



**USF Board of Trustees  
Strategic Initiatives Committee**

February 22, 2022

*Trustees:* Michael Carrere, Chair; Rogan Donnelly; Les Muma, Shilen Patel, Rick Piccolo

**A G E N D A**

- |   |                                    |
|---|------------------------------------|
| <b>I. Call to Order and Comments</b>                                  | Chair Michael Carrere              |
| <b>II. Public Comments Subject to USF Procedure</b>                   | Chair Carrere                      |
| <b>III. New Business – Action Items</b>                               |                                    |
| a. <a href="#">Approval of November 22, 2021 meeting notes</a>        | Chair Carrere                      |
| <b>IV. New Business – Information Items</b>                           |                                    |
| a. <a href="#">Implementation of the USF 2022-2027 Strategic Plan</a> | Terry Chisolm<br>Pritish Mukherjee |
| <b>V. Adjournment</b>   | Chair Carrere                      |

**USF Board of Trustees**  
**Strategic Initiatives Committee Meeting**  
**November 22, 2021**  
**Time: 10:30 AM – 12:00 PM**  
**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.

II. **Request for Public Comment**

There were no requests for public comment.

III. **New Business – Action Items**

a. **Approval of February 23rd and May 26th Meeting Notes**

Meeting notes for all meetings were approved unanimously.

IV. **New Business – Information Items**

a. **Strategic Plan Discussion**

Chair Carrere introduced the item, an overview of the strategic plan initiative. He reminded the committee that BOT Chair Weatherford asked President Law to form a Strategic Plan Steering Committee to review and evaluate the strategic plan. Chair Carrere then asked Steering Committee Co-Chairs Terry Chisolm, Vice Provost for Strategic Planning, Performance & Accountability and Pritish Mukherjee, Vice Provost & Associate Vice President and Strategic Talent Recruitment, University Reputation and Impact to begin the presentation.

Drs. Chisolm and Mukherjee took the committee through a slide deck that included an overview of the timeline, including the collection of stakeholder feedback via meetings and a public townhall and survey. The Steering Committee's intention is to gain the approval of the plan from the Strategic Initiatives Committee so the strategic plan can be presented and approved by the full BOT at the December meeting before being sent to the Board of Governors in January.

Dr. Chisolm introduced the members of the Steering Committee which comprised a wide swath of deans and faculty, and staff and student advisors. Members of the Steering Committee also included members of the Strategic Planning Advisory Task Force to ensure a continuity of plan development. Dr. Chisolm discussed USF's mission, vision and aspirations which helped drive the direction of the strategic plan, which would then in turn help USF achieve these goals. An overview of USF's Institutional Core Commitments and Strategic Areas of Focus were also provided in the presentation; both of these highlight USF's specialties and expertise where the university's faculty, staff and students excel.

Dr. Mukherjee then provided an overview of the in-depth work that the Steering Committee undertook to take a deeper dive into the previously approved goals for the original strategic plan. The goals were

broken down into more detailed proposed objectives and measures of success to quantify if the goal is met. Dr. Mukherjee also gave details of various stakeholder meetings and levels of engagement that the Steering Committee went through to ensure a collaborative and inclusive process.

Dr. Chisolm then presented the detailed matrix that would be used for the goals and measures of success for the strategic plan.

The committee praised Drs. Chisolm and Mukherjee and the members of the Steering Committee for their work. Chair Carrere commented on the feedback that they previously received from the Board of Governors and said that the new revised plan makes much progress towards meeting the BOG's expectations for measurable outcomes and goals that align with the state's of creating lifelong learners. Chair Carrere provided feedback to the Steering Committee and also empowered them to make the necessary changes prior to the December BOT meeting for final approval—he also asked that an example of the forthcoming strategic plan website be prepared to show the BOT at the meeting. President Law also complimented the Steering Committee and especially was proud of the work that went in to outreach to the entire campus community to ensure that buy-in is exhibited by all when the final plan is approved.

# IN PURSUIT OF **EXCELLENCE**

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## **Implementation of the USF 2022-2027 Strategic Plan: *Towards Comprehensive and Integrated Unit Planning***

*Update to the Strategic Initiatives Committee,  
USF Board of Trustees*

*February 22, 2022*



## Core Commitments



## Strategic Areas of Focus



The screenshot displays the USF Strategic Plan website. At the top, the header includes 'UNIVERSITY OF SOUTH FLORIDA', 'MyUSF | Directory', and a search icon. Below this is a dark green banner with 'STRATEGIC PLAN' and 'IN PURSUIT OF EXCELLENCE', along with a 'GIVE NOW' button. A navigation bar contains tabs for 'EXECUTIVE SUMMARY', 'USF TRAJECTORY', 'CORE COMMITMENTS', 'STRATEGIC AREAS OF FOCUS', 'GOALS', and 'PROGRESS'. The main content area features a 'Mission, Vision, Values, and Aspirations' section with a right-pointing arrow. Below this are five goal boxes: 'GOAL ONE: Student success at USF and beyond', 'GOAL TWO: Faculty excellence in research and innovation', 'GOAL THREE: Partnerships and engagement with local, national, and global impact', 'GOAL FOUR: A diverse and inclusive community for learning', and 'GOAL FIVE: A strong, sustainable, and adaptable financial base'. At the bottom, a light gray bar contains a download icon and the text 'DOWNLOAD THE USF STRATEGIC PLAN 2022-2027 (PDF)'.

<https://www.usf.edu/strategic-plan/index.aspx>

## Strategic Plan Implementation Advisory Committee Membership

- **Theresa Chisolm**, Co-chair; Vice Provost for Strategic Planning, Performance and Accountability
- **Prithish 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**, Acting Chief of Staff
- **Moez Limayem**, Lynn Pippenger Dean, Muma College of Business
- **Usha Menon**, Senior Associate Vice President, USF Health; Dean, College of Nursing
- **Alexis Mootoo**, Associate Vice President of Resource Management and Development, Office of Student Success
- **Zacharias Pieri**, Associate Professor of International Relations and Security Studies, College of Arts and Sciences
- **Melanie Riedinger-Whitmore**, Professor, Department of Integrative Biology, College of Arts and Sciences
- **Anthony Rolle**, Dean, College of Education
- **Richard Sobieray**, Interim Senior Vice President for Financial Strategy
- **Charles Stanish**, Professor of Anthropology, College of Arts and Sciences; Executive Director, Institute for the Advanced Study of Culture and the Environment
- **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

# Spring 2022: Implementation of Strategic Plan

## 2022-27: *The Need*

- USF community to engage in Comprehensive and Integrated Unit planning to:
  - Set USF-wide direction consistent with USF's mission, vision, values and goals, and to inform investment priorities
  - Align unit/college strategies & tactics with measures of success
    - Identification of performance targets
  - Provide a basis for annual unit reviews
    - Revisit each year and adjust based on performance vs. plans and institutional priorities

*Note: Comprehensive & Integrated Unit Planning demonstrates compliance with SACSCOC Core Requirements 7.1 –The institution engaging in ongoing, comprehensive planning and evaluation processes that (a) focus on institutional quality and effectiveness and (b) incorporate a systematic review of institutional goals and outcomes consistent with its mission (Institutional Planning); and 7.3 .The institution identifies expected outcomes of its administrative support services and demonstrates the extent to which the outcomes are achieved. (Administrative effectiveness) Source: [2018PrinciplesOfAccreditation.pdf \(sacscoc.org\)](#)*

# TRANSITIONING FROM GOALS TO IMPLEMENTATION

## Spring 2022 Actions



= Completed   
  = Needs Confirmation   
  = To Complete in Spring 2022 for Accountability Plan targets   
  = In Progress Spring 2022; continuous work will occur

# Spring 2022: Implementation of Strategic Plan

## 2022-27: *Recommended Approach*

- **Strategic Plan Implementation Advisory Committee:** (formerly the Strategic Plan Steering Committee)
- **Strategic Plan Implementation Team:** comprised of Unit & College “Planning Officers;” co-led by Mukherjee & Chisolm; supported by other personnel as needed
- **Deliverables:**
  - Identification of strategies and tactics to achieve goals and objectives
  - Alignment of unit/college performance targets with Accountability Plan approved performance goals
  - New Metrics: Operational definitions and university baseline performance
- **Key Dates:** Set in consideration of Accountability Plan and budget planning timelines
  - June 15<sup>th</sup> – Approval of Report by the President
  - July 1<sup>st</sup> - Implementation of the Strategic Plan
  - In development - Strategic Planning Support Platform

# Comprehensive & Integrated Planning: *Envisioned Approach*



# Planning Units

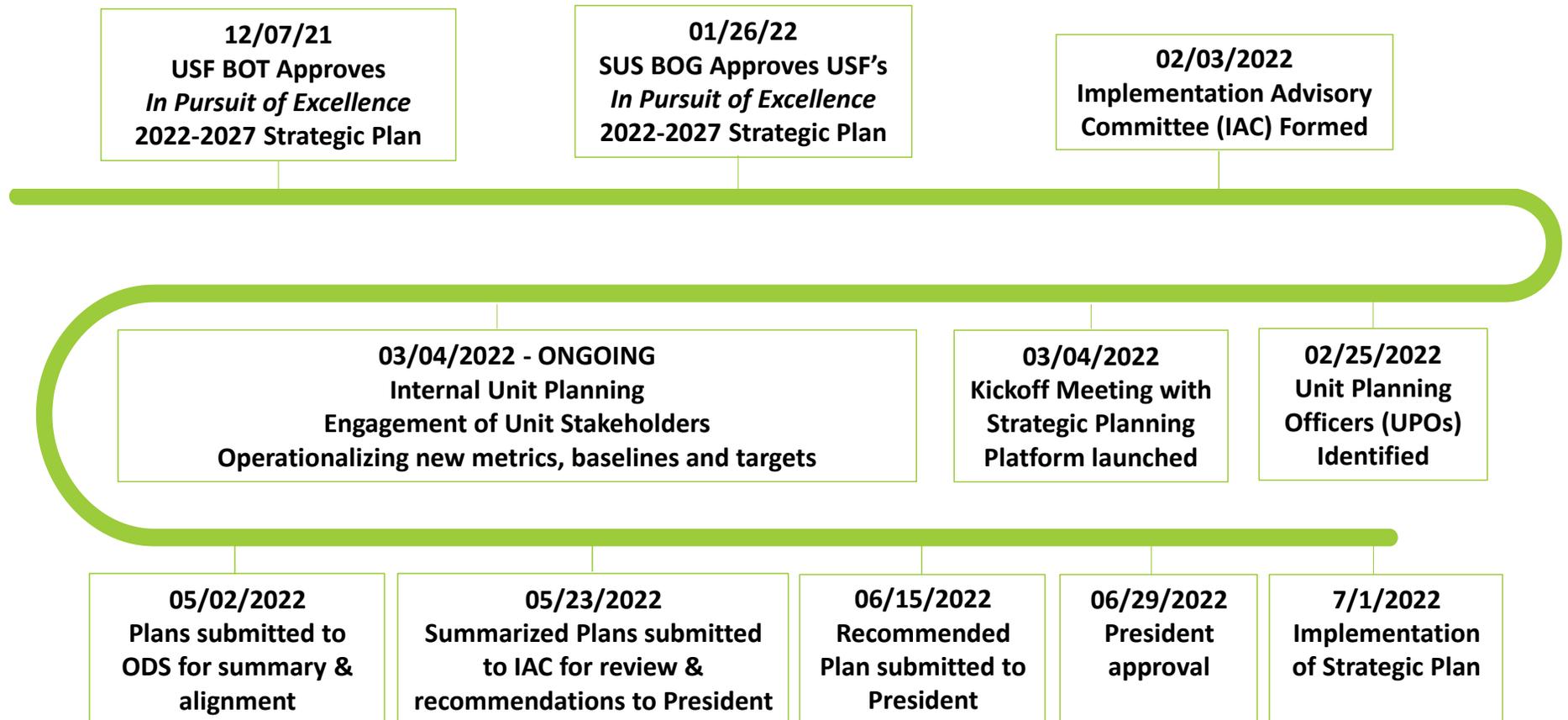
- **Executive services**
  - Audit
  - Campus and University Executive Offices
  - Compliance and Ethics
  - Diversity, Equity and Inclusion
  - General Counsel
- **Academic Affairs Colleges and USF Libraries**
- **Administrative Services**
- **Advancement**
- **Business and Finance**
- **Communications and Marketing**
- **Graduate Studies**
- **Human Resources**
- **Information Technology**
- **Innovative Education**
- **Institutional Research/Institutional Effectiveness/Decision Support**
- **Intercollegiate Athletics**
- **Provost's Office**
- **Research and Innovation**
- **Student Success**
- **USF Health Colleges**
- **USF World**

# Comprehensive University-Wide Plans:

## To be aligned with Unit Plans

- Accountability Plan
- Budget Plan
- Enrollment Plan
- Academic Master Plan
- Master Plan and Capital Improvement Plan
- Fundraising Plan
- Communications and Marketing Plan

# Strategic Plan – Timeline



In Pursuit of  
*Excellence*

STRATEGIC PLAN 2022-2027

