

USF Board of Trustees  
Strategic Initiatives Committee

Date: November 22, 2012

Trustees: Michael Carrere, Chair; Les Muma, Shilen Park, 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 Items   |                                    |
|      | a. <a href="#">Approval of February 23<sup>rd</sup> and May 26<sup>th</sup> meeting notes</a> | Chair Carrere                      |
| IV.  | New Business - Information Items  |                                    |
|      | a. <a href="#">Strategic Plan Discussion</a>  | Terry Chisolm<br>Pritish Mukherjee |
| V.   | Adjournment   | Chair Carrere                      |

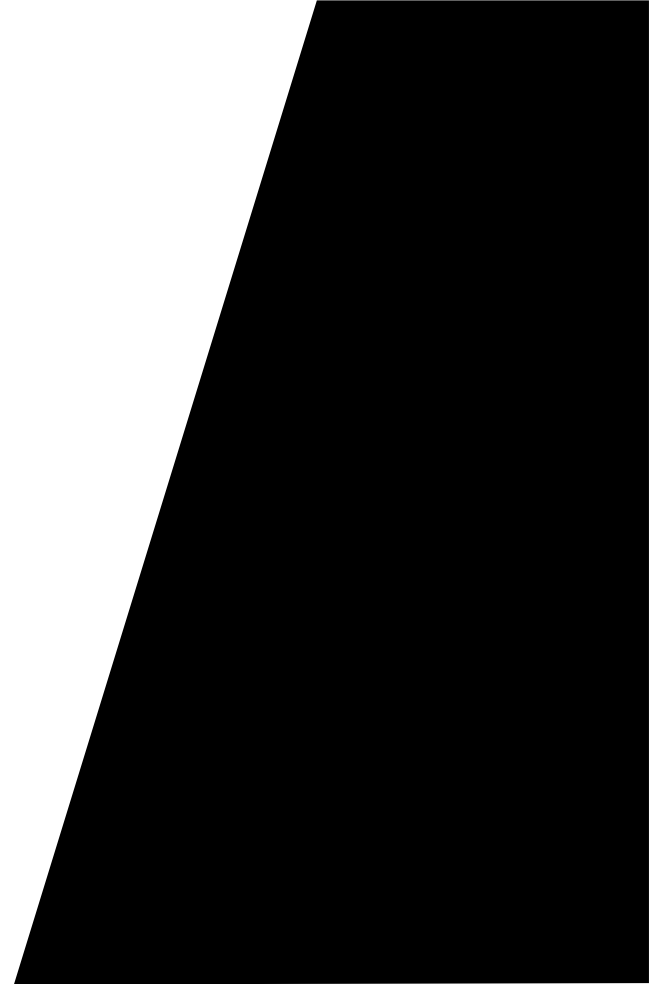


Chair Stanish noted that the Task Force will now break into committees to develop areas of unique competitive advantage for USF. The trustees thanked the Task Force for their hard work and expressed their excitement for further updates.

USF Board of Trustees  
Strategic Initiatives Committee Workshop  
May 26, 2021  
Time: 12:00 - 3:00 PM  
Teams Meeting

Call to Order and Comments

USF Strategic Plan Discussion



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- *Review strategic plan and incorporate strategies, tactics, and*

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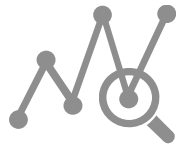
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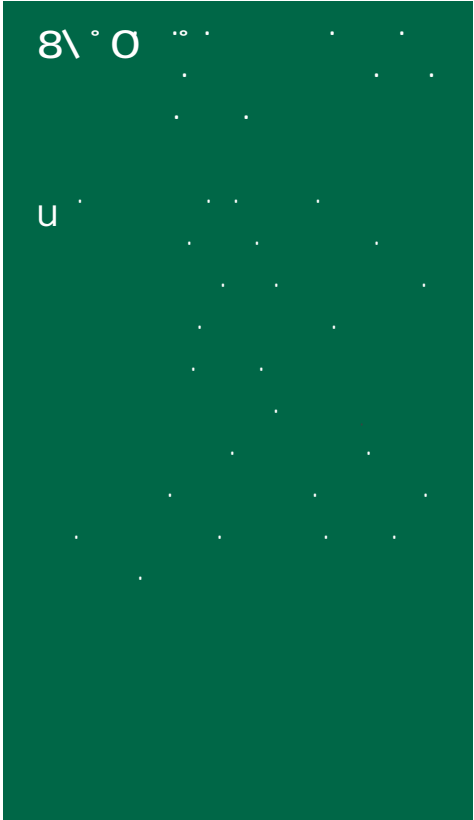
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# Key Objectives

Highly Important / Important

Objectives by Goal

[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]
<b>3B. Build a culture of entrepreneurship at USF</b>		<b>71%</b>
4A. Recruit and retain diverse faculty	80%	5A.1
4B. Recruit and retain diverse students	80%	5A.2
4C. Recruit and retain diverse staff	80%	5A.3
4D. Recruit and retain diverse leadership	80%	5A.4
4E. Recruit and retain diverse advisors	80%	5A.5
4F. Recruit and retain diverse trustees	80%	5A.6
4G. Recruit and retain diverse donors	80%	5A.7
4H. Recruit and retain diverse community partners	80%	5A.8
4I. Recruit and retain diverse industry partners	80%	5A.9
4J. Recruit and retain diverse alumni	80%	5A.10
4K. Recruit and retain diverse faculty emeriti	80%	5A.11
4L. Recruit and retain diverse faculty emeriti emeriti	80%	5A.12
4M. Recruit and retain diverse faculty emeriti emeriti emeriti	80%	5A.13
4N. Recruit and retain diverse faculty emeriti emeriti emeriti emeriti	80%	5A.14
4O. Recruit and retain diverse faculty emeriti emeriti emeriti emeriti emeriti	80%	5A.15
4P. Recruit and retain diverse faculty emeriti emeriti emeriti emeriti emeriti emeriti	80%	5A.16
4Q. Recruit and retain diverse faculty emeriti emeriti emeriti emeriti emeriti emeriti emeriti	80%	5A.17
4R. Recruit and retain diverse faculty emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti	80%	5A.18
4S. Recruit and retain diverse faculty emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti	80%	5A.19
4T. Recruit and retain diverse faculty emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti	80%	5A.20
4U. Recruit and retain diverse faculty emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti	80%	5A.21
4V. Recruit and retain diverse faculty emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti	80%	5A.22
4W. Recruit and retain diverse faculty emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti	80%	5A.23
4X. Recruit and retain diverse faculty emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti	80%	5A.24
4Y. Recruit and retain diverse faculty emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti	80%	5A.25
4Z. Recruit and retain diverse faculty emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti emeriti	80%	5A.26
5A.1. Design and implement a strategic, transparent, and predictable budget model	88%	5A.1
5A.2. Streamline processes for effective implementation of the university's strategic mission	83%	5D
5B. Diversify and sustain financial revenue streams to support programs and operations in a dynamic environment	86%	5B
5C. Ensure cost-effective and strategic use of resources in support of the university's mission	87%	5C

\*Cumulative percentage numbers



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*Alignment of Strategic Plan with other institutional plans  
(5 Year Academic Plan, Master Plan, Enrollment Plan,  
College and other Unit Plans, etc.)*

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# USF Strategic Plan 2022-2027 Matrix



Objective	Measure #	Measures of Success	Metric #	Associated Metrics	Type of Measure	BOG Strategic Plan Alignment	Accountable Officer (AO) <small>(Primary AOs in red text; bold)</small>	Data Source	USF Current Year Performance	TARGET 2021E2	TARGET 2022E3	TARGET 2023E4	TARGET 2024E5	TARGET 2025E6	AVERAGE AAU PUBLIC	Other Benchmark
1A1	Increased student enrollment in High Impact Practices (e.g., study abroad, service learning, undergraduate research) engaging the expertise of each of USF campuses	1A1a	Total enrollment in study abroad	USF	Teaching and Learning Excellence	VPUSWorld/ Deans	IIE OpenDoors	171 (2020E1)							TBD	TBD
		1A1b	Total enrollment in service learning courses	USF	Community and Business Engagement & Productivity	Provost/VP Student Success/Deans	USF Office of Community Engagement and Partnerships	1,345 (2020E1)							TBD	TBD BOG Strategic Plan
		1A1c	Number of students participating in experiential learning programs (e.g., co-ops, internships)	USF	Community and Business Engagement & Productivity	Provost/VP Student Success/Deans	Undergraduate Studies	4,439 (2020E1)							TBD	TBD BOG Strategic Plan
		1A1d	Percent of undergraduates engaged in research	BOG R&D Dashboard	Scholarship, Research and Innovation Excellence	Provost/VP Student Success/Deans	USF Internal Graduating Senior Survey	16% (Spring 2021)							N/A	50% BOG
1B1	Improved incoming student profile	1B1a	Average GPA	PE	Teaching and Learning Excellence	VP Student Success	BOG	4.2 (Fall 2020)	4.2	4.2	4.2	4.2	4.2	TBD	4.0 Preeminence	
		1B1b	Average SAT scores	PE	Teaching and Learning Excellence	VP Student Success	BOG	1311 (Fall 2020)	1290	1290	1313	1316	1319	1319	1200 Preeminence	
		1B1c	25th/75th percentile SAT scores	USNWR	Teaching and Learning Excellence	VP Student Success	USNWR	1247 (Fall 2020)							TBD	N/A
		1B1d	Incoming enrollees graduating in top 10% of high school class	BOG	Scholarship, Research and Innovation Productivity	VP Student Success	BOG	32% (Fall 2020)	36%	37%	38%	39%	39%	60%	50% BOG Strategic Plan	
1B2	Strengthened educational rankings	1B2a	Number of public university national rankings in the top 50	PE	Teaching and Learning Excellence	Provost/Deans	BOG Preeminence	6 (2020E1)	6	6	7	7	7	N/A	Top 50 in 2 or more rankings	
		1B2b	Academic Peer Assessment score	USNWR	Teaching and Learning Excellence	Provost/Deans/VP Communications & Marketing	USNWR	2.8 (Fall 2020)							TBD	N/A
		1B2c	Number of broad disciplines ranked in the top 100 for research expenditures	PE	Scholarship, Research and Innovation Productivity	VP Research/Deans/SV/US Health	NSHERC Survey	7 of 8 (2018E9)	8 of 8	8 of 8	8 of 8	8 of 8	8 of 8	N/A	5 in top 100	
1B3	Reduced student to faculty ratio	Deans/VP of Instruction	Teaching and Learning Excellence	Provost/Deans	USF	11.0 (2020E1)	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0







# USF Strategic Plan 2022-2027 Matrix





