



**USF Board of Trustees
Strategic Initiatives Committee**

Tuesday, February 23, 2021
Time: 8:00 AM – 9:05 AM
Microsoft Teams Virtual Meeting

Trustees: Michael Carrere, Chair; Mike Griffin, Les Muma, Shilen Patel, Melissa Seixas

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 Items
 - a. Approval of November 10, 2020, January 19, 2020, and February 4, 2020 Meeting Notes Chair Carrere
- IV. New Business – Information Items
 - a. Strategic Renewal Discussion and Initial Plan Framework President Currall
Task Force Chair Charles Stanish
Task Force Vice Chair Sylvia Thomas
- V. Adjournment Chair Carrere

**USF Board of Trustees
Strategic Initiatives Committee
November 10, 2020
Time: 8:00 AM – 9:15 AM
Teams Meeting**

I. Call to Order and Comments

Chair Carrere called the meeting to order at 8:03 a.m. He welcomed the committee members and other members of the Board of Trustees.

II. Request for Public Comment

There were no requests for public comment.

III. New Business – Action Items

a. Approval of August 25, 2020 Meeting Notes

Meeting notes were approved unanimously.

IV. New Business – Information Items

a. Strategic Renewal Process Update

Chair Carrere noted previous strategic plans and how language differs from the current higher education environment. He then read an excerpt from the USF System Strategic Plan.

President Currall began his presentation by noting how thrilled he is to be partnering with Chair Carrere throughout the strategic planning process. He explained that the planning process will ensure USF protects current priorities and will inform where to invest or reinvest. President Currall noted the higher education landscape including consolidation, COVID-19 public health crisis, uncertainties around legislative actions and state budgets, and diversity and inclusion issues. He continued by explaining a well-rounded curriculum and student-life preparations are on the forefront of our planning.

President Currall explained that USF's aspirations are not changing and there will be a continued focused on Performance-based Funding, Preeminence, Top-25 public university and AAU eligibility. He noted USF is not wavering on previous strategic commitments as we continue to review budget fluidity.

President Currall continued by highlighting what a strategic plan is and what it is not. He noted it is extremely important to have an institution-wide plan that includes all three USF campuses, as well as our mission, long-term aspirations, core commitments, and unique sources of differentiation. Finally, the strategic plan should set expectations and standards for the colleges and administrative units. President Currall noted that a strategic plan is not a list of projects or initiatives that will receive additional attention. Additionally, the plan will not serve as a tactical plan for colleges and administrative units. He also noted this plan will not be a static document that will be presented to the Board and then shelved for some years.

President Currall turned to Brian Ten Eyck, Vice President and Chief of Staff, to provide the high-level operational details. VP Ten Eyck provided an overview of the initial project plan, noting target dates and

engagement framework. He expressed the plan will be robust and reflect the values of the entire university.

President Currall noted the various stakeholders that will be consulted, including faculty, staff, students and community members. He also explained that this process will inform further resource allocations and how it is advantageous for the strategic renewal and budget realignment processes to be working in parallel.

President Currall closed his presentation by mentioning the ongoing listening tour which ensures a consultative process with faculty, staff, students, alumni, and community partners. He noted this plan will need to encompass a 10-year time horizon, with five-year, three-year, and one-year milestones and quarterly updates. The plan will be periodically refined and modified in response to shifts in higher education.

There was discussion among the trustees regarding external stakeholder engagement and USF as an urban-grant university. Chair Carrere went on to explain it is very important to have a well-rounded curriculum and well-prepared students. He explained preparing USF students outside of their majors is critically important and needs to be an integral part of the plan moving forward. He thanked VP Ten Eyck and expressed his gratitude for the work he is doing in communicating with the trustees.

There was further discussion regarding engaging business leaders to gather their input on the strategic plan. President Currall noted we are eager to engage with our corporate partners. There was discussion on ways to communicate with businesses and other community stakeholders, including the college advisory councils and various scheduled town halls. Discussion ensued regarding meeting the needs of the business community and engagement with partners in the community and state. There was discussion around degree demand and the market needs, and the opportunity to be at the forefront of changing labor markets.

Chair Zimmerman thanked President Currall and VP Ten Eyck for their presentation and Chair Carrere closed the meeting.

Adjournment

The meeting was adjourned at 8:51 a.m.

USF Board of Trustees
Strategic Initiatives Committee Strategic Plan Input Meeting
January 19, 2021
Time: 4:30 – 6:00 PM
Teams Meeting

I. Opening Remarks

Chair Carrere opened the meeting by providing background information and the steps taken to date. He explained a high proficient advisory task force had been created and has already begun working hard. He noted it will extremely important for the task force to reflect on the overarching environment of higher education and incorporate into the final plan.

II. Thoughts on the Strategic Planning Advisory Task Force, and their Charge

President Currall began by reinforcing Chair Carrere's comments and noted his was excited to begin the process. He explained the purpose the meeting is to get input from the Strategic Initiatives Committee meetings. The intention is to be an ongoing dialogue with the committee as the members bring an expertise and knowledge the task force can benefit from.

President Currall explained he was thrilled to have Dr. Charles Stanish chair the task force and Dr. Sylvia Thomas vice chair the task force. He noted he spent a lot of time thinking about the composition of the task force and highlighted it is faculty led. The intention will be to have different members of the task force engage with different university stakeholders.

President Currall highlighted the task force charge, as well as make-up of the task force. He noted the task is diverse in terms of campus, academic discipline, and racial and gender make-up. He reinforced his confidence in the task force leadership.

President Currall reviewed several of the materials already at the disposal of the task force including, but not limited to, the BOG Strategic Plan, the Principles of Community, etc.

III. Initial Task Force workplan and timeline

Vice President and Chief of Staff Brian Ten Eyck began the workplan and timeline presentation by highlighting a process flowchart. He explained the process flow is something the trustees have seen before and provides various inputs, dates, and workflows. He explained the task force will leverage existing materials to aide in their process and begin to work on SWOT analysis.

VP Ten Eyck went on to discuss various components of the work plan including standing workgroup assignments, initial community survey and community stakeholder forums. Director and Deputy Chief of Staff Paige Beles Geers provided a high-level overview of the proposed town hall process and potential dates.

IV. Perspectives on the plan outline and core elements

Chair Stanish highlighted various topics the task force will focus on including institutionalizing a framework for diversity, inclusion, anti-racism, and equity and ways to articulate strategies to knit together USF's campuses while maintaining unique character and strengths of each. Furthermore, he explained the various mechanisms of engagement with external stakeholders.

There was discussion among the trustees regarding input from state, national and international stakeholders. President Currall noted we will continue to seek input and engage the trustees throughout the process and look forward to their guidance and ideas.

USF Board of Trustees
Strategic Initiatives Committee Strategic Plan Input Meeting
February 4, 2021
Time: 3:30 – 5:00 PM
Teams Meeting

I. Opening Remarks

Chair Carrere opened the meeting by discussing various themes including financial support levels and the ability to accomplish tasks, sources of competitive advantage, student success, alumni support, and USF's aspirational goals. Toward that end, he discussed USF branding and future goals and how to get there.

President Currall discussed USF's strategic future and noted his commitment to an inclusive process. He explained the task force is working to cast a wide net and noted the several opportunities available for the community to engage. He emphasized that the task force is led and composed of mostly faculty and emphasized the importance of the faculty voice. Furthermore, President Currall explained that over the next several weeks, the task force will be distilling down information received and beginning to build a skeleton document. He explained the trustees are a vital part of the process and hoping to receive feedback today.

Chair Carrere explained the process will all university stakeholders and the task force is charged with pulling together all the input into goals to work towards the next several years.

II. Update on workplan

Vice Chair Sylvia Thomas provided an update on the work plan, noting the various stakeholders the task force has engaged with thus far. She went on to explain involvement at the town halls and responses to the community input survey and comment submission form.

Trustees discussed faculty engagement and the topics addressed at the town halls. They noted various ways to increase engagement and questions that might be useful to address around program demand and research.

III. Draft framework and emerging themes

Chair Stanish provided an overview of the draft framework and noted potential sections of the plan including the planning process, SWOTA and USF'S strategic context, the regional value of a research-intensive, urban-grant university, USF's vision and strategy statements, strategic priorities, institutional commitments, and ways to measure the path forward. He then discussed potential national and aspiration peers for USF.

Chair Stanish closed the presentation by noting various emerging themes to date including the notion of an becoming an urban-grant university, diversity, inclusion and anti-racism, ways to enhance the undergraduate experience, faculty and staff development, and academic clusters.

There was discussion among the turstees regarding urban-grant universities and the need to leverage the strengthens of all three campuses. Further discussion focused on ways to engage with stakeholders and potential survey topics.

Chair Carrere closed the meeting by noting how impressed he was with the progress to date.

Strategic Renewal Discussion and Preliminary Plan Framework

23 February 2021

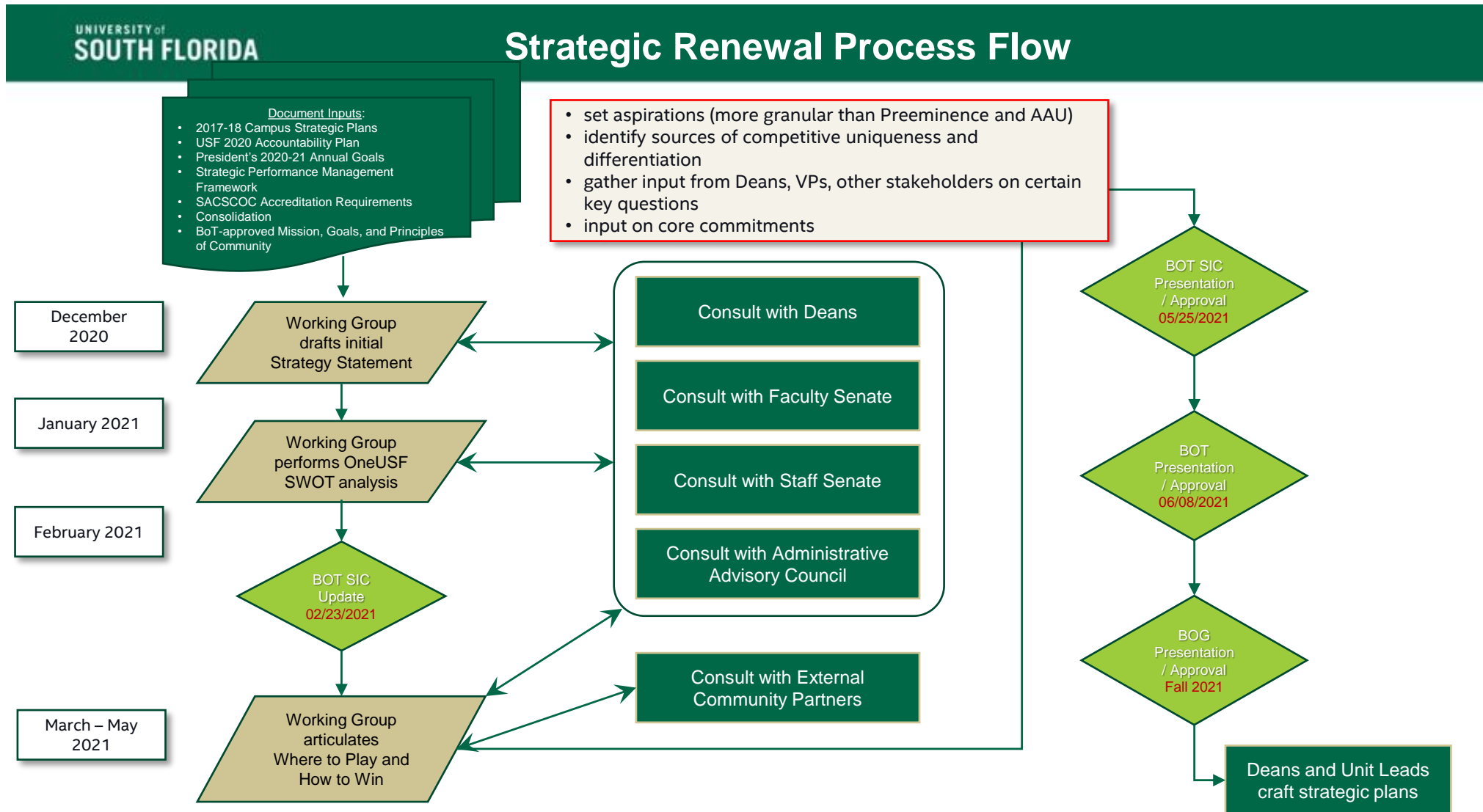
Strategic Initiatives Committee

President Steven C. Currall

Dr. Charles Stanish, Chair, Strategic Planning Advisory Task Force

Dr. Sylvia Thomas, Vice Chair, Strategic Planning Advisory Task Force





A strategic plan informs leadership decision making about prioritizing and deploying resources to achieve institutional aspirations.

A Strategic Plan ...

1. ... describes USF's institutional-wide vision that considers the entire University
2. ... captures USF mission, long-term aspirations, core commitments, and unique sources of differentiation
3. ... should set expectations and standards for the colleges and administrative units

A Strategic Plan is not ...

1. ... a list of projects or initiatives that will receive preferential attention
2. ... a tactical plan for colleges or administrative units
3. ... a static document that will be presented to the Board and then shelved

Workplan

1. Standing Task Force meetings, 2+ hours every Friday
2. Standing Task Force Workgroups — focused on key stakeholders
 1. Faculty
 2. Staff
 3. Students
 4. External Stakeholders / Community Engagement
3. Town Halls throughout the spring
4. Comment submission form is available on the Strategic Renewal website
5. Issued a university-wide survey on institutional strengths and opportunities
6. Community Stakeholder Focus Groups (March and April)
7. Issued survey to Deans and Department Chairs
8. Established email address strategicrenewal@usf.edu

Town Halls Conducted

1. Thursday, January 28th, 3:00 – 5:00 PM
 - Approx. 60 unique viewers, 5 speakers
2. Tuesday, February 2nd, 3:00 – 5:00 PM
 - Approx. 190 unique viewers, 6 speakers
3. Tuesday, February 9th, 3:00 – 5:00 PM
 - Approx. 220 unique viewers, 19 speakers
4. Thursday, February 11th, 3:00 – 5:00 PM - Reserved for Sarasota-Manatee campus
 - Approx. 110 unique viewers, 15 speakers
5. Wednesday, February 17th, 3:00 – 5:00 PM - Reserved for St. Petersburg campus
 - Approx. 120 unique viewers, 15 speakers

Stakeholder Engagement to Date

- Office of Decision Support
- University Communications and Marketing
- Faculty Senate
- Office of Corporate Partnerships
- Foundation Board Emeritus Committee
- St. Petersburg campus Regional Chancellor
- Sarasota Manatee Regional Chancellor
- Sarasota Manatee campus community and Campus Advisory Board
- St. Petersburg campus faculty council
- Sarasota-Manatee faculty council
- Foundation Office, Key Donors, Alumni
- University Deans and Department Chairs
- K-12 Administrators
- Office of Research and Innovation
- Community Organizations

“Given those strengths, what are opportunities for new investments?”



Community Input Survey Themes

“From your perspective, are there areas for improvement in your unit, program, department, or campus?”



“What is your favorite thing about working at or attending the University of South Florida?”



Why do universities do research?

1. The core mission of a university is to **create** and **share** knowledge
 - Push the frontiers of knowledge
 - Improve humanity's well-being
2. Research and teaching is a powerful combination for the student experience
 - Train the next generation
 - Drive economic development

It is the **generative mission** of a research university *coupled with* the **transmission mission** that separates research universities from other institutions of higher education

2021 USNWR Top 64 Public Ranked Universities in order of 2018 National Academy Members from 2019 TARU Report

2021 Public Rank	Institution	National Academy Members 2018
2	University of California--Berkeley	227
3	University of Michigan--Ann Arbor	118
8	University of California--San Diego	117
1	University of California--Los Angeles	106
19	University of Washington	104
13	University of Texas at Austin	75
13	University of Wisconsin--Madison	72
6	University of California--Santa Barbara	53
15	University of Illinois--Urbana-Champaign	51
11	University of California--Davis	48
26	University of Minnesota--Twin Cities	45
26	Texas A&M University	44
5	University of North Carolina--Chapel Hill	37
23	Rutgers University--New Brunswick (NJ)	35
8	Georgia Institute of Technology	34
8	University of California--Irvine	34
46	University of Colorado Boulder	33
40	University of Arizona	32
17	Ohio State University--Columbus	31
19	University of Pittsburgh	29
6	University of Florida	28
17	Purdue University--West Lafayette	28

2021 Public Rank	Institution	National Academy Members 2018
23	Pennsylvania State University--Univ. Park	27
40	University of Utah	25
32	North Carolina State University--Raleigh	24
19	University of Maryland--College Park	22
34	University of Iowa	22
4	University of Virginia	21
46	Arizona State University--Tempe	21
31	Indiana University--Bloomington	15
32	Michigan State University	15
34	Stony Brook University--SUNY	14
29	Virginia Tech	13
46	University of Oregon	12
46	University of South Florida	10
34	University of California--Riverside	10
40	University of California--Santa Cruz	10
54	Iowa State University	10
40	University of Delaware	9
60	University of Missouri	9
15	University of Georgia	8
19	Florida State University	8
26	University of Massachusetts--Amherst	8

2021 Public Rank	Institution	National Academy Members 2018
34	University at Buffalo--SUNY	8
52	University of Tennessee	7
52	University of Illinois--Chicago	6
46	Temple University	5
60	University of Kansas	5
29	Clemson University	2
62	University of Kentucky	2
62	University of Nebraska--Lincoln	2
23	University of Connecticut	1
40	Auburn University	1
54	New Jersey Institute of Technology	1
54	University of South Carolina	1
54	University of Vermont	1
62	University of Oklahoma	0
11	College of William & Mary	N/A
34	Binghamton University--SUNY	N/A
34	Colorado School of Mines	N/A
40	University of California--Merced	N/A
46	Miami University--Oxford	N/A
54	Rutgers University--Newark	N/A
54	NY College of Environmental Sci. and Forest	N/A

AAU	Non AAU	University of South Florida	Other Florida Preeminent Universities
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2021 USNWR Top 64 Public Ranked Universities in order of Total Citations for 2015-2019 Publications in In Cites

2021 Public Rank	Institution	Total Citations - InCites
19	University of Washington	1,020,483
3	University of Michigan--Ann Arbor	989,591
1	University of California--Los Angeles	865,362
2	University of California--Berkeley	829,673
8	University of California--San Diego	782,506
19	University of Pittsburgh	648,258
17	Ohio State University--Columbus	610,343
5	University of North Carolina--Chapel Hill	598,277
26	University of Minnesota--Twin Cities	584,335
13	Univ. of Wisconsin--Madison	565,066
11	University of California--Davis	479,710
6	University of Florida	465,969
13	University of Texas at Austin	439,916
15	University of Illinois--Urbana-Champaign	431,609
19	University of Maryland--College Park	421,407
23	Pennsylvania State University--Univ. Park	378,805
23	Rutgers University--New Brunswick	367,822
40	University of Utah	361,027
40	University of Arizona	359,137
46	University of Colorado Boulder	358,742
26	Texas A&M University	356,456
8	Georgia Institute of Technology	354,802

2021 Public Rank	Institution	Total Citations - InCites
8	University of California--Irvine	352,009
32	Michigan State University	324,121
17	Purdue University--West Lafayette	316,860
4	University of Virginia	315,248
31	Indiana University--Bloomington	296,945
34	University of Iowa	275,640
46	Arizona State University--Tempe	259,901
6	University of California--Santa Barbara	251,074
52	University of Illinois--Chicago	247,150
32	North Carolina State University	225,347
52	University of Tennessee	217,619
34	Stony Brook--SUNY	210,813
26	University of Massachusetts--Amherst	205,168
29	Virginia Tech	202,584
46	University of South Florida	198,307
60	University of Kansas	189,413
34	University at Buffalo--SUNY	185,628
23	University of Connecticut	184,189
54	Iowa State University	182,910
40	University of California--Santa Cruz	179,526
34	University of California--Riverside	177,392

2021 Public Rank	Institution	Total Citations - InCites
62	University of Kentucky	177,228
15	University of Georgia	176,876
46	Temple University	175,263
19	Florida State University	170,169
62	University of Nebraska--Lincoln	156,705
60	University of Missouri	146,945
40	University of Delaware	137,238
46	University of Oregon	113,050
62	University of Oklahoma	106,364
54	University of Vermont	97,625
29	Clemson University	75,206
40	Auburn University	75,000
54	University of South Carolina	72,116
34	Colorado School of Mines	58,896
11	College of William & Mary	56,254
54	Rutgers University--Newark	54,864
40	University of California--Merced	43,252
54	New Jersey Institute of Technology	35,856
46	Miami University--Oxford	24,107
54	SUNY Col. of Envir. Sci. and Forestry	13,344
34	Binghamton University--SUNY	5,162

AAU	Non AAU	University of South Florida	Other Florida Preeminent Universities
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Competitive Landscape

National

Stony Brook University*
 Temple University
University at Buffalo*
 University of Arizona*
 University of California, Riverside
University of Illinois, Chicago
 University of Iowa*
 University of Kansas*
 University of Utah*
 Virginia Polytechnic Institute

Aspirational

- **Rutgers University***
- Texas A&M*
- University of California, Davis*
- **University of California, Irvine***
- ***University of California, San Diego****
- University of Illinois Urbana-Champaign*
- University of Texas at Austin*
- University of Washington*

Bold indicates current national peer; ***bold italics*** indicates current aspirational peer

*AAU members

Peer groups will be further considered during an extended and broad-based strategic renewal process to be launched in late 2020.

Source: <https://usfweb.taa.usf.edu/prospectus/SACSCOC/submission/documents/15789.pdf>

(DRAFT) Vision Statements

Option 1: The University of South Florida, comprising campuses in Tampa, St. Petersburg, and Sarasota-Manatee, as well as clinical and biomedical research facilities in downtown Tampa, is guided by the Florida Board of Governors' (BOG) Strategic Plan and driven by a commitment to excellence, diversity and inclusion, and accountability. USF is focused on Students First by delivering research opportunities at all levels and raising educational attainment, as well as Faculty Success via professional development and operational excellence, while continuing its pursuit of Florida BOG Performance-Based Funding metrics and status as a Preeminent Research University. By 2030 we will become a Top 25-ranked public university in USN&WR's annual rankings and home to another member of the prestigious Association of American Universities (AAU).

Option 2: The University of South Florida is driven by a commitment to excellence in teaching and learning, research and scholarship, and creative works and innovation. Changing the world through educating leaders in a diverse, inclusive environment and developing knowledge and practice to address critical challenges, USF will be recognized within the ranks of the nation's top public research universities.

Strengths, Weakness, Opportunities, Threats, and Aspirations (SWOTA) and USF's Strategic Context

Emerging Themes:

- Student success
- Socially relevant research
- Urban-grant university (metropolitan, geography, local workforce)
- Business and community engagement, local private sector partnership
- Proximity to MacDill AFB
- Quality of faculty and staff
- Rankings and reputation on the rise
- Sources of sustainable competitive advantage

Potential Cross-cutting Institutional Core Commitments

- 21st Century Library
- Faculty and staff success initiatives
 - Research development
 - Research administration
 - Mentoring
 - Improving course evaluations to improve instruction, learning, and faculty excellence
- Distributed faculty composition and workload
- Diversity, inclusion, anti-racism
- Human capital
- Modernizing and centralizing core facilities
- Operational excellence
- Principles of Community
- Research computing infrastructure
- University-wide sustainability initiatives

Potential Areas of Sustainable Competitive Advantage

Initial examples of areas we are or could be strong to support distinct strengths of our three campuses and strategic growth opportunities as One USF:

1. Health sciences and clinical / translational research
 - TGH Enhanced Affiliation
 - Hospitals – Moffitt, Johns Hopkins All Children's
 - Medical engineering
 - Nursing
2. National security initiatives
 - Identify new joint projects with various entities at MacDill AFB, including USCENTCOM, USSOCOM and JSOU
 - Cyber Florida and cyber security initiatives
3. Student pathways
 - Research experiences for undergraduates
 - Dual Enrollment Programs and K12 curricular alignment
4. Environmental and Oceanographic Sciences Technology and Sustainability
5. Healthy Aging
6. STEAM Education
7. Design and Visual and Performing Arts

Next Steps

- Refine strategic priorities
- Complete SWOTA in a competitive context
- Complete draft of strategic plan
 - Synthesize information collected and conversations to date
 - Hold additional town halls
 - Continue to engage with external and internal stakeholders

