

2007

USF Strategic Plan 2007-2012

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Transforming Higher Education for Global Innovation

Strategic Plan

2007-2012



UNIVERSITY OF
SOUTH FLORIDA



Judy Genshaft, President

PRESIDENT'S MESSAGE

The USF Strategic Plan 2007-2012 sets our course for the next five years through the articulation of our vision, values, and goals. Ours is a bold plan with mighty ambitions and aspirations; it is a plan that challenges us to our best thinking and actions.

Our priorities build on our successes and also require us to create and excel in new areas and competencies. Our priorities place students first through providing outstanding learning opportunities anchored by talented faculty, cutting-edge technology and facilities, and a culture of innovation and partnership. Research and the creation of new knowledge are valued at all levels of our institution — from undergraduates to medical students and across our faculty. Integrated, cross-disciplinary learning opportunities in our research, teaching and student life are valued and supported. Our hallmark of

community engagement is going to broaden as we bring USF's assets to the global community.

Action on implementation of the Strategic Plan is underway through the development of compact plans by each division, campus, college, school, and separately accredited entities within the University. The Plan is distinguished by its commitment to accountability through agreed-upon measures of progress. Annual reporting will articulate our progress and identify needs. Our action plan and commitment to accountability moves us forward in our journey to becoming a stronger institution. I am confident our momentum is robust and growing. We are well-positioned to both leverage opportunities and to carefully respond to challenges.

The Strategic Plan is the product of active engagement between our Board of Trustees,

university leadership, faculty, staff, and students. I thank all of you who contributed to the development of this exciting blueprint to our future. I invite each of you to join me as we strive to make our ambitious dreams reality. I am confident we have the intellectual capacity, the creativity, the determination, the discipline, and the laser-focus to move USF forward. Our Strategic Plan is our compass to a future bright with promise.

Judy Genshaft
Judy Genshaft

CONTENTS

University of South Florida 3

Planning Process..... 5

Vision, Mission & Values 6

Goals 8

Gauging Our Progress 9

Strategy One 10

Strategy Two 12

Strategy Three..... 14

Strategy Four..... 16

Integrated & Compact Plans 19

Officers..... 20



USF has awarded more than 200,000 degrees since 1960.

THE UNIVERSITY OF SOUTH FLORIDA

Established in 1956, the University of South Florida (USF) has rapidly ascended into the ranks of the nation's top tier research universities. In 2006, USF was classified by the Carnegie Foundation for the Advancement of Teaching in its highest tier — a *Research University with Very High Research Activity* (RU/VH). Today, annual research contracts and grants exceed \$300 million, while USF's Research Park provides support for university researchers and industry to collaborate in commercializing discovery. Also, in 2006, USF was awarded competitive funding to establish the Florida Center of Excellence in Biomolecular Identification and Targeted Therapeutics (BITT).

As a member institution of the State University System of Florida, the University is governed by the Florida Board of Governors and the USF Board of Trustees (BOT). The President and Trustees represent the University with one

voice. USF is fully accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (SACS). In 2006, USF St. Petersburg was accorded separate regional accreditation by SACS.

Among the largest public universities in the United States, USF serves nearly 45,000 students on four campuses in Tampa, St. Petersburg, Sarasota-Manatee, and Lakeland. Campus boards, chaired by members of the BOT, provide fiscal oversight and fulfill important stewardship roles in the community. Each location presents a unique and distinctive learn-

ing environment for undergraduate and Masters level students. Doctoral and professional degrees are awarded at the Tampa campus.

The delivery of high quality undergraduate education and enhanced academic success are important priorities for the University. A comprehensive range of degree programs is offered across 13 colleges and schools. Each year, more than 6,000 undergraduate and 2,000 graduate and professional degrees are awarded, and the University's alumni base has grown beyond 200,000. USF's endowment currently exceeds \$300 million.

As the only institution of higher education in Florida designated by the Carnegie Foundation as *Community Engaged*, and one of only ten public research universities nationwide that hold both RU/VH and Engaged designations, USF is inextricably engaged with the community at all levels, from local to global. Community partnerships in health care, education, science and engineering, the arts, and business are an integral part of life at the University.

USF is a member of the Big East Athletic Conference. In recent years, the University has strengthened its position as a top-ranked public research university; has improved its placement in the annual report of the Top American Research Universities; and has stepped up a tier in *US News and World Report's* ranking of national universities.



USF'S NATIONAL PEER INSTITUTIONS

(Individual campuses and colleges may establish separate peers.)

North Carolina State University
Rutgers, The State University of
New Jersey
University at Buffalo, The State
University of New York
Stony Brook University
University of Alabama at Birmingham
University of California, Irvine
University of Cincinnati
University of Illinois at Chicago

USF'S ASPIRATIONAL PEER INSTITUTIONS

Georgia Institute of Technology
University of Pittsburgh
University of California, San Diego



College of Medicine Professor Dr. Steven Specter working with medical students.

THE PLANNING PROCESS

Shortly after the arrival of the University's sixth president, Judy Genshaft, and following appointment of the institution's charter Board of Trustees in 2001, USF embarked upon an ambitious planning process to launch itself into the ranks of the nation's top research universities. Following an extensive, year-long strategic planning process, the USF Board of Trustees adopted the 2002-2007 Strategic Plan on November 21, 2002. Since that time, institutional performance in the areas of student quality, access and success; faculty quality and productivity; program quality and productivity; and fiscal self-reliance have continued to improve. Yet, despite a remarkable record of growth over the past five years, USF is eager to reach even greater heights in the next five-year planning and performance cycle.

Upon her election as Chair of the USF Board of Trustees in June 2006, Rhea Law charged the University's leadership to work with appropriate stakeholder groups to build upon the existing plan toward developing clear and focused priorities and performance expectations for the period 2007-2012. A relatively compact time-

line was set with the expectation of presenting the revised plan to the Board of Trustees by the end of the 2006-07 academic year. Careful attention was given to aligning the University's mission and strengths with local, state, national, and global needs and priorities. Moreover, efforts were made to ensure consistency with the national higher education agenda, the State University System of Florida Strategic Plan, and related plans at USF, including the University's Enrollment Growth Plan; the Master Plan, including the Capital Improvement Plan; the Comprehensive Campaign Plan; and the Budget Plan.

Unlike the 2001 strategic planning process which set a new direction and launched a unique pathway to the future for USF, the current planning cycle is intended to build upon the prior plan and develop a set of focused priorities. It includes a reassessment of the University's mission, vision, and values and a bold yet measured goal-setting process for the period 2007-2012. As one of the nationally recognized strengths of USF's earlier strategic plan, clearly defined performance metrics, mile-

stones of success, including shortfalls and accountability, remain key elements of the updated plan. Initiated by a steering committee of institutional leaders and complemented by a larger, inclusive group of stakeholders, the draft plan was broadly disseminated for public review and comment. This process included Town Hall meetings on each campus, including USF Health, led by President Genshaft and Trustee Lee Arnold. These highly engaged "conversations" elicited valued input that led to a further strengthening of the Plan and growing consensus across all constituent groups.

Following Board approval on May 31, 2007, of the USF Strategic Plan, 2007-2012, which provides a strategic direction and broad set of priorities for all university sectors, vice presidential units, campuses, and colleges are expected to review and update their current plans to ensure consistency with that of the University. Specifically, compact plans are anticipated for USF Lakeland, USF Sarasota-Manatee, USF St. Petersburg, and USF Tampa, including USF Health. Likewise, USF's Enrollment Growth Plan; the Master Plan, including the Capital

Improvement Plan; the Comprehensive Campaign Plan; and the Budget Plan will be reviewed annually to ensure alignment with, and support for, the USF Strategic Plan, 2007-2012.

Annual performance assessment and compact planning will be guided by the work of a broadly representative Joint Council on Planning and Performance (JCPP), comprised of faculty, students, staff, and institutional leaders.

To read the entire plan, visit:
www.ods.usf.edu/plans/strategic/

VISION:

The University of South Florida envisions itself as a premier research university with state, national, and global impact, and positioned for membership in the Association of American Universities (AAU).

MISSION:

As Florida's leading public metropolitan research university, USF is dedicated to excellence in:

- Student access and success in an engaged, and interdisciplinary, learner-centered environment,
- Research and scientific discovery, including the generation, dissemination, and translation of new knowledge across disciplines; to strengthen the economy; to promote civic culture and the arts; and to design and build sustainable, healthy communities, and
- Embracing innovation, and supporting scholarly and artistic engagement to build a community of learners together with significant and sustainable university-community partnerships and collaborations.



Rotunda on the new USF Sarasota-Manatee campus.

VALUES:

The University of South Florida values:

- Excellence in teaching and learning; scholarship and research (both basic and applied/translational); together with community engagement and public service based on the highest standards of discovery, creativity, and intellectual attainment,
- Outstanding research and scientific discovery, including the application of new knowledge to solve state, national, and global problems,
- Recruitment and retention of world-class faculty and high potential undergraduate and graduate students,
- Access to a world-class, globally relevant and affordable education, including utilization of alternative modes of delivery,
- Student competitiveness, success, and academic achievement through knowledge, communication, and critical thinking skill acquisition,
- Cultural and ethnic diversity and inclusion along with an enhanced global experience, understanding, and appreciation,
- Integrated, interdisciplinary inquiry and collaboration across departmental, college, and campus boundaries,
- Facilitating the optimal development of the personal and professional potential of students, faculty, and staff, and enriching the quality of an engaged campus community,
- Shared governance structures that empower all USF stakeholders, campuses and entities to reach their full potential,
- The creation and support of a premier university system that adds value to the region, state, and nation while ensuring necessary levels of autonomy and preserving the distinctive regional and strategic identities of all member campuses and entities,
- An environment of collegiality based on the principles of academic freedom, respect, integrity, civility, the freedom to engage in debate, the exchange of ideas and intellectual discovery, and professional responsibility,
- Mutually beneficial partnerships and community engagement that increase the understanding of, and present solutions to, local and global challenges, with a mind to strengthening the economy and building sustainable healthy communities,
- An entrepreneurial spirit and innovation with a focus on defining, informing, and generating “next best practices,”
- The utility of proven and emerging technologies to enhance instruction, learning, research, and engagement, and to improve service quality and efficiencies in institutional business practices,
- Focus and discipline in aligning the budget and fiscal resources with institutional priorities and action, and
- Transparent accountability along with timely and effective communication.



GOALS:

The University of South Florida will pursue its rising stature as a pre-eminent research university with state, national, and global impact, and position itself for membership in the Association of American Universities (AAU) through:

- I. Expanding world-class interdisciplinary research, creative, and scholarly endeavors,
- II. Promoting globally competitive undergraduate, graduate, and professional programs that support interdisciplinary inquiry, intellectual development, knowledge and skill acquisition, and student success through a diverse, fully-engaged, learner-centered campus environment,
- III. Expanding local and global engagement initiatives to strengthen and sustain healthy communities and to improve the quality of life, and
- IV. Enhancing all sources of revenue, and maximizing effectiveness in business practices and financial management to establish a strong and sustainable economic base in support of USF's growth.



GAUGING OUR UNIVERSITY'S PROGRESS

As the University of South Florida continues to raise its stature as a pre-eminent research university with state, national, and global impact, the University's progress will be measured through carefully and critically tracking the following prioritized institutional placements:

- Maintaining USF's position in the top tier of American research universities (RU/VH), along with its designation as a *Community Engaged University*, as classified by the Carnegie Foundation for the Advancement of Teaching,
- Improvement in the Association of American Universities' (AAU) performance indices,
- Improved performance as measured by the *Global Edge Index* (to be developed by USF),
- Improvement in the National Science Foundation's (NSF) ranking of research universities,
- Improvement in the scope and quality of graduate programs ranked by the National Research Council (NRC),
- Improvement in ranking by the *Top American Research Universities* (TARU) annual report, and
- Improvement in *US News and World Report's* (USNWR) annual ranking of national universities.

USF has been nationally recognized as a model for institutional performance accountability based upon the interactive *Planning, Performance and Accountability* electronic platform that has accurately and transparently tracked institutional progress for the past five years. Based upon institutional goals, performance metrics will be measured for the period 2007-2012 utilizing both year-to-year performance for USF and referential performance to state and national peer institutions.

To read the entire plan, visit:
www.ods.usf.edu/plans/strategic/



ONE

GOALS AND STRATEGIES



Expanding world-class interdisciplinary research, creative, and scholarly endeavors.

- Promote nationally and internationally distinctive and prominent research and graduate programs,
- Strengthen the University's research support infrastructure to enhance contracts and grants workflow and output – through critically examining the applicability of alternative models of F&A indirect cost distribution, and other innovative mechanisms,
- Focus on increasing the amount and proportional share of competitive federal research awards,
- Enhance and expand the talent pool of world-class, competitively-funded faculty members, postdoctoral fellows, and graduate students,
- Establish a salary enhancement program that rewards highly productive faculty in the areas of teaching and learning; scholarship, research, and creative endeavors; and service and engagement, and
- Strengthen and support integrated and synergistic interdisciplinary research across disciplinary, departmental, college, and campus boundaries.



Graduate student Eric Weaver working in the College of Engineering hydrology laboratory.

TWO

GOALS AND STRATEGIES



Promoting globally competitive undergraduate, graduate, and professional programs that support interdisciplinary inquiry, intellectual development, knowledge and skill acquisition, and student success through a diverse, fully-engaged, learner-centered campus environment.

- Create and support globally competitive, relevant and distinctive academic programs that address the changing needs of the region, state, and nation through innovative approaches to curriculum development and delivery,
- Provide increased access to excellence in higher education for students who demonstrate the aptitude to succeed,
- Enhance and expand the talent pool by shaping the enrollment profile of USF's undergraduate and graduate student body to reflect that found at a pre-eminent research university,
- Improve year-to-year retention and time-to-graduation; demonstrated acquisition of knowledge, communication, and critical thinking skills; and competency to synthesize and apply new knowledge; together with providing an optimal college experience for all students,
- Build a sustainable campus environment at USF that meets the criteria for Carnegie classification as a "primarily residential" campus, and
- Improve and promote cultural and global literacy, foreign language proficiency, and the international competitiveness of USF graduates through significant growth in study abroad participation, an increase in fee-paying international students, and cross-cultural curriculum development.



During USF's International Week, students showcase traditional dress and customs. Students at USF represent more than 131 countries.

THREE

GOALS AND STRATEGIES



Expanding local and global engagement initiatives to strengthen and sustain healthy communities and to improve the quality of life.

- Establish a unified institutional structure to facilitate and promote community engagement, social enterprise, and global collaborations in education, research and service learning, including mechanisms for managing fiscal and human resources for student exchange, study abroad and international field placement programs, and faculty research, teaching, outreach, and professional development opportunities,
- Develop an up-to-date clearinghouse of information about all the engagement currently occurring at USF and develop institutional systems to measure community engagement,
- Encourage and reward faculty effort in community engagement – require an annual faculty impact statement and explicitly introduce community engagement into USF’s promotion and tenure guidelines, and
- Encourage and reward student engagement in the community and explore the feasibility of acknowledging community engagement and other co-curricular activities on the official transcript.



Dr. Ted Gauthier and graduate student Lisa Malgren discuss the mass spectrum of a drug precursor at the Center for Molecular Diversity in Drug Design, Discovery and Delivery.

FOUR

GOALS AND STRATEGIES



Enhancing all sources of revenue, and maximizing effectiveness in business practices and financial management to establish a strong and sustainable economic base in support of USF's growth.

- Refine business practices to ensure a strong and sustainable economic foundation at USF,
- Promote and sustain a positive working environment, significantly improve service quality, and improve staff support through providing competitive salary structures, expanding professional development opportunities, and building cross-functional teams,
- Build USF's fund raising enterprise and endowment to a level commensurate with that found at a pre-eminent research university by completing a comprehensive campaign to support capital projects, endowed professorships and scholarships, and to supplement operating needs,
- Expand USF's national identity through developing and implementing a comprehensive, cutting-edge branding campaign grounded in the discovery and dissemination of new knowledge; interdisciplinary collaboration; commercialization and economic development; and global engagement,
- Expand the commercialization of emerging technologies to enhance regional and state economic development, and
- Build a sustainable environment to support an expanded and improved teaching and research mission, a more engaged residential community, and a university-based global village.



USF School of Architecture students designed the University's section of Tampa's Downtown Riverwalk.

STATE OF FLORIDA PEER INSTITUTIONS

University of Florida*
Florida State University

THE BIG EAST

DePaul University
Georgetown University
Marquette University
Providence College
Rutgers University^{††}
Seton Hall University
St. Johns University
Syracuse University^{††}
University of Cincinnati^{††}
University of Connecticut^{††}
University of Louisville^{††}
University of Notre Dame
University of Pittsburgh^{††}
University of South Florida^{††}
Villanova University
West Virginia University^{††}

USF, UF and FSU are the only public universities in Florida classified by the Carnegie Foundation for the Advancement of Teaching as – Research University, Very High Research Activity.

** Indicates institutional membership in AAU.*

†† Indicates institutions that compete in Big East football.

† Indicates public research universities.



The Big East Conference named 122 USF student athletes to the 2006-07 Academic All-Star Team. Women's cross country/track and field led the way with 33 athletes named.

THE INTEGRATED PLANS

Integrated plans include USF's revised and updated Strategic Planning Implementation Plan; Enrollment Growth Plans; Capital Improvement Plan and Master Plans; Comprehensive Campaign Plan; Legislative Budget requests, including multi-year statewide and federal; Quality Enhancement Plans; and the Business Plan, including Financial and Budget Plans for the period 2007-2012.

THE COMPACT PLANS

Compact Plans will be developed for all vice presidential sectors, including academic affairs/colleges, health/colleges, budget and finance, research, student affairs, advancement, and university campuses. Compacts are short-term, focused planning agreements negotiated between accountable officers (e.g. Deans) and their supervisors (e.g. Provost). They are intended to align broad University goals with the priorities, investments, and actions of campuses and colleges, as well as academic and service units. Compact Plans are

the outgrowth of regular and thoughtful engagement with all stakeholders; and they promote shared understanding, decentralized authority and accountability; support institutional values; and embrace one or more of the following USF emphases in:

- Community Engagement
- Global Literacy and Impact
- Integrated, Interdisciplinary Inquiry
- Research and Innovation
- Student Success

Compact plans may be revised annually based upon prior performance and changing financial/budget realities. The Compact Planning process will be transparent; will seek consensus regarding unit goals and priorities; will translate into specific actions; will include cost-benefit analysis in terms of resource investment; and will promote collegiality by engaging those members of the USF community, including faculty and key staff, who will implement the Plan.

To read the entire plan, visit:

www.ods.usf.edu/plans/strategic/



The USF Strategic Plan reflects the work of faculty, students, staff, alumni, administration and trustees, and community representatives. The final document was formally adopted by the University Board of Trustees on May 31, 2007.

To read the entire plan, visit:
www.ods.usf.edu/plans/strategic/



Trustee Lee Arnold Jr., President Judy Genshaft and Board of Trustees Chair Rhea Law review the Strategic Plan Performance Matrix.

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USF

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