

USF Strategic Plan

2022-2027
(FY 2023-2027)

Unit Strategies and Tactics
Fillable Form
*(Dean, College of Education
Version)*

March 10, 2022

In Pursuit of
Excellence



UNIVERSITY of
SOUTH FLORIDA

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Please sign below confirming that this form has been completed by your unit.

Name of Responsible Party

Date Completed

Signature

DIRECTIONS FOR USE

Directed Navigation

1. Please click the first assigned metrics link on Slide 6 (Responsible Parties) and provide strategies and tactics on metrics for which you are the responsible party. Continue to click through the links to locate all assigned measures of success.
2. Please click the first assigned metrics link on Slide 7 (Co-Responsible Parties) and provide strategies and tactics on metrics for which you are a co-responsible party. Continue to click through the links to locate all assigned measures of success.
3. Please be succinct (**no more than 100 words per strategy and related tactics**) but feel free to provide multiple strategies and multiple related tactics as needed for your assigned measures of success.
4. As you follow the links for your assigned metrics (Responsible and Co-Responsible Party) please indicate N/A if a particular measure of success is not relevant to your unit's strategic planning.

DIRECTIONS FOR USE

Self-Directed Navigation

1. If you wish to provide input on measures of success of your choice the most convenient approach would be to start on the slides for Goals 1-5 as needed.
2. Identify the measure of success that you wish to provide strategies and tactics for.
3. Please click on the objective related to the desired measure of success.
4. You can include the specific nomenclature for the desired measure of success (for example 1A1, 2C3, 3D5, etc.) as a header in the Strategies and Tactics box on that slide and provide your input. Please be succinct (no more than 100 words per strategy and related tactics) but feel free to provide multiple strategies and multiple related tactics as needed for your assigned measures of success.

DIRECTIONS FOR USE

Helpful Suggestions

1. You may choose to type your input directly into the relevant Strategies and Tactics boxes. This will be the best option if you prefer to use simple text formatting. Please note that using tabs in the box will take you to the next slide. If you would prefer to use bullets or tabbed text, you will find it more convenient to cut and paste from a Word document.
2. For your convenience, the buttons at the bottom of each slide will take you back to the Goal, Responsible Parties, and Co-Responsible Parties slides.
3. For your reference, the metrics are color-coded with the coding indicated on each slide.

RESPONSIBLE PARTIES

Responsible Parties

- ❖ Office of the President
- ❖ VP/CIO IT
- ❖ Provost
- ❖ Deans
- ❖ SVP USF Health
- ❖ SVP Advancement & Alumni Affairs
- ❖ SVP for Financial Strategy
- ❖ VP Student Success
- ❖ VP Research
- ❖ VP USF World
- ❖ VP Institutional Equity
- ❖ VP Human Resources
- ❖ AVP Innovative Education

Assigned Metrics

[3D2a, 3D3a](#)

CO-RESPONSIBLE PARTIES

Responsible Parties

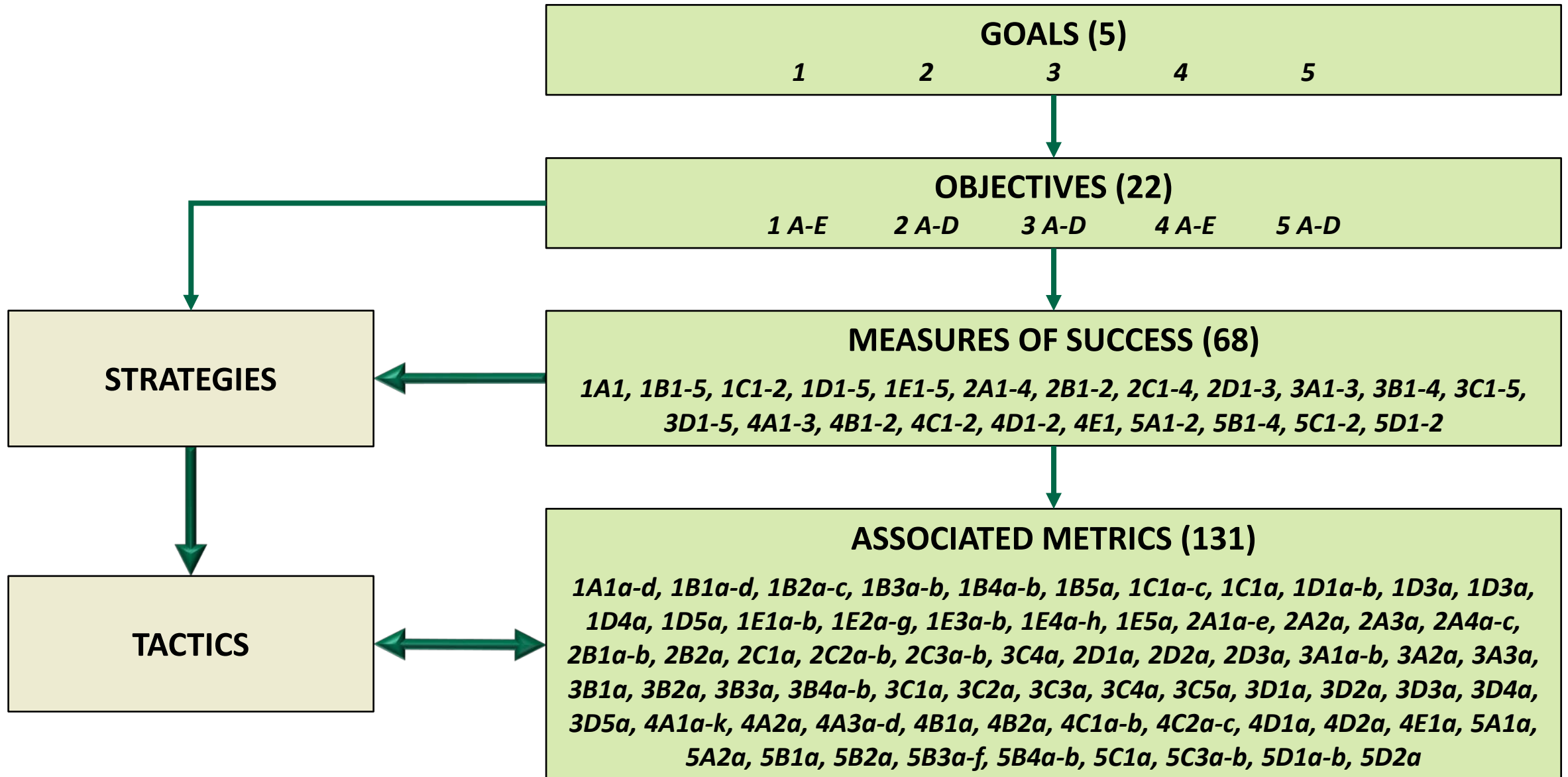
- ❖ Provost
- ❖ Deans

- ❖ Regional Chancellors
- ❖ SVP USF Health
- ❖ SVP Advancement & Alumni Affairs
- ❖ SVP for Financial Strategy
- ❖ VP Student Success
- ❖ VP Communications & Marketing
- ❖ VP Athletics
- ❖ VP Research
- ❖ VP USF World
- ❖ VP Institutional Equity
- ❖ AVP Innovative Education

Assigned Metrics

[1A1a, 1A1b, 1A1c, 1A1d, 1B2a, 1B2b, 1B2c, 1B3a, 1B3b, 1B4a, 1B4b, 1B5a, 1C1a, 1C1b, 1C1c, 1C2a, 1D1a, 1D1b, 1D2a, 1D3a, 1D4a, 1E1a, 1E1b, 1E2a, 1E2b, 1E2c, 1E2d, 1E2e, 1E2f, 1E2g, 1E4a, 1E4b, 1E4c, 1E4d, 1E4e, 1E4f, 1E4g, 1E4h, 2A1a, 2A1b, 2A1c, 2A1d, 2A1e, 2A2a, 2A3a, 2A4a, 2A4b, 2A4c, 2B1a, 2B1b, 2B2a, 2C1a, 2C2a, 2C2b, 2C3a, 2C3b, 2C4a, 2D1a, 2D2a, 2D3a, 3A1a, 3A2a, 3B1a, 3B2a, 3B3a, 3B4a, 3B4b, 3C1a, 3C2a, 3C3a, 3C4a, 3C5a, 3D2a, 3D3a, 3D4a, 4A1g, 4A1h, 4A1i, 4A1j, 4A1k, 4A2a, 4A3a, 4A3b, 4B1a, 4B2a, 5A1a, 5A2a, 5B2a, 5B3a, 5B3b, 5B3c, 5B3d, 5B4a, 5B4b](#)

STRUCTURE, NOMENCLATURE, AND KEY DELIVERABLES



 = Key Deliverables

GOAL

GOAL 1: Student success at USF and beyond

To promote the success of well-educated, highly skilled, and adaptable alums 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.

OBJECTIVES & MEASURES OF SUCCESS

1A. Increase the development and availability of high-impact educational experiences for student success

- 1A1. Increased student enrollment in High-Impact Practices (e.g., study abroad, service-learning, undergraduate research) to support the attainment of academic knowledge, soft skills, and the career-ready characteristics to be engaged citizens

1B. Enhance the pedagogical excellence of faculty in teaching and learning

- 1B1. Improved incoming student profile
- 1B2. Strengthened national rankings
- 1B3. Reduced student-to-faculty ratio
- 1B4. Increased faculty workshops and training opportunities
- 1B5. Increased teaching awards

1C. Enhance support for student engagement, co-curricular activities and well-being at USF

- 1C1. Enhanced student support services to address engagement and co-curricular activities
- 1C2. Enhanced support services to address student success and well-being

1D. Strengthen students' connections to community, employers, and alumni for lifelong success

- 1D1. Improved post-graduation outcomes for Bachelor's graduates
- 1D2. Enhanced new degree programs with an industry or employer advisory council
- 1D3. Reinforced programs with specialized accreditation
- 1D4. Increased participation in community and business engagement activities
- 1D5. Facilitated articulation with the Florida College System to address unmet education needs through online opportunities

1E. Prepare students for professional and leadership success in a competitive environment

- 1E1. Improved retention rates
- 1E2. Improved graduation rates
- 1E3. Reduced student debt
- 1E4. Increased degrees awarded in high-demand areas
- 1E5. Enhanced professional licensure and certification exam pass rates

GOAL

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.

OBJECTIVES & MEASURES OF SUCCESS

2A. Enhance institutional infrastructure and operational excellence for faculty success in research and innovation

- 2A1. Increased research and development expenditures
- 2A2. Increased postdoctoral appointees
- 2A3. Increased non-faculty S&E research staff with doctorates
- 2A4. Enhanced faculty profile (i.e., percent tenured/tenure-track faculty; the proportion of full-time faculty with the highest degree; percent of full-time faculty)

2B. Foster strategic collaborative research and innovation that is highly impactful and transformative

- 2B1. Enhanced collaborative research activities and partnerships
- 2B2. Enhanced collaborative scholarly activity

2C. Increase impact and recognition of research and innovation

- 2C1. Improved citation impact
- 2C2. Increased faculty awards
- 2C3. Augmented economic impact of research funding
- 2C4. Elevated programs to the top quartile of the disciplinary field

2D. Identify and support areas for cross-collaboration between colleges while leveraging the distinctive identities of each of USF's campus communities

- 2D1. Increased external grants/contracts with faculty and/or students between colleges
- 2D2. Increased publications with faculty and/or students between colleges
- 2D3. Increased number of funded research projects with faculty and/or students between colleges

GOAL

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.

OBJECTIVES & MEASURES OF SUCCESS

3A. Strengthen and grow existing partnerships and/or establish new mutually beneficial partnerships

- 3A1. Strengthened corporate and community partnerships based on the distinctive strengths of each of USF's campus communities
- 3A2. Deepened national partnerships
- 3A3. Expanded global partnerships

3B. Build a culture of entrepreneurship at USF

- 3B1. Expanded corporate and professional training and continuing education courses offered to the community
- 3B2. Increased start-up companies
- 3B3. Growth in licenses and options
- 3B4. Increased patents awarded

3C. Enhance USF's footprint through national and global partnerships

- 3C1. Expanded national and international academic transfer/articulation agreements
- 3C2. Increased Fulbright Scholars
- 3C3. Extended student participation in global experiences
- 3C4. Increased collaborative national and international scholarly activity while strengthening processes to protect intellectual assets
- 3C5. Enhancement in international students enrolled (i.e., number of international students enrolled)

3D. Enhance USF's engagement with our communities through university-community partnerships

- 3D1. Expanded partnerships to address community health care
- 3D2. Expanded partnerships with PreK-12 school systems
- 3D3. Expanded partnerships with businesses, non-profit organizations, and government agencies
- 3D4. Expanded opportunities for career upskilling and reskilling for post-university graduates
- 3D5. Increased noncredit courses and other continuing educational activities

GOAL

GOAL 4: A diverse and inclusive community for learning and discovery

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.

OBJECTIVES & MEASURES OF SUCCESS

4A. Recruit and retain diverse faculty, staff, and students

- 4A1. Enhanced diverse student enrollment and degree production
- 4A2. Expanded community partnerships
- 4A3. Increased diverse faculty and staff

4B. Enhance academic programs and curricula to be inclusive of diverse perspectives

- 4B1. Increase in enhanced general education courses designed to address diverse perspectives
- 4B2. Expanded workshops and learning opportunities for faculty and staff to promote inclusivity, equitability, critical thinking, and diversity of thought

4C. Increase and sustain the availability of flexible/adaptive instructional environments and research workspaces aligned equitably with unique campus needs to promote access and success

- 4C1. Advanced infrastructure designed to promote access and success to a population with varying abilities
- 4C2. Enhanced digital infrastructure designed to promote access and success

4D. Foster a positive employee experience that embraces a dynamic workplace environment

- 4D1. Enhancement in positive employee experiences
- 4D2. Improved workplace learning opportunities promoting professional growth and work-life balance

4E. Strengthen the university community through shared/collaborative experiences such as the arts, athletics, sustainability initiatives, and with alumni stakeholders

- 4E1. Increased collaborative university community activities

GOAL

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.

OBJECTIVES & MEASURES OF SUCCESS

5A. Design and implement a strategic, transparent, and predictable budget model

- 5A1. Implementation of a transparent and predictable budget model
- 5A2. Established action plans based on the survey input of unit leaders on their perception of the strategic nature, transparency, and predictability of the model

5B. Diversify and sustain financial revenue streams to support programs and operations in a dynamic environment

- 5B1. Enhanced alumni, community, and legislative relations to bolster awareness of distinctive strengths of each campus, increase advocacy and leverage partnerships ensuring a strong and sustainable financial base
- 5B2. Improved alumni giving rate
- 5B3. Diversification of financial revenue streams
- 5B4. Strengthened supplier diversity

5C. Ensure cost-effective and strategic use of resources in support of the university's mission

- 5C1. Enhanced strategic revenue alignment
- 5C2. Optimized implementation of investments and maximization of institutional assets

5D. Streamline processes for effective implementation of the university's strategic mission

- 5D1. Optimization of time and cost of key processes vital to the mission of USF (e.g., hiring, MOU approval, research contract approval, etc.)
- 5D2. Increased effectiveness in digitalization of university operations

GOAL 1: Student success at USF and beyond

OBJECTIVES, MEASURES OF SUCCESS, AND METRICS

STRATEGIES & TACTICS

1A. Increase the development and availability of high-impact educational experiences for student success

- 1A1. Increased student enrollment in High-Impact Practices (e.g., study abroad, service-learning, undergraduate research) to support the attainment of academic knowledge, soft skills, and the career-ready characteristics to be engaged citizens
 - **1A1a. Total enrollment in study abroad**
 - ❑ VP USF World, [Deans](#)
 - **1A1b. Total enrollment in service-learning courses**
 - ❑ Provost, VP Student Success, [Deans](#)
 - **1A1c. Number of students participating in experiential learning programs (e.g., co-ops, internships)**
 - ❑ Provost, VP Student Success, [Deans](#)
 - **1A1d. Percent of undergraduates engaged in research**
 - ❑ Provost, VP Student Success, [Deans](#)

Key	Tracked in Metrics Crosswalk	Tracked Centrally	Not Centrally Tracked
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GOAL 1: Student success at USF and beyond

OBJECTIVES, MEASURES OF SUCCESS, AND METRICS

STRATEGIES & TACTICS

1B. Enhance the pedagogical excellence of faculty in teaching and learning

- 1B1. Improved incoming student profile
 - 1B1a. Average GPA
 - ☐ VP Student Success
 - 1B1b. Average SAT Scores
 - ☐ VP Student Success
 - 1B1c. 25th-75th percentile SAT scores
 - ☐ VP Student Success
 - 1B1d. Incoming enrollees graduating in top 10% of high school class
 - ☐ VP Student Success
- 1B2. Strengthened national rankings
 - 1B2a. Number of public university national rankings in top 50
 - ☐ Provost, [Deans](#)
 - 1B2b. Academic Peer Assessment score
 - ☐ Provost, [Deans](#), VP Communications & Marketing
 - 1B2c. Number of broad disciplines ranked in the top 100 for research expenditures
 - ☐ VP Research, [Deans](#), SVP USF Health
- 1B3. Reduced student-to-faculty ratio
 - 1B3a. Student-to-faculty ratio
 - ☐ Provost, [Deans](#), SVP USF Health
 - 1B3b. Class size <20
 - ☐ Provost, [Deans](#), SVP USF Health
- 1B4. Increased faculty workshops and training opportunities
 - 1B4a. Number of faculty attending Center for Innovative Teaching and Learning (CITL) workshops
 - ☐ Provost, [Deans](#), SVP USF Health
 - 1B4b. Percent of SUS courses bearing a “high-quality” rating in the Florida Virtual Campus online catalogue
 - ☐ Provost, [Deans](#), SVP USF Health
- 1B5. Increased teaching awards
 - 1B5a. Number of faculty receiving internal or external teaching awards
 - ☐ Provost, [Deans](#), SVP USF Health

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GOAL 1: Student success at USF and beyond

OBJECTIVES, MEASURES OF SUCCESS, AND METRICS

STRATEGIES & TACTICS

1C. Enhance support for student engagement, co-curricular activities and well-being at USF

- 1C1. Enhanced student support services to address engagement and co-curricular activities
 - **1C1a. Percent of students receiving medical services who indicate need on an annual student well-being survey**
 - ❑ VP Student Success, [Deans](#)
 - **1C1b. Percent of students using advising services per semester**
 - ❑ VP Student Success, [Deans](#)
 - **1C1c. Percent of students engaged in extra-curricular activities at USF**
 - ❑ VP Student Success, [Deans](#), VP Athletics
- 1C2. Enhanced support services to address student success and well-being
 - **1C2a. Percent of students indicating stress and/or loneliness on an annual student well-being survey**
 - ❑ VP Student Success, [Deans](#)

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GOAL 1: Student success at USF and beyond

OBJECTIVES, MEASURES OF SUCCESS, AND METRICS

STRATEGIES & TACTICS

1D. Strengthen students' connections to community, employers, and alumni for lifelong success

- 1D1. Improved post-graduation outcomes for Bachelor's graduates
 - **1D1a. Percent of bachelor's graduates continuing education or employed (\$30,000+), one-year out**
 - ☐ VP Student Success, [Deans](#)
 - **1D1b. Median wages of bachelor's graduates employed full-time, one-year out**
 - ☐ VP Student Success, [Deans](#)
- 1D2. Enhanced new degree programs with an industry or employer advisory council
 - **1D2a. Percent of new degree programs with an industry or employer advisory council**
 - ☐ Provost, [Deans](#), SVP USF Health
- 1D3. Reinforced programs with specialized accreditation
 - **1D3a. Number of eligible programs with specialized accreditation**
 - ☐ Provost, [Deans](#), SVP USF Health
- 1D4. Increased participation in community and business engagement activities
 - **1D4a. Percent of students participating in identified community & business engagement activities (curricular & co-curricular)**
 - ☐ Provost, VP Student Success, [Deans](#), SVP USF Health
- 1D5. Facilitated articulation with the Florida College System to address unmet education needs through online opportunities
 - **1D5a. Number of articulation agreements with the Florida College System to address unmet education needs though online opportunities**
 - ☐ Provost, VP Student Success

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GOAL 1: Student success at USF and beyond

OBJECTIVES, MEASURES OF SUCCESS, AND METRICS

STRATEGIES & TACTICS

1E. Prepare students for professional and leadership success in a competitive environment

- 1E1. Improved retention rates
 - 1E1a. FTIC Retention Rate
 - ☐ VP Student Success, [Deans](#)
 - 1E1b. FTIC Academic Progress Rate
 - ☐ VP Student Success, [Deans](#)
- 1E2. Improved graduation rates
 - 1E2a. Time to degree for FTICs
 - ☐ VP Student Success, [Deans](#)
 - 1E2b. 4-Year FTIC graduation rate (Full-time)
 - ☐ VP Student Success, [Deans](#)
 - 1E2c. 6-Year FTIC graduation rate (Full-Time, Full- and Part-Time)
 - ☐ VP Student Success, [Deans](#)
 - 1E2d. 6-Year FTIC graduation rate, Pell (Full-Time)
 - ☐ VP Student Success, [Deans](#)
 - 1E2e. 2-Year FCS AA Transfer graduation rate (Full-Time)
 - ☐ VP Student Success, [Deans](#)
 - 1E2f. 3-Year FCS AA Transfer graduation rate (Full-Time)
 - ☐ VP Student Success, [Deans](#)
 - 1E2g. Percent of bachelor's degrees awarded without excess hours
 - ☐ VP Student Success, [Deans](#)

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GOAL 1: Student success at USF and beyond

OBJECTIVES, MEASURES OF SUCCESS, AND METRICS

STRATEGIES & TACTICS

1E. Prepare students for professional and leadership success in a competitive environment

- 1E3. Reduced student debt
 - 1E3a. Average cost to the student
 - VP Student Success
 - 1E3b. Federal loan debt
 - VP Student Success
- 1E4. Increased degrees awarded in high-demand areas
 - 1E4a. Bachelor's degrees awarded annually
 - VP Student Success, [Deans](#)
 - 1E4b. Bachelor's degrees in Programs of Strategic Emphasis
 - VP Student Success, [Deans](#)
 - 1E4c. Bachelor's degrees in STEM & Health
 - VP Student Success, [Deans](#)
 - 1E4d. Graduate degrees awarded annually
 - Provost, [Deans](#), SVP USF Health
 - 1E4e. Masters degrees awarded annually
 - Provost, [Deans](#), SVP USF Health
 - 1E4f. Doctoral degrees awarded annually
 - Provost, [Deans](#), SVP USF Health
 - 1E4g. Graduate degrees in Programs of Strategic Emphasis
 - Provost, [Deans](#), SVP USF Health
 - 1E4h. Graduate degrees in STEM & Health
 - Provost, [Deans](#), SVP USF Health
- 1E5. Enhanced professional licensure and certification exam pass rates
 - 1E5a. Professional Licensure & Certification Exam pass rates above benchmarks
 - SVP USF Health

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GOAL 2: Faculty excellence in research and innovation

OBJECTIVES, MEASURES OF SUCCESS, AND METRICS

2A. Enhance institutional infrastructure and operational excellence for faculty success in research and innovation

- 2A1. Increased research and development expenditures
 - **2A1a. Total R&D expenditures (\$M)**
 - VP Research, Provost, [Deans](#), SVP USF Health
 - **2A1b. Federal R&D expenditures (\$M)**
 - VP Research, Provost, [Deans](#), SVP USF Health
 - **2A1c. R&D expenditures from external sources**
 - VP Research, Provost, [Deans](#), SVP USF Health
 - **2A1d. Science & Engineering research expenditures (\$M)**
 - VP Research, Provost, [Deans](#), SVP USF Health
 - **2A1e. R&D expenditures in Non-Health Sciences (\$M)**
 - VP Research, Provost, [Deans](#)
- 2A2. Increased postdoctoral appointees
 - **2A2a. Number of postdoctoral appointees**
 - Provost, [Deans](#), SVP USF Health
- 2A3. Increased non-faculty S&E research staff with doctorates
 - **2A3a. Number of non-faculty S&E research staff with doctorates**
 - Provost, VP Research, [Deans](#), SVP USF Health
- 2A4. Enhanced faculty profile (i.e., percent tenured/tenure-track faculty; the proportion of full-time faculty with the highest degree; percent of full-time faculty)
 - **2A4a. Percent of Tenured/Tenure track faculty**
 - Provost, [Deans](#), SVP USF Health
 - **2A4b. Proportion of faculty with highest degree**
 - Provost, [Deans](#), SVP USF Health
 - **2A4c. Proportion of full-time faculty**
 - Provost, [Deans](#), SVP USF Health

STRATEGIES & TACTICS

Key	Tracked in Metrics Crosswalk	Tracked Centrally	Not Centrally Tracked
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GOAL 2: Faculty excellence in research and innovation

OBJECTIVES, MEASURES OF SUCCESS, AND METRICS

2B. Foster strategic collaborative research and innovation that is highly impactful and transformative

- 2B1. Enhanced collaborative research activities and partnerships
 - **2B1a. Number of collaborative research partnerships**
 - ☐ VP Research, [Deans](#)
 - **2B1b. Number of grants/contracts between two or more SUS institutions**
 - ☐ VP Research, [Deans](#)
- 2B2. Enhanced collaborative scholarly activity
 - **2B2a. Number of publications, citations and creative work through collaborations**
 - ☐ Provost, [Deans](#), VP Research

STRATEGIES & TACTICS

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GOAL 2: Faculty excellence in research and innovation

OBJECTIVES, MEASURES OF SUCCESS, AND METRICS

STRATEGIES & TACTICS

2C. Increase impact and recognition of research and innovation

- 2C1. Improved citation impact
 - **2C1a. Maintain normalized citation impact score above 1.5**
 - ☐ Provost, VP Research, [Deans](#)
- 2C2. Increased faculty awards
 - **2C2a. Number of National Academy Members**
 - ☐ VP Research, Provost, [Deans](#), SVP USF Health
 - **2C2b. Number of faculty awards**
 - ☐ VP Research, Provost, [Deans](#), SVP USF Health
- 2C3. Augmented economic impact of research funding
 - **2C3a. Number of jobs supported from external funding**
 - ☐ VP Research, Provost, [Deans](#), SVP USF Health
 - **2C3b. Economic impact of research funding (all sources) (\$1,000s)**
 - ☐ VP Research, Provost, [Deans](#), SVP USF Health, VP Communications & Marketing
- 2C4. Elevated programs to the top quartile of the disciplinary field
 - **2C4a. Number of programs in top quartile of disciplinary field**
 - ☐ Provost, [Deans](#), SVP USF Health

Key	Tracked in Metrics Crosswalk	Tracked Centrally	Not Centrally Tracked
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GOAL 2: Faculty excellence in research and innovation

OBJECTIVES, MEASURES OF SUCCESS, AND METRICS

STRATEGIES & TACTICS

2D. Identify and support areas for cross-collaboration between colleges while leveraging the distinctive identities of each of USF's campus communities

- 2D1. Increased external grants/contracts with faculty and/or students between colleges
 - **2D1a. Number of external grants/contracts with faculty from two or more USF departments and/or colleges in distinctive areas of research and creative activity**
 - ☐ **VP Research**, Provost, [Deans](#), SVP USF Health
- 2D2. Increased publications with faculty and/or students between colleges
 - **2D2a. Number of publications with faculty and/or students from two or more USF Departments in distinctive areas of research and creative activity**
 - ☐ **VP Research**, Provost, [Deans](#), SVP USF Health
- 2D3. Increased number of funded research projects with faculty and/or students between colleges
 - **2D3a. Number of funded research projects with faculty and/or students from two or more USF departments and/or colleges in distinctive area of research and creative activity**
 - ☐ **VP Research**, Provost, [Deans](#), SVP USF Health

Key	Tracked in Metrics Crosswalk	Tracked Centrally	Not Centrally Tracked
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GOAL 3: Partnerships and engagement with local, national, and global impact

OBJECTIVES, MEASURES OF SUCCESS, AND METRICS

STRATEGIES & TACTICS

3A. Strengthen and grow existing partnerships and/or establish new mutually beneficial partnerships

- 3A1. Strengthened corporate and community partnerships based on the distinctive strengths of each of USF's campus communities
 - **3A1a. Number of new and continuous corporate & community partnerships per year**
 - ☐ **SVP Advancement & Alumni Affairs (OCP)**, VP Research, Provost, [Deans](#), Regional Chancellors, SVP USF Health
 - **3A1b. Maintain Carnegie Foundation's Community Engagement Classification**
 - ☐ **Provost**, VP Student Success, Regional Chancellors
- 3A2. Deepened national partnerships
 - **3A2a. Number of new national partnerships per year**
 - ☐ **SVP Advancement & Alumni Affairs (OCP)**, VP Research, Provost, VP Student Success, [Deans](#), SVP USF Health
- 3A3. Expanded global partnerships
 - **3A3a. Number of new global partnerships per year**
 - ☐ **SVP Advancement & Alumni Affairs (OCP)**, Provost, VP Research, VP USF World, VP Student Success

Key	Tracked in Metrics Crosswalk	Tracked Centrally	Not Centrally Tracked
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GOAL 3: Partnerships and engagement with local, national, and global impact

OBJECTIVES, MEASURES OF SUCCESS, AND METRICS

STRATEGIES & TACTICS

3B. Build a culture of entrepreneurship at USF

- 3B1. Expanded corporate and professional training and continuing education courses offered to the community
 - **3B1a. Enrollment in and number of professional training and continuing education courses offered to the community**
 - ☐ Provost, [Deans](#)
- 3B2. Increased start-up companies
 - **3B2a. Number of start-up companies created annually**
 - ☐ VP Research, [Deans](#)
- 3B3. Growth in licenses and options
 - **3B3a. Number of licenses and options executed annually**
 - ☐ VP Research, [Deans](#)
- 3B4. Increased patents awarded
 - **3B4a. Number of patents granted annually**
 - ☐ VP Research, [Deans](#)
 - **3B4b. Utility Patents Awarded (over 3-year period)**
 - ☐ VP Research, [Deans](#)

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GOAL 3: Partnerships and engagement with local, national, and global impact

OBJECTIVES, MEASURES OF SUCCESS, AND METRICS

STRATEGIES & TACTICS

3C. Enhance USF's footprint through national and global partnerships

- 3C1. Expanded national and international academic transfer/articulation agreements
 - **3C1a. Number of high quality and sustainable academic transfer/articulation agreements between key international partner institutions and USF academic programs**
 - ☐ Provost, [Deans](#), VP Student Success, VP USF World
- 3C2. Increased Fulbright Scholars
 - **3C2a. Number of Fulbright Scholars and student research projects**
 - ☐ VP USF World, [Deans](#)
- 3C3. Extended student participation in global experiences
 - **3C3a. Number of students and percent of diverse students participating in credit-bearing face-to-face and virtual global experiences**
 - ☐ VP USF World, [Deans](#), VP Institutional Equity, VP Student Success
- 3C4. Increased collaborative national and international scholarly activity while strengthening processes to protect intellectual assets
 - **3C4a. Number of publications with international and national coauthors from outside USF**
 - ☐ Provost, VP USF World, [Deans](#)
- 3C5. Enhancement in international students enrolled (i.e., number of international students enrolled)
 - **3C5a. Number of international students enrolled**
 - ☐ VP USF World, Provost, [Deans](#), VP Student Success

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GOAL 3: Partnerships and engagement with local, national, and global impact

OBJECTIVES, MEASURES OF SUCCESS, AND METRICS

STRATEGIES & TACTICS

3D. Enhance USF's engagement with our communities through university-community partnerships

- 3D1. Expanded partnerships to address community health care
 - **3D1a. Number of partnerships addressing community healthcare needs**
 - ☐ **SVP USF Health**
- 3D2. Expanded partnerships with PreK-12 school systems
 - **3D2a. Number of interactions with PreK-12 school systems**
 - ☐ **[Dean \(College of Education\), Deans](#)**
- 3D3. Expanded partnerships with businesses, non-profit organizations, and government agencies
 - **3D3a. Number of partnerships with local businesses**
 - ☐ **[Dean \(Muma College of Business\), Deans](#)**
- 3D4. Expanded opportunities for career upskilling and reskilling for post-university graduates
 - **3D4a. Number of career upskilling and reskilling opportunities**
 - ☐ **AVP Innovative Education, [Deans](#)**
- 3D5. Increased noncredit courses and other continuing educational activities
 - **3D5a. Number of noncredit courses and continuing education activities**
 - ☐ **AVP Innovative Education**

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GOAL 4: A diverse and inclusive community for learning and discovery

OBJECTIVES, MEASURES OF SUCCESS, AND METRICS

STRATEGIES & TACTICS

4A. Recruit and retain diverse faculty, staff, and students

- 4A1. Enhanced diverse student enrollment and degree production
 - **4A1a. Diverse undergraduate student enrollment**
 - VP Student Success, VP Institutional Equity
 - **4A1b. Undergraduate Pell student enrollment**
 - VP Student Success, VP Institutional Equity
 - **4A1c. University Access rate**
 - VP Student Success, VP Institutional Equity
 - **4A1d. Number of National Merit Scholars**
 - VP Student Success
 - **4A1e. Enrollment in the College Board Recognition Program (National African American, National Hispanic, National Indigenous, and National Rural and Small Town)**
 - VP Student Success, VP Institutional Equity
 - **4A1f. Percentage of adult undergraduate enrollment (Aged 25+) (Fall)**
 - VP Student Success, VP Institutional Equity
 - **4A1g. Diverse graduate student enrollment**
 - VP Student Success, VP Institutional Equity, [Deans](#)
 - **4A1h. Bachelor's degrees awarded to diverse populations**
 - VP Student Success, VP Institutional Equity, [Deans](#)
 - **4A1i. Bachelor's degrees awarded to African American and Hispanic students**
 - VP Student Success, VP Institutional Equity, [Deans](#)
 - **4A1j. Masters degrees awarded to diverse populations**
 - VP Student Success, VP Institutional Equity, [Deans](#)
 - **4A1k. Doctoral degrees awarded to diverse populations**
 - VP Student Success, VP Institutional Equity, [Deans](#)

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GOAL 4: A diverse and inclusive community for learning and discovery

OBJECTIVES, MEASURES OF SUCCESS, AND METRICS

4A. Recruit and retain diverse faculty, staff, and students

- 4A2. Expanded community partnerships
 - **4A2a. Number of relationships with our communities to build strong talent pipelines**
 - ❑ VP Student Success, [Deans](#)
- 4A3. Increased diverse faculty and staff
 - **4A3a. Diverse faculty distribution**
 - ❑ Provost, [Deans](#), VP Institutional Equity, SVP USF Health
 - **4A3b. Faculty retention rates**
 - ❑ Provost, [Deans](#), VP Institutional Equity, SVP USF Health
 - **4A3c. Diverse staff distribution**
 - ❑ VP Human Resources, VP Institutional Equity
 - **4A3d. Staff retention rates**
 - ❑ VP Human Resources, VP Institutional Equity

STRATEGIES & TACTICS

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GOAL 4: A diverse and inclusive community for learning and discovery

OBJECTIVES, MEASURES OF SUCCESS, AND METRICS

4B. Enhance academic programs and curricula to be inclusive of diverse perspectives

- 4B1. Increase in enhanced general education courses designed to address diverse perspectives
 - **4B1a. Number of enhanced general education courses designed to address diverse perspectives**
 - ☐ **VP Student Success, [Deans](#), VP Institutional Equity**
- 4B2. Expanded workshops and learning opportunities for faculty and staff to promote inclusivity, equitability, critical thinking, and diversity of thought
 - **4B2a. Number of workshops and learning opportunities for faculty and staff to promote inclusivity, equitability, critical thinking and diversity of thought**
 - ☐ **Provost, [Deans](#), VP Institutional Equity, SVP USF Health**

STRATEGIES & TACTICS

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GOAL 4: A diverse and inclusive community for learning and discovery

OBJECTIVES, MEASURES OF SUCCESS, AND METRICS

4C. Increase and sustain the availability of flexible/adaptive instructional environments and research workspaces aligned equitably with unique campus needs to promote access and success

- 4C1. Advanced infrastructure designed to promote access and success to a population with varying abilities
 - **4C1a. Percent of physical infrastructure designed to promote access and success to a diverse population**
 - VP Institutional Equity**, SVP for Financial Strategy
 - **4C1b. Percent of digital infrastructure designed to promote access and success to a diverse population**
 - VP/CIO IT**, Provost, VP Institutional Equity, SVP for Financial Strategy
- 4C2. Enhanced digital infrastructure designed to promote access and success
 - **4C2a. Percent of digital infrastructure designed to promote access and success**
 - VP/CIO IT**, Provost
 - **4C2b. Percent of Undergraduate FTE in Online Courses**
 - Provost**, SVP USF Health
 - **4C2c. Percent of Graduate FTE in Online Courses**
 - Provost**, SVP USF Health

STRATEGIES & TACTICS

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GOAL 4: A diverse and inclusive community for learning and discovery

OBJECTIVES, MEASURES OF SUCCESS, AND METRICS

STRATEGIES & TACTICS

4D. Foster a positive employee experience that embraces a dynamic workplace environment

- 4D1. Enhancement in positive employee experiences
 - **4D1a. Number of talent practices that proactively and predictively foster a positive employee experience**
 - ☐ VP Human Resources
- 4D2. Improved workplace learning opportunities promoting professional growth and work-life balance
 - **4D2a. Percent of employee participation in workplace learning opportunities promoting professional growth and work life balance**
 - ☐ VP Human Resources

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GOAL 4: A diverse and inclusive community for learning and discovery

OBJECTIVES, MEASURES OF SUCCESS, AND METRICS

4E. Strengthen the university community through shared/collaborative experiences such as the arts, athletics, sustainability initiatives, and with alumni stakeholders

- 4E1. Increased collaborative university community activities
 - **4E1a. Number of USF stakeholders engaged in shared/collaborative university-community activities**
 - ☐ **Provost, VP Athletics, VP Communications & Marketing**

STRATEGIES & TACTICS

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GOAL 5: A strong, sustainable, and adaptable financial base

OBJECTIVES, MEASURES OF SUCCESS, AND METRICS

STRATEGIES & TACTICS

5A. Design and implement a strategic, transparent, and predictable budget model

- 5A1. Implementation of a transparent and predictable budget model
 - **5A1a. Implementation of a transparent and predictable budget model**
 - ❑ **SVP for Financial Strategy**, Provost, [Deans](#), SVP USF Health
- 5A2. Established action plans based on the survey input of unit leaders on their perception of the strategic nature, transparency, and predictability of the model
 - **5A2a. Establish action plans based on the survey input of unit leaders on their perception of the strategic nature, transparency, and predictability of the model**
 - ❑ **SVP for Financial Strategy**, Provost, [Deans](#), SVP USF Health, VP Communications & Marketing

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GOAL 5: A strong, sustainable, and adaptable financial base

OBJECTIVES, MEASURES OF SUCCESS, AND METRICS

STRATEGIES & TACTICS

5B. Diversify and sustain financial revenue streams to support programs and operations in a dynamic environment

- 5B1. Enhanced alumni, community, and legislative relations to bolster awareness of distinctive strengths of each campus, increase advocacy and leverage partnerships ensuring a strong and sustainable financial base
 - **5B1a. Number of awareness and/or advocacy efforts with alumni, community and legislative entities**
 - Office of the President, SVP Advancement & Alumni Affairs, Regional Chancellors
- 5B2. Improved alumni giving rate
 - **5B2a. Alumni Giving Rate**
 - SVP Advancement & Alumni Affairs, [Deans](#)
- 5B3. Diversification of financial revenue streams
 - **5B3a. Percent of USF revenue from the state compared to other revenue sources**
 - SVP for Financial Strategy, Provost, [Deans](#), SVP USF Health
 - **5B3b. Revenue from philanthropy**
 - SVP Advancement & Alumni Affairs, [Deans](#)
 - **5B3c. Endowment**
 - SVP for Financial Strategy, [Deans](#)
 - **5B3d. Revenue from auxiliary activities**
 - SVP for Financial Strategy, [Deans](#)
 - **5B3e. Revenue from licensing activities**
 - VP Research
 - **5B3f. Average spending per student**
 - VP Student Success, SVP for Financial Strategy
- 5B4. Strengthened supplier diversity
 - **5B4a. Number of diverse businesses in University purchasing**
 - SVP for Financial Strategy, [Deans](#)
 - **5B4b. Percent of diversity spend**
 - SVP for Financial Strategy, [Deans](#)

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GOAL 5: A strong, sustainable, and adaptable financial base

OBJECTIVES, MEASURES OF SUCCESS, AND METRICS

STRATEGIES & TACTICS

5C. Ensure cost-effective and strategic use of resources in support of the university's mission

- 5C1. Enhanced strategic revenue alignment
 - **5C1a. Proportion of total revenue aligned with specified strategic goals**
 - ☐ **SVP for Financial Strategy**
- 5C2. Optimized implementation of investments and maximization of institutional assets
 - **5C2a. Return on investment of total revenue investments for specified strategic goals at one, three, and five years**
 - ☐ **SVP for Financial Strategy**
 - **5C2b. Average spending on people (e.g., faculty and staff salaries, benefits, professional development) and operations (e.g., research, facilities, information technology)**
 - ☐ **SVP for Financial Strategy**

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GOAL 5: A strong, sustainable, and adaptable financial base

OBJECTIVES, MEASURES OF SUCCESS, AND METRICS

STRATEGIES & TACTICS

5D. Streamline processes for effective implementation of the university's strategic mission

- 5D1. Optimization of time and cost of key processes vital to the mission of USF (e.g., hiring, MOU approval, research contract approval, etc.)
 - **5D1a. Average time to complete key processes vital to the mission of USF (e.g., hiring, MOU approval, research contract approval, etc.)**
 - ❑ **SVP for Financial Strategy**, SVP Health, SVP Advancement & Alumni Affairs, VP Student Success, VP Research, VP Human Resources, VP USF World, VP Institutional Equity, VP Athletics
 - **5D1b. Average cost of key processes vital to the mission of USF (e.g., hiring, MOU approval, research contract approval, etc.)**
 - ❑ **SVP for Financial Strategy**, SVP Health, SVP Advancement & Alumni Affairs, VP Student Success, VP Research, VP Human Resources, VP USF World, VP Institutional Equity, VP Athletics
- 5D2. Increased effectiveness in digitalization of university operations
 - **5D2a. Proportion of university operations digitalized**
 - ❑ **VP/CIO IT**, AVP Innovative Education

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STRATEGIC PLAN 2022-2027



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