AGENDA

Strategic Planning Advisory Committee
Kick-off Meeting
Tuesday, 1/27/2015, 12:00 – 3:30 pm – Hilton Garden Inn

See attached roster for attendees.

12:00 pm  Welcome to Lunch - Table Activity – Mr. Graham Strange
12:30 pm  Charge to the Advisory Committee, Objectives, and Timeline - Dr. Sandra Stone
12:40 pm  Strategic Planning Process – Mr. Strange
1:00 pm  Group Activity 1: Review of Mission, Vision, Values – All Members & Mr. Strange
1:20 pm  Table Reports on One Observation/Suggestion – Turn in Table Form
1:35 pm  Break
1:45 pm  Working Groups & Supporting Data – Dr. Bonnie Jones
2:15 pm  Group Activity 2: Break into Six Teams to Formulate Plan to Make Recommendations for
           Your Focus Area – All Members & Mr. Strange (Take a break as needed)
3:00 pm  Focus Areas Briefly Report Back to Full Advisory Committee about Any Issues,
           Concerns, or Suggestions
3:25 pm  Wrap-up; Focus Area Assignments to be Completed and Presented at Next
           Meeting on Monday, February 23, from 8:00 AM-11:00 AM
3:30 pm  Goodbye for Now and Thank You!
# USF Sarasota-Manatee Strategic Plan 2015-2020

## Advisory Committee

Regional Chancellor: Dr. Sandra Stone

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
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<tbody>
<tr>
<td>Dr. Anurag Agarwal</td>
<td>Professor, College of Business</td>
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<td>Dr. Thomas Becker</td>
<td>Associate Professor, College of Business</td>
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<tr>
<td>Dr. Kathy Black</td>
<td>Professor, College of Arts &amp; Sciences</td>
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<tr>
<td>Ms. Carolyn Dyson</td>
<td>Human Resources Manager</td>
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<tr>
<td>Mr. Ben Ellinor</td>
<td>Regional Vice Chancellor, Business &amp; Finance</td>
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<tr>
<td>Ms. Tenezee Gehndyu, Support</td>
<td>Staff Assistant, Office of the Regional Chancellor</td>
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<tr>
<td>Ms. Sarah Gentry</td>
<td>Information Tech Support Specialist</td>
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<tr>
<td>Ms. Lauren Henry</td>
<td>Student</td>
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<tr>
<td>Dr. Patricia Hunsader</td>
<td>President, Faculty Senate; Assistant Professor, College of Education</td>
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<tr>
<td>Dr. Bonnie Jones, Chair</td>
<td>Assistant Vice President for Institutional Research &amp; Effectiveness</td>
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<tr>
<td>Dr. Lora Kosten</td>
<td>Faculty Coordinator, North Port; Instructor, College of Education</td>
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<tr>
<td>Ms. Michelle Krueger</td>
<td>Director of Purchasing &amp; Business Services</td>
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<tr>
<td>Dr. Sunita Ludwig</td>
<td>Information Technology Program Leader, College of Hospitality &amp; Technology Leadership</td>
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<tr>
<td>Mr. Richard Lyttle</td>
<td>Director, Facilities Planning &amp; Management</td>
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<td>Ms. Tracey O’Neill</td>
<td>Member, Community Leadership Council; Chief Administrative Officer, Kerkering, Barberio &amp; Co.</td>
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<td>Dr. Terry Osborn</td>
<td>Regional Vice Chancellor, Academic &amp; Student Affairs</td>
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<td>Mr. Ronald Reagan</td>
<td>Chair, Community Leadership Council; Dawson Companies</td>
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<tr>
<td>Dr. Brianne Reck</td>
<td>Professor, College of Education</td>
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<td>Dr. Richard Reich</td>
<td>Associate Professor, College of Arts &amp; Sciences</td>
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<tr>
<td>Dr. Johannes Reichgelt</td>
<td>Regional Vice Chancellor, Academic Affairs, USF St. Petersburg</td>
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<tr>
<td>Ms. Antonia Ripo</td>
<td>Career Counselor, Career Services USFSM</td>
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<tr>
<td>Ms. Amanda Shurtleff</td>
<td>Coordinator of Academic Advising</td>
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<tr>
<td>Dr. Dwayne Smith</td>
<td>Senior Vice Provost &amp; Dean, Office of Graduate Studies, USF in Tampa</td>
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<tr>
<td>Mr. William Statz</td>
<td>President, Student Government Association</td>
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<tr>
<td>Ms. Andrea Stephens</td>
<td>Assistant Director of Development</td>
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<tr>
<td>Mr. Dennis Stover</td>
<td>Regional Vice Chancellor for Advancement</td>
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<td>Mr. Graham Strange</td>
<td>Consultant, Sarasota Community Foundation</td>
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<tr>
<td>Mr. Charlie Terenzio</td>
<td>Communications and Marketing Officer</td>
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<tr>
<td>Ms. Mary Beth Wallace</td>
<td>Assistant Vice President for Student Enrollment, Engagement &amp; Success</td>
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<td>Mr. Casey Welch</td>
<td>Assistant Vice President for External &amp; Governmental Affairs</td>
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<tr>
<td>Ms. Lori White</td>
<td>Member, Community Leadership Council; Superintendent, Sarasota County Schools</td>
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<tr>
<td>Ms. Kimberly Wilmath</td>
<td>Executive Director, USF System Initiatives &amp; Higher Education Policy</td>
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1/16/2015
# USF Sarasota-Manatee Strategic Plan 2015-2020

## Timeline

*As of 1/27/2015*

### DECEMBER
- Friday, December 19, 2014
  - Leadership Team Planning Retreat

### JANUARY
- Wednesday, January 14, 2015
  - Manatee Chamber of Commerce Roundtable Discussion
- Tuesday, January 27, 2015
  - Strategic Plan Advisory Committee Kick-off
- Thursday, January 29, 2015
  - Campus Board Update & Feedback
- Friday, January 30, 2015
  - Strategic Plan Update with the Chancellor

### FEBRUARY
- Thursday, February 5, 2015
  - Community Leadership Council (CLC) Update & Feedback
- Monday, February 23, 2015
  - Strategic Plan Advisory Committee Meeting
- Friday, February 27, 2015
  - Strategic Plan Update with the Chancellor

### MARCH
- Thursday, March 26, 2015
  - Strategic Plan Advisory Committee Meeting
- Friday, March 27, 2015
  - Strategic Plan Update with the Chancellor
- Friday, March 27, 2015
  - Senior Leadership Retreat

### APRIL
- Friday, April 10, 2015
  - Campus Board Approval
- Friday, April 24, 2015
  - Strategic Plan Update with the Chancellor
- Monday, April 27, 2015
  - ACE Advisory Council Approval

### MAY
- Thursday, May 21, 2015
  - ACE Workgroup Approval
- Friday, May 29, 2015
  - Strategic Plan Update with the Chancellor

### JUNE
- Thursday, June 4, 2015
  - Board of Trustees Approval
- Tue, Wed, Thu, June 14-16, 2015
  - Board of Governors Meetings at USF in Tampa
Group Activity 1: Review of Mission, Vision, Values

Directions: USF Sarasota-Manatee’s Leadership Team reviewed the current Mission and Vision and made recommendations for change below. As a group, please

1. Select a spokesperson for your table.
2. Review the old and new Mission, Vision, and Values.
3. Discuss any observations or revisions that your table would suggest & have your spokesperson write them below.
4. Select one of the observations or revisions to share with the entire group.
5. Turn in one form from your table to Tenezee Gehndyu.

Mission
The University of South Florida Sarasota-Manatee provides access to professional quality higher education programs and scholarly research scholarship in a personalized living and learning community that graduates successful leaders who empower Florida’s Suncoast our region to thrive locally, nationally, and globally.

Vision
The University of South Florida Sarasota-Manatee strives to be a hometown comprehensive community-engaged university with ever increasing national and global significant economic and cultural impact.

Values: The University of South Florida Sarasota-Manatee embraces the values of higher education:

- freedom of inquiry
- academic excellence
- student success
- diversity and inclusion
- shared governance
- accountability
- collegiality
- integrity
- social, economic, and environmental sustainability

Our table’s observations and suggested revisions. Indicate with an asterisk(*) which one you will share with the full committee. Feel free to use the back for comments & suggestions, too.

Table #: _____ Spokesperson’s Name: ________________________________________________
Project Preparation
Form a Strategic Planning Committee
Get Input

Analysis of Input Data

Purpose for Being
Validate/Update Mission and Vision Statements

Situation Assessment
Strengths/Weaknesses/Opportunities/Threats
Current/Emerging Issues

Tactical Issues
Strategic Issues

Develop & prioritize proposed strategies/activities

How to measure success
Barriers to success

Action Plan to succeed

Strategic Plan
Suggested Steps in Development of Presentation by Focus Area Subgroup Teams (FAST)

1. Read your BIG Question – see attached. Discuss if everyone understands it or needs clarification.

2. Read your Supporting Questions. Discuss if these are the appropriate questions your Focus Area Subgroup Team (FAST) needs to answer to reach a decision on how to answer the BIG Question. Change, add, delete any questions.


SUGGESTED ACTIVITIES TODAY:

3a. Decide any additional people or groups you need to consult to answer the questions.

3b. Decide who in your FAST team will obtain feedback from each of these people/groups.

3c. Decide how your FAST team plans to compile the answers to the questions. (e.g., P: drive; on-line meetings, conference call, face-to-face meetings)

3d. Discuss the approaches your FAST team would like to take to arrive at an answer to the BIG Question based on the answers to the subquestions.

3e. Discuss the approaches your FAST Team could take

   - to prioritize your suggested goal(s) for inclusion in the Strategic Plan.
   - to develop a rationale for your goal(s).
   - to suggest strategies to implement your goal(s).
   - to decide on key performance indicators – the expected outcomes of your goal(s) and how these can be assessed.

3f. Decide on “meeting” dates of your Focus Area Subgroup Team.
4. Implement your plan between today and the February meeting.

SUGGESTED ACTIVITIES BEFORE THE NEXT STRATEGIC PLAN ADVISORY COMMITTEE MEETING

4a. Gather the answers to your Supporting Questions.

4b. Discuss the answers to your Supporting Questions.

4c. If you have more than one goal for the Strategic Plan, prioritize your goals and answer your BIG Question.

4d. Develop a rationale for the answer to your BIG Question.

4e. Develop strategies to reach the outcomes expected from your suggestion(s).

4f. Explain how you will know that you have reached your goal (Key indicators & expected outcomes).

4g. Develop a 15-minute presentation for the February 23rd Strategic Plan Advisory Committee Meeting including your suggestions for the Strategic Plan, your rationale, strategies, and key indicators. The Chair or any or all of the members can give your team’s presentation. Be prepared to answer questions from the Strategic Plan Advisory Committee.

4h. Complete the Contact Sheet with information on each of the people outside your FAST team that you contacted with their title, organization, and contact date. This will assist the Leadership Team in determining any gaps in people/groups consulted to develop the plan.

4i. Complete a DRAFT Template with your goal(s) prior to the meeting to be finalized during the February 23rd meeting.

5. At the meeting on February 23: After you give your FAST team presentation, time will be provided for your team to review and discuss the feedback from the full committee and finalize the Strategic Plan Advisory Group Template for your FAST team. You will turn in the final template from your FAST team along with your Contact List to Tenezee at the end of the February 23rd meeting.

Next Steps: Dr. Stone’s Leadership Team will

1. Work toward finalizing goals, strategies, and key indicators for the Strategic Plan.
2. Review the mission, vision, and values to ensure that they align with the goals and with the USF System goals and the SUS goals.
3. Consult with the Advisory Committee as needed by email or face-to-face to provide further feedback on priorities, strategies, key indicators, etc.
# USF Sarasota-Manatee Strategic Plan 2015-20

## Focus Area Responsibilities

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<tr>
<th>Focus Areas</th>
<th>Focus Area Chair</th>
<th>Responsibilities</th>
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<tbody>
<tr>
<td>1 Student Success</td>
<td>Ms. Mary Beth Wallace</td>
<td>Ms. Carolyn Dyson, Mr. William Statz, Dr. Han Reichgelt, Ms. Toni Ripo, Supt. Lori White</td>
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<tr>
<td>2 Enrollment</td>
<td>Dr. Terry Osborn</td>
<td>Dr. Thomas Becker, Dr. Richie Reich, Ms. Lauren Henry, Ms. Amanda Shurtleff, Mr. Charlie Terenzio</td>
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<td>3 Course Delivery</td>
<td>Dr. Brie Reck</td>
<td>Dr. Sunita Lodwig, Dr. Lora Kosten, Ms. Sarah Gentry</td>
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<tr>
<td>4 Scholarship/Service</td>
<td>Dr. Anurag Agarwal</td>
<td>Dr. Kathy Black, Dr. Tricia Hunsader, Dr. Dwayne Smith</td>
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<td>5 Partners</td>
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<td>Ms. Tracey O’Neill, Rep. Ron Reagan, Ms. Kim Wilmath</td>
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<td>6 Resources</td>
<td>Mr. Ben Ellinor &amp; Mr. Dennis Stover</td>
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1/27/2015
2020 Focus on Quality: Big Questions to Answer for the Strategic Plan

1. **Student Success.** What are the top areas to focus on related to student success, the rationale for choosing them, and the strategies that will help USFSM reach our goals?
   
a. Critical thinking has been chosen as the QEP topic. What role should the QEP play in the strategic plan?
b. What do each of the enrollment types require to thrive – persist and graduate (i.e., freshmen, transfers, master’s)?
c. Which student support activities are working well and which need to be enhanced? Should any be added?
d. Define the type of campus life needed at USF Sarasota-Manatee for students to thrive?
e. Is a residence hall necessary to student success?
f. Do classrooms meet student learning needs or should changes be made?
g. What additional student-centered spaces are needed and how will we measure whether or not adding these spaces assisted students to be successful?
h. What faculty and staff professional development is needed to ensure reaching student success goals?
i. What role should the Lifelong Learning Academy have in the Strategic Plan?

2. **Enrollment.** What key areas of enrollment growth should be targeted by USFSM, why, and what strategies will ensure reaching the enrollment goals?
   
a. How much should USF Sarasota-Manatee’s enrollment grow and how would you prioritize curriculum development and faculty growth to support enrollment?
b. How much should each level grow – First-time in college (FTIC), Transfer, Master’s?
c. What are the enrollment targets for domestic and international students?
d. What role do Student Services, Marketing, and the Colleges play in enrollment growth?
e. Which programs is USF Sarasota-Manatee offering that have the potential for student growth based on BOG and workforce statistics, but need more resources? What are those resources? How should they be prioritized?
f. What existing programs can meet student demand and community need by changing course content or a concentration rather than adding a new degree program?
g. What 2+2 programs and pipeline programs can we articulate with our partner institutions?
h. How should we grow STEM programs? What other resources are needed?
i. How should we define successful and unsuccessful programs?

3. **Scholarship/Service.** How will scholarship and service fit into the Strategic Plan, what is your rationale for including them, and what strategies need to be implemented to reach the goals?
a. What is the definition of scholarship at USF Sarasota-Manatee? What role do each of the following play in the definition – theoretical, applied, collaborative, independent?

b. What resources do faculty need to implement grant projects?

c. Should USF Sarasota-Manatee define sectors of research to focus on and recruit faculty based on those research sectors to provide critical mass?

d. What is the role of service at USF Sarasota-Manatee for faculty and for students?

e. Should service be embedded in classroom work, extracurricular activities, or both?

f. What incentives would promote students becoming involved in service?

g. Should more service learning courses be developed? If so, should incentives be provided through tenure and promotion guidelines and instructor promotion guidelines? Should stipends be provided? What definition of service learning should USF Sarasota-Manatee adopt?

h. Should USF Sarasota-Manatee set up the infrastructure, including reporting and rewards, to apply for Carnegie Community-Engaged status in 2018? If yes, what strategies will make the application successful?

4. **Course Delivery.** What mix of Sarasota-North Port-Tampa, face-to-face, online, and blended classes and programs should USF Sarasota-Manatee offer to grow, what is your rationale, and what strategies should be employed?

a. Over 40% of USF Sarasota-Manatee’s courses are on-line and many serve USF Tampa and USF St. Pete students rather than our own (e.g., Issues in Sport, Spanish). However, the only fully on-line degree program is the Communication Sciences and Disorders bachelor’s. Should other programs become fully on-line, including the Core Curriculum?

b. Does USF Sarasota-Manatee have adequate technology to facilitate and enhance teaching and learning needs?

c. What is the role of the off-campus sites in the next five years: North Port, Mote Marine Laboratory, Culinary Innovation Laboratory, New College, and USF in Tampa?

d. Should special strategies be used to recruit and retain students at off-campus sites?

e. How should USF Sarasota-Manatee define the success of an off-campus site?

f. Should USF Sarasota-Manatee add or reduce the number of off-campus sites?

g. What strategies for faculty development in course delivery should be a part of the strategic plan?

5. **Partners.** What partnerships play a role in the strategic plan, what is your rationale, and how will you know that we reached the anticipated outcomes?

a. What role(s) does USF Sarasota-Manatee currently play in the USF System, the SUS System and Florida Higher Education (BOG & FLDOE), and the region’s higher education community? Should that change?
b. What are USF Sarasota-Manatee’s unique strengths that can interest external groups in partnering with us?

c. What do students and the community need from USF Sarasota-Manatee?

d. What does the USF System need from USF Sarasota-Manatee?

e. How should we partner with New College, State College of Florida, FSU Asolo, and Ringling College?

f. What other partnerships would be beneficial to USF Sarasota-Manatee and the community (e.g., LECOM, Port Manatee, Benderson, arts groups, etc.)? What is needed to nurture them?

6. **Resources.** What direction should USF Sarasota-Manatee take in the next five years regarding financial and physical resources?

   a. Can USF Sarasota-Manatee stop doing any programs or activities or do them differently to free up funding to focus on strategic plan initiatives?
   
b. How should we measure return on investment (e.g., in new programs, faculty development, research support)?
   
c. How should USF Sarasota-Manatee diversify our resources?
   
d. What is the benefit of giving to USF Sarasota-Manatee?
   
e. How should we engage USF Sarasota-Manatee Alumni and USF Alumni living in the region?