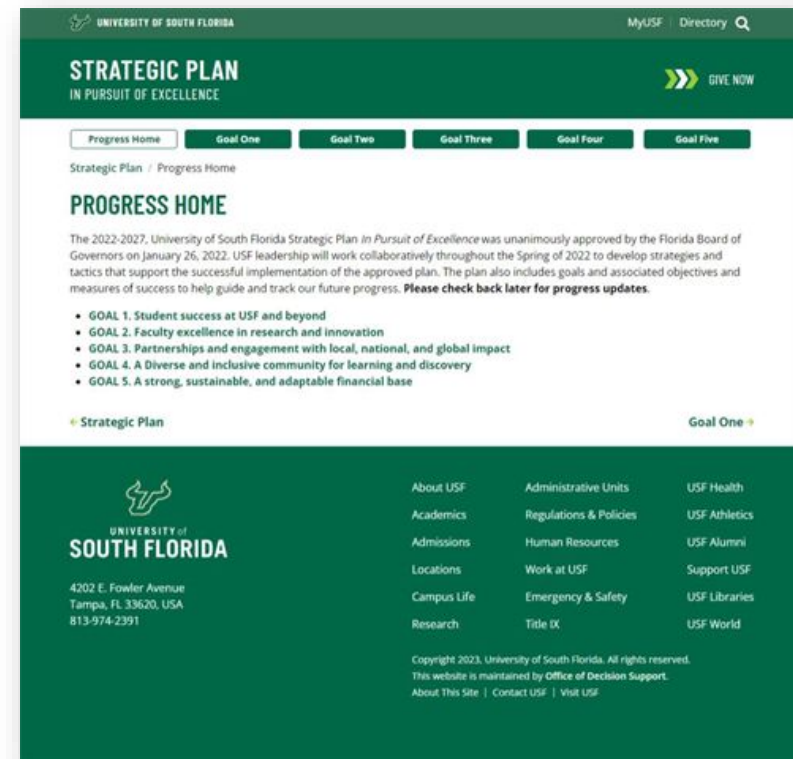
- Percent of USF revenue from the state compared to other revenue sources – **P3/4**
- Endowment – **P1**
- Alumni Giving Rate – **P2**

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**

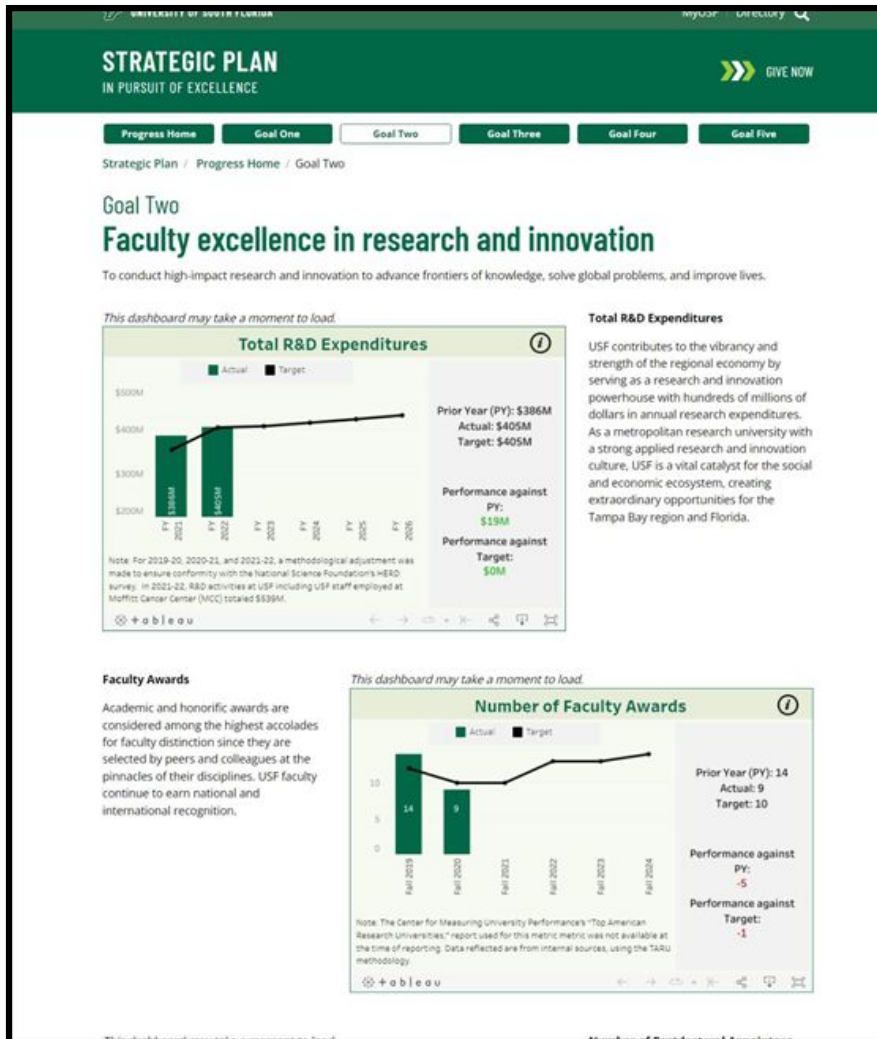
P* - Delivery Phases (1, 2 & 3/4)

Strategic Plan Progress (website update)



[Progress | Strategic Plan | University of South Florida \(usf.edu\)](https://usf.edu/progress)

Sample Dashboards



- **Figure:**
 - Actual performance (green bars)
 - Targets (black line)
- **Gray Area:**
 - Numerical information:
 - Previous Year (PY)
 - Actual
 - Target
 - Performance against PY
 - Performance against Target
- **Narrative:**
 - Context
 - In-depth information

Next Steps

- Continue to work with Planning Officers
- Plan for further discussion of performance and targets for distilled metrics
- Followed by annual updates to website post BOG approval of Accountability Plan

