

A GLOBAL RESEARCH UNIVERSITY DEDICATED TO STUDENT SUCCESS

• 2013-2018 •

# STRATEGIC PLAN





# EXECUTIVE SUMMARY

The 2013-2018 Strategic Plan builds on the success of previous plans and advances the institution as a global research university. The vision is to extend USF's reach in the U.S. and around the world, provide further educational opportunities for students and improve their employability, increase faculty and staff prospects, and foster richer local, national, and international relationships. By these steps, we also look to advance the university's case for membership within the Association of American Universities (AAU).

The new plan adopts a laserlike focus on USF's academic investment and performance, refining institutional priorities and measuring outcomes as depicted in the updated planning and performance matrix and online dashboard. The plan underscores the pressing need to provide broad access to higher education while maintaining affordability and high quality within a changing economic reality brought on by significantly reduced state support.

While honoring the accomplishments produced from previous plans and recommitting the institution to the hallmarks of student success and top-tier research and innovation, the new plan also differs from its predecessors by way of its fresh emphasis on developing active public-private partnerships designed to increase economic and employment opportunities within a global context that recognizes the significance of international relations in an interconnected world.

USF's priorities have been set:

- USF will, through a continued commitment to student success, produce well educated global citizens
- USF will, through its high-impact research and innovation, change lives for the better, improve health, and foster sustainable development and positive societal change
- USF will, as a highly effective major economic engine, create new partnerships to build a strong and sustainable future for Florida in the global economy
- USF will pursue a more secure economic base, greater operational and resource efficiencies, and increased transparency in its business practices



# CONTENTS

03	Welcome	11	Linked Goals
04	A Message from the President	13	Goal One
05	Strategic Planning Challenges	14	Goal Two
06	2007-2012 Plan & Results	17	Goal Three
08	The Future: Mission, Vision, Values	18	Goal Four
10	Objectives	20	Measuring Success





# WELCOME

The University of South Florida System includes three institutions: USF, USF St. Petersburg, and USF Sarasota-Manatee, each separately accredited by the Southern Association of Colleges and Schools (SACS) Commission on Colleges. All institutions have distinct missions and their own detailed strategic plans. Serving more than 47,000 students, the USF System has an annual budget of \$1.5 billion and an annual economic impact of \$11.5 billion.

USF is comprised of the main campus in Tampa, its College of Marine Science in St. Petersburg, and USF Health. As a global research university dedicated to student success, USF is classified by the Carnegie Foundation for the Advancement of Teaching as a research university with very high research activity (RU/VU), and as a community engaged campus.

USF is accredited by SACS to award baccalaureate, master's, doctoral, and professional degrees, including the Doctor of Medicine. The university offers more than 230 degree programs at these levels.

USF values cultural and ethnic diversity and access along with an enhanced understanding and appreciation of the global experience. From developing sources of clean energy to improving the quality of life for people with disabilities and leading the way on veterans research and reintegration, USF research and innovation is directed toward creating local, national, and global solutions to society's most difficult problems.

In addition to being an important part of the Tampa Bay economy, USF undertakes ambitious community-engaged research and participates in mutually beneficial partnerships that enhance student access to academic programs, research, and employment opportunities.

And at the heart of the university is a fundamental commitment to student success.

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## A MESSAGE FROM THE PRESIDENT

The University of South Florida's 2013-2018 Strategic Plan builds on a tremendous era of achievement for our young institution, during which USF greatly expanded its national and international reputation as a creative, innovative, and successful center of higher learning and research. While the previous strategic plan guided the university through unprecedented financial challenges, this plan is designed to build on our defining strengths and core mission: providing a globally-competitive education to our students; creating partnerships that leverage our assets with other public institutions and the private sector; and advancing research, innovation, and sustainability.

This plan comes at a time when our nation and our world have come to accept a "new normal" for higher education, even as colleges and universities play an ever-increasing role in the world's economic future. More people will need advanced education to be successful, but America's higher education sector holds no illusion that the public resources lost during the Great Recession will recover to previous levels. The onus is now on institutions – especially those such as the University of South Florida, a public research university which serves a diverse population – to create new opportunities wherever the potential exists. The nation looks to its public research universities to reignite the economy and provide a workforce that is adaptable, entrepreneurial, and resilient.

In this document, you will see clearly that the University of South Florida envisions itself as a premier public research university with state, national, and global impact. We continue to measure our progress against the best institutions and position the university for membership in the Association of American Universities. We will distinguish USF as an inclusive environment that expands access for students from all walks of life, creating a learner-centered environment where every aspect of the university is committed to student success. Our dedicated faculty and staff have put USF on the leading edge of research in many disciplines that are critical to the future



prosperity of our region, state, and nation, including health care, marine science, water resource management, veterans reintegration, and urban sustainability.

USF stands shoulder to shoulder with the best public and private institutions as a Top 50 research university, as a global leader in new U.S. patents, and as a leading producer of Fulbright Scholars.

As you review this document, bear in mind this is not a plan that exists on paper only. It is infused into our university's budgeting, hiring, and work production processes. As a university, we have come to respect the value of careful and deliberate planning as essential to moving forward in an era when setbacks and roadblocks are numerous and unpredictable. With a clear sense of our priorities, we look forward to meeting the challenges ahead and continuing to build a great university of the future.

A handwritten signature in black ink that reads "Judy L. Genshaft".

**Judy Genshaft**  
PRESIDENT

## STRATEGIC PLANNING CHALLENGES

Preparation of the 2013-2018 Strategic Plan began in spring 2011 and continued into fall 2012. Directed by Vice Provost Graham A. Tobin, the 39-member Strategic Planning Committee included representatives from major constituent groups: students, faculty, staff, and alumni. Stakeholders from the broader campus and Tampa Bay communities also contributed to the process.

USF's plan aligns with the State University System of Florida Strategic Plan for 2012-2025, the Florida Board of Governors' annual work plan, and legislative/gubernatorial priorities. Careful attention was paid to (i) maintaining USF's position as a top-tier (RU/VH) research university and a community engaged university as designated by the Carnegie Foundation for the Advancement of Teaching; (ii) improving performance relative to the Association of American Universities' indices; (iii) increasing USF's national ranking based upon the National Science Foundation's assessment of total and federal research expenditures; (iv) improving the number and quality of graduate programs ranked by the National Research Council; and (v) enhancing USF's position in the Top American Research Universities annual report.

USF's bold vision requires strategic investment and predictable funding. However, the dramatic shift in public higher education funding in Florida makes specific budget projections difficult. Consequently, the planning process assumed that: (i) state appropriations would either decline or remain stable; (ii) USF would have authority to increase tuition rates to meet requirements; (iii) state legislation would allow pledging of tuition to support capital needs; (iv) the USF Foundation would meet its goals for increased giving; (v) USF's Direct Service Organizations and auxiliary operations would generate incremental margins for reinvestment; and (vi) USF would achieve savings through budget re-engineering.

In addition, the landscape of higher education in Florida is changing as state colleges and private institutions now compete with for-profit providers for students. Thus, risks remain high. There persists considerable economic uncertainty regarding support for higher education at both federal and statewide levels. This plan helps position the university to manage effectively these challenges.



**John B. Ramil**  
CHAIR, BOARD OF TRUSTEES



**Judy Genshaft**  
PRESIDENT



**Brian D. Lamb**  
BOARD OF TRUSTEES  
*Strategic Planning Committee Member*

## RESEARCH

### \$11 Million Grant

awarded to USF to fund a three-year project in the Gulf of Mexico

### 252% Increase

in federal research investment to USF between 2000 and 2009

### 50th in Nation

among all universities, public and private, for federal and total external research expenditures as determined by the National Science Foundation

### One of the Top 5

fastest-growing research universities in the country

### \$400 Million +

total research support awarded by National Institutes of Health for programs in diabetes

### \$9.3 Million

2010-11 funding for preclinical and translational studies of Alzheimer's disease

## ENVIRONMENT & SUSTAINABILITY

### #12 "Coolest School"

as ranked by *Sierra* magazine in 2012

### Gold Certification

Patel Center for Global Solutions and Interdisciplinary Sciences Building receive Gold Certification for Leadership in Engineering and Environmental Design (LEED)

### Climate Leadership Award

USF receives the 2012 Second Nature Climate Leadership Award for "unparalleled campus innovation and climate leadership"

### Sustainability Research

38 of 54 academic departments at USF have faculty members actively engaged in some manner of sustainability research

### Patel College of Global Sustainability

In 2012, USF announced the creation of the nation's first College of Global Sustainability, giving the next generation the tools it needs to build a healthier and more sustainable future for our planet and its people, while developing a global network of leaders to put the most effective new sustainability practices to work

## STRATEGIC PLAN 2007-2012 SUCCESSSES

The vision, values, and goals expressed in the 2007-2012 Strategic Plan set USF on a sound course for realization of its bold objectives; it was a plan that challenged us to our best thinking and actions. **It succeeded.**

## STUDENT SUCCESS

### Ranked #8

in *U.S. News & World Report's* 2011 national Top 20 "Up-and-Coming Universities"

### 80-Point Gain

in median SAT scores for incoming, full-time freshmen from 2006-07 to 2011-12

### Top Producer

of Fulbright U.S. Scholarship recipients for the 2011-12 academic year

### First Goldwater Scholars

In April, 2010, Juan Baso and Amber Schmidt became the university's first Goldwater Scholars

### A Record 48

national scholarship and fellowship winners in 2011-12 (including Marshall, Goldwater, Udall, Fulbright, Boren, Hollings, Gilman and other prestigious scholarships)

## NATIONAL RANKINGS

### Very High Research

USF was classified by the Carnegie Foundation for the Advancement of Teaching as a Research University with Very High Research Activity in 2006; it has remained in this elite category of 73 public universities ever since

### 2012 Honor Roll

*U.S. News & World Report* names USF's graduate programs in education and engineering to its 2012 Honor Roll of the nation's best online programs

### 9 Programs in the Top 50

*U.S. News & World Report's* 2012 rankings of America's Best Graduate Schools

### Nation's Top 100

USF was named one of the Nation's Top 100 public universities by *U.S. News & World Report* in 2012

### #9 Nationally

2012 Princeton Review and *Entrepreneur* magazine ranking of USF's Graduate Entrepreneurship Program

### Top 10 Nationally

*The Chronicle of Higher Education* reports three USF doctoral programs, in criminology, communication sciences, and aging studies, in the Top 10 nationally

### Six Years in a Row

USF earns a place among The Princeton Review's Best 376 Colleges six years in a row, 2007-2012

## GLOBAL

### Education Abroad

35 programs in 28 countries

### More than 140

international agreements in effect in locations around the world

### A Record 18

USF students awarded competitive Gilman Scholarships for education abroad in 2012

### 1,600+

degree seeking international students and 200 international research scholars representing 157 countries on campus in 2011-12

### 1,600 Patients in 4 Days

were treated in the small Haitian village of Dilaire by a team of USF and Tampa Bay medical professionals following a major earthquake in 2011

## ENGAGEMENT & PARTNERSHIPS

### Record 2,600

Stampede of Service volunteers in 2012

### Community Engagement

USF's Office of Community Engagement and Partnerships established in 2009

### A First-Of-Its-Kind Study

aimed at creating "America's Healthiest Hometown" initiated by USF Health in 2011 at The Villages, the world's largest retirement community, located in Sumter County

### Tampa Bay Educational Partnership

USF joins with Hillsborough County Public Schools to develop the Tampa Bay Educational Partnership (TBEP) promoting exemplary programming for area K-12 schools

### CAMLS

Opened in 2012 and packed with learning tools found nowhere else in the world, USF's Center for Advanced Medical Learning and Simulation (CAMLS) in downtown Tampa is leading the way toward better and safer patient care across the U.S. and beyond

### New MBA Program

In fall 2012, USF teamed up with the Tampa Bay Lightning to launch a new two-year MBA in Sport and Entertainment Management within the College of Business

## ATHLETICS

### 775

student-athletes named to BIG EAST All-Academic teams

### Scholar-Athletes of the Year

2 Male BIG EAST Scholar-Athletes of the Year

### BIG EAST Championships

4 BIG EAST Championships

### All-America

13 All-America selections



# THE FUTURE

## Mission

The University of South Florida's mission is to deliver competitive undergraduate, graduate, and professional programs, to generate knowledge, foster intellectual development, and ensure student success in a global environment.

## Vision

The University of South Florida is a global research university dedicated to student success and positioned for membership in the Association of American Universities (AAU).

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

- Student access, learning, and success through a vibrant, interdisciplinary, and learner-centered research environment incorporating a global curriculum
- Research and scientific discovery to strengthen the economy, promote civic culture and the arts, and design and build sustainable communities through the generation, dissemination, and translation of new knowledge across all academic and health-related disciplines
- Partnerships to build significant locally- and globally-integrated university-community collaborations through sound scholarly and artistic activities and technological innovation
- A sustainable economic base to support USF's continued academic advancement

## Values

The University of South Florida values:

- High-quality education and excellence in teaching and learning
- High-impact scholarship, research, and creative activities
- Diversity of students, faculty, and staff
- Affordable and accessible education
- Global research, community engagement, and public service
- Social, economic, and environmental sustainability
- Focus and discipline in aligning the budget with institutional priorities
- A campus life with broad academic, cultural, and athletic opportunities
- Success and achievement of its students, faculty, staff, and alumni
- Shared governance within all components of the institution
- Collegiality, academic freedom, and professional responsibility
- Entrepreneurial spirit, partnerships, and innovation
- Efficiency and transparent accountability
- First-class physical infrastructure and a safe campus environment



# OBJECTIVES

During the next five years, the University of South Florida aspires to become (i) one of the top 25 public universities in the nation for high quality undergraduate, graduate, and professional education; (ii) one of the top 100 global research universities in developing community and world-changing discoveries, technological inventions, and medical advances; (iii) a leader in improving the quality of community enrichment and increasing employment opportunities in Florida, the United States, and the global economy to ensure student success; and (iv) an organization with an even stronger sustainable economic base, built through continued sound financial management.

# LINKED GOALS

## Goal One

Well-educated and highly skilled **global** citizens through our continuing commitment to **student success**

## Goal Two

High-impact **research** and **innovation** to change lives, improve health, and foster sustainable development and positive societal change



## Goal Four

Sound financial management to establish a strong and sustainable **economic base** in support of USF's continued academic advancement

## Goal Three

A highly effective, major economic engine, creating new **partnerships** to build a strong and sustainable future for Florida in the global economy

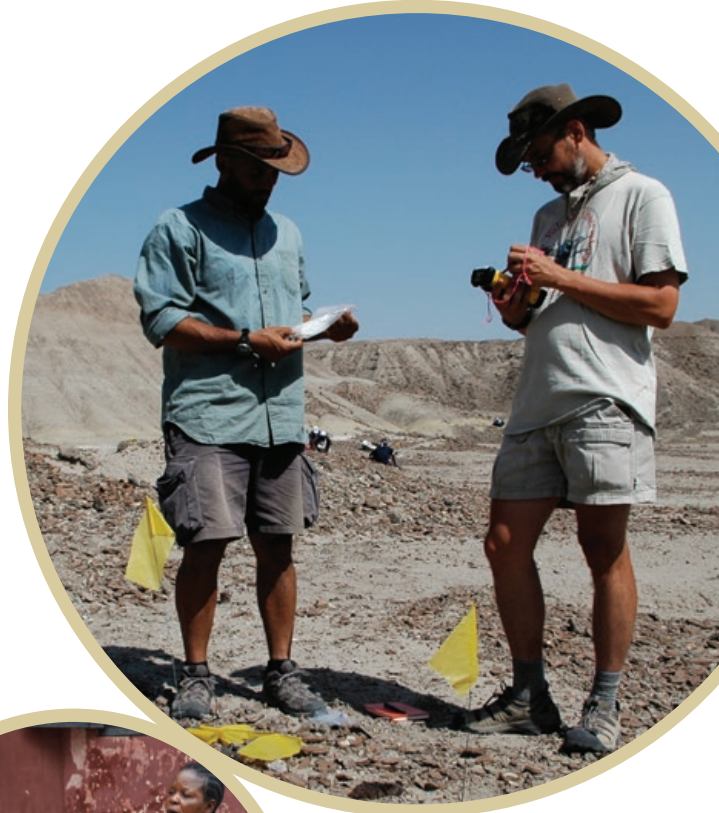


The university is committed to delivering high-quality **globally informed** academic programs that prepare our graduates for **leadership** roles both at home and abroad.

# GOAL 01

**Well-educated and highly skilled global citizens through our continuing commitment to student success:**

- Provide the highest quality, comprehensive, interdisciplinary educational programs and student research opportunities to foster critical thinking and intellectual inquiry through a variety of pedagogical and delivery methods
- Develop diverse, dynamic global citizens and leaders to strengthen communities and improve quality of life
- Enhance opportunities for all students by providing transformational learning — including an increased commitment to science, technology, engineering, and mathematics (STEM) and health fields — that is intellectually, scientifically, and technologically sound and produces relevant applied skills and engaged outcomes
- Educate competitive, highly skilled students prepared to excel in the global job market and to make meaningful and lasting contributions to society
- Deliver a globalized curriculum utilizing emerging technologies to increase accessibility and cultural understanding

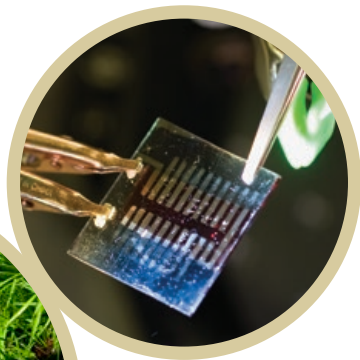




# GOAL 02

## High-impact research and innovation to change lives, improve health, and foster sustainable development and positive societal change:

- Engage in high-impact research, scholarship, and creative activities that generate new knowledge
- Increase global research opportunities and partnerships at all levels within the university
- Develop strategic interdisciplinary research initiatives that solve critical problems
- Promote community-engaged scholarship and creative activities to benefit all members of society



The university prizes the responsibility of placing the academic experience of our students, the productivity of our faculty, and the creativity of our staff in the **global** context. The university will remain **relevant and engaged**, and will fulfill a leadership role in addressing critical global issues with technologies that have yet to be imagined.

The university seeks to build robust, innovative **partnerships** bridging our local and international communities to strengthen the Tampa Bay region as part of the global landscape.



# GOAL 03

**A highly effective, major economic engine, creating new partnerships to build a strong and sustainable future for Florida in the global economy:**

- Pursue entrepreneurial endeavors and partnerships that augment revenue and maximize institutional effectiveness
- Establish mutually beneficial partnerships (internal and external) that enhance student access to academic programs, research, and employment opportunities
- Provide university stewardship that represents the cornerstone of economic and cultural significance for Florida, the nation, and beyond
- Promote a stimulating campus life through diverse academic, economic, cultural, and athletic opportunities



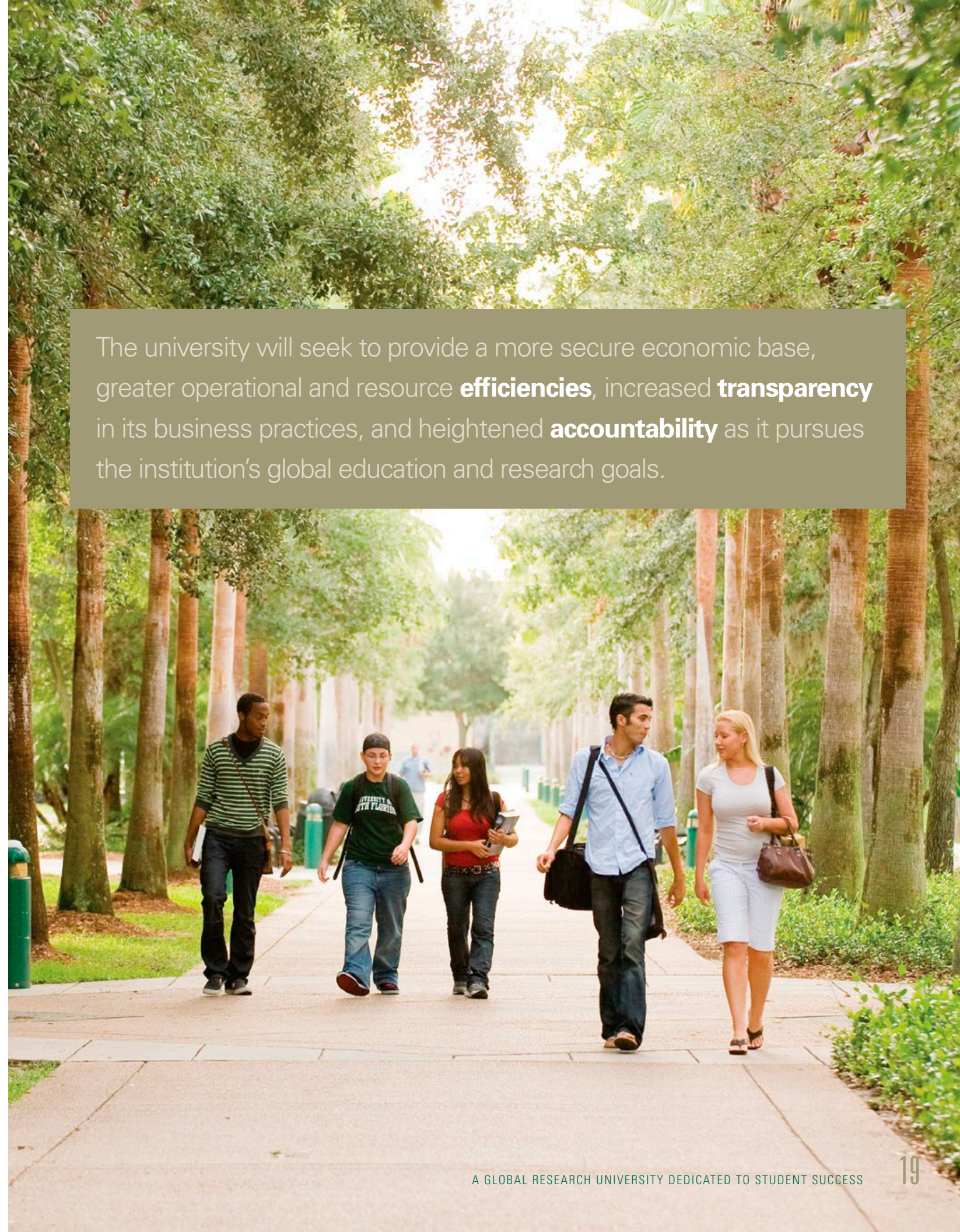
# GOAL 04

## Sound financial management to establish a strong and sustainable economic base in support of USF's continued academic advancement:

- Align budget and fiscal resources with academic priorities that support the recruitment and retention of intellectual talent at USF
- Refine business practices to ensure a strong and sustainable economic foundation for the university
- Promote and sustain a positive working environment, high service quality, and strong staff support through competitive salary structures and professional development opportunities
- Build USF's fundraising enterprise and endowment by completing a comprehensive campaign to support capital projects, endowed professorships and scholarships, and ongoing operating needs
- Expand USF's international identity through design and implementation of a comprehensive, powerful branding campaign
- Expand the commercialization of emerging technologies to enhance regional and state economic development
- Enhance the physical infrastructure of campus through fiscally responsible investments



The university will seek to provide a more secure economic base, greater operational and resource **efficiencies**, increased **transparency** in its business practices, and heightened **accountability** as it pursues the institution's global education and research goals.



# MEASURING SUCCESS

USF's strategic priorities are fully aligned with those of the Florida State University System Board of Governors and those of the federal government. USF measures its progress by setting clear annual targets for a series of metrics and compares itself to its peer and aspirational peer institutions. These data are available at several Web sites (see links) and show trends and comparisons for many of these metrics during the last ten years.

- **Annual AAU Performance Assessment Report**  
<http://www.ods.usf.edu/Plans/Strategic/docs/Performance-Update-AAU.pdf>
- **Planning, Performance, and Accountability Matrix**  
<http://www.ods.usf.edu/Plans/PPA/matrix.htm>
- **Performance Dashboard**  
<http://www.ods.usf.edu/Plans/PPA/dashboard.htm>

## The University of South Florida tracks prioritized institutional placements in:

- Integrated Postsecondary Education Data System's broad measures of academic institutions
- Carnegie Foundation for the Advancement of Teaching position in the top tier of American research universities, along with its designation as a community engaged university
- Association of American Universities' performance indices
- National Science Foundation's ranking of research universities
- National Research Council's ranking of the scope and quality of graduate programs
- Top American Research Universities' annual report ranking
- *US News and World Report's* annual ranking of national universities
- Association of University Technology Managers' ranking for technology transfers, start-ups and patents
- National Association of Colleges and University Business Officers' endowment standings
- Institute of International Education's Open Doors statistics on international education and study abroad
- Moody's credit rating
- Voluntary Support of Education's data on annual giving



## USF's National Peer Institutions

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

## USF's Aspirational Peer Institutions

- Georgia Institute of Technology\*
- University of Pittsburgh\*
- University of California, San Diego\*

\* AAU Institutions



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## Committee Members

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Paul Sanberg	Distinguished University Professor
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Nicholas Setteducato	Academic Affairs
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