

USF SARASOTA-MANATEE
Analysis of the 2012-16 Strategic Plan
December 2014

University of South Florida Sarasota-Manatee Strategic Plan 2012-16, "Access = Success"

Mission of the University:	The University of South Florida Sarasota-Manatee provides access to professional higher education programs and scholarly research in a personalized living and learning community that graduates successful leaders who empower Florida's Suncoast to thrive locally, nationally, and globally.
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2012-16 USFSM STRATEGIC PLAN GOALS:	<p>ACCESS: Expand access to a University education that benefits students and the local, national, and global community; and (Aligns with USF System Goals 1,2, 3, 4, 5; SUS Goals 2,3)</p> <p><u>Teaching & Learning</u></p> <p>(1a.) Expand academic programs in distinctive areas related to the Suncoast's needs and strengths and across disciplines, when feasible, including the ability for students to complete the full four-year bachelor's degree.</p> <p><u>Scholarship, Research, and Innovation</u></p> <p>(1b.) Promote innovative scholarship and community-engaged research.</p> <p>(1c.) Seek external funding from public grants, private foundations, and individual donors.</p> <p><u>Public Service & Community Engagement</u></p> <p>(1d.) Partner with a variety of organizations and stakeholders, including the USF System.</p> <p>(1e.) Build a University living and learning community, including residence halls, academic buildings, and student life facilities.</p> <p>SUCCESS: Enhance success of student outcomes, faculty productivity, and community impact (Aligns with USF System Goals 1,2,4,5; SUS Goals 1,2).</p> <p><u>Teaching & Learning</u></p> <p>(2a.) Produce continuous improvement in student outcome measures, including retention and graduation rates and student career results.</p> <p>(2b.) Earn professional accreditation and recognition, including AACSB and NCATE.</p> <p><u>Scholarship, Research, and Innovation</u></p> <p>(2c.) Track and promote faculty-developed measures of scholarship.</p> <p>(2d.) Identify student success predictors.</p> <p><u>Public Service & Community Engagement</u></p> <p>(2e.) Earn recognition as a Carnegie Community-Engaged University.</p> <p>(2f.) Track and share the value of the University's and graduates' economic and societal contributions.</p>
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OUTCOME	Means of Assessing Outcomes	Assessment Data – Comparison of 2011-12 to 2013-14	USFSM Leadership Team Review
1a. Expand academic programs in distinctive areas related to the Suncoast’s needs and strengths and across disciplines, when feasible, including the ability for students to complete the full four-year bachelor’s degree.	# of new programs created	# of new programs added = 10 BA Professional & Technical Communication BS Biology MA Education, General MA Secondary Education, English Education 5 Undergraduate and graduate certificates in all colleges. Lower-Level and General Education Coursework	Moving forward the Team stressed a need to create programs that meet the demands of the workforce; with the right mix of professional and liberal arts programs, undergraduate vs. graduate programs, and traditional on-campus vs. online programs.
1b. Promote innovative scholarship and community-engaged research.	Research Grants Submitted (in dollars)	Difference in amount of grants submitted = \$63,555	The Team expressed concern about the lack of grant productivity. The Team plans to hire a grant consultant to work with faculty on identifying and writing successful grants.
	Research Grants Received (in dollars)	Difference in amount of grants received = (\$122,167)	
1c. Seek external funding from public grants, private foundations, and individual donors.	External Funding Proposals Submitted (in dollars)	Difference in amount of proposals submitted = (\$311,809)	External funding has been difficult over these years due to the economy and losses experienced by potential donors. This will continue to be an area of focus in the new strategic plan.
	Endowment (in dollars)	Difference in endowment principal = \$3,874,409 Difference in endowment earnings (annual) = \$41,403	
	# of donors	Difference in number of donors = -8	
1d. Partner with a variety of organizations and stakeholders, including the USF System.	Develop methods to track partnerships and impact on community.	Created an online community engagement database http://usfsm.edu/community-engagement/community-engagement-database/ housed on the newly developed USFSM Community Engagement Website http://usfsm.edu/community-engagement/	USFSM will continue to grow partnerships with community organizations and stakeholders. The Team realizes that much more must be done to measure the impact the partnerships have on students, faculty, the University, and the community.

<p>1e. Build a University living and learning community, including residence halls, academic buildings, and student life facilities.</p>	<p># New buildings constructed or funded</p>	<p># of new buildings = 2</p> <p>College of Hospitality Culinary Innovation Laboratory Mote Marine Science Laboratories</p> <p>MGT Consultants conducted a housing feasibility study for USFSM in June 2013. Results indicated that the demand for housing would not reach a sufficient level until at least Fall 2018.</p>	<p>Although plans to build additional facilities were pursued lack of financial support and lack of demand in the case of the residence halls halted the process.</p> <p>A new master plan will be submitted to the UBOT in 2015 for approval.</p>
<p>2a. Produce continuous improvement in student outcome measures, including retention and graduation rates and student career results.</p>	<p>AA Transfer 4-year Graduation Rate from USFSM and from SUS</p>	<p>% difference in AA 4-year Graduation Rate from USFSM = +8% (65% - 57%) AA 4-year Graduation Rate from SUS = +3% (72% - 69%)</p>	<p>New performance based funding measures enacted by the Florida State Legislature and administered by the Florida Board of Governors will drive review of student outcome measures in the future. Student success will underlie all goals of the next Strategic Plan.</p>
	<p>% Graduates Found Employed/Earnings of Graduates</p>	<p>% difference in Bachelor's Graduates Employed = -1% (74% - 75%) Master's Graduates Employed = -21% (68% - 89%)</p> <p>\$ difference in Bachelor's Est Avg. Qtr .Earnings = +\$315 (\$9362-\$9047) Master's Est Avg. Qtr .Earnings = +\$2,628 (\$15,213 - \$12,585)</p>	
	<p># Undergraduate and Graduate Degrees Awarded</p>	<p>Difference in # of Undergraduate degrees = -30 (490-520) Graduate degrees = -19 (53-72)</p>	
<p>2b. Earn professional accreditation and recognition, including AACSB and NCATE.</p>	<p>AACSB and NCATE separate accreditation from USF Tampa</p>	<p>Official AACSCSB recognition received March 28, 2014</p> <p>Successful NCATE visit in Spring of 2015. Official recognition expected in May 2015.</p>	<p>Professional accreditation of the hospitality and information technology programs will be considered. Reorganization of the College of Hospitality & Technology Leadership will give direction to goals of professional accreditation for these programs.</p>
<p>2c. Track and promote faculty-developed measures of scholarship.</p>	<p>FAIR System documentation of faculty scholarship.</p>	<p>Faculty scholarship tracked in FAIR database system.</p> <p>Searchable faculty research database available online http://usfsm.edu/research-database/</p>	<p>The strategic planning process should address rewarding faculty for various types of scholarship.</p>
<p>2d. Identify student success predictors.</p>	<p>Develop student success database to identify success predictors.</p>	<p>Student Success database successfully created. Data points include demographics, academics, and non-cognitive factors. Data is collected through three surveys: in-house, CIRP, and the NEO-FFI. Academic and demographic data is pulled from Banner. Preliminary analyses have been conducted, but more data points are needed.</p>	<p>Institutional Research will continue to collect student data to assist in the identification of success predictors. Freshmen will continue to complete surveys and instruments upon entrance. In spring 2016 graduating students will also complete the CIRP Senior survey.</p>

<p>2e. Earn recognition as a Carnegie Community-Engaged University.</p>	<p>Submit Carnegie Community-Engaged University application and receive recognition.</p>	<p>The application to Carnegie was submitted; however, the recognition was not granted. Carnegie representatives advised USFSM to create an intentional community-engagement infrastructure that could implement curriculum engagement and track student outcomes and community impact.</p>	<p>The Team identified the need to have faculty-leads to provide professional development in community-engagement curriculum/experiences. Plans to create a community engagement office will be discussed.</p>
<p>2f. Track and share the value of the University's and graduates' economic and societal contributions.</p>	<p>% Graduates Found Employed/Earnings of Graduates</p>	<p>% difference in 74% Bachelor's Graduates Employed 74% 68% Master's Graduates Employed 68%</p> <p>\$ difference in Bachelor's Est Avg. Qtr .Earnings \$9362 Master's Est Avg. Qtr .Earnings \$15,213</p>	<p>The Team realizes that this information is not being collected internally in a systematic way. The FETPIP data is two-years behind.</p>