



UNIVERSITY OF
SOUTH FLORIDA

SARASOTA-MANATEE

5/1/2015

IMPLEMENTATION PLAN

for

FOCUS ON QUALITY 2020

STRATEGIC PLAN

2015-2020

Implementation Plan

for

Focus on Quality 2020: USF Sarasota-Manatee Strategic Plan 2015 – 2020

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FOUNDATIONS OF “FOCUS ON QUALITY 2020” IMPLEMENTATION

MISSION STATEMENT

The University of South Florida Sarasota-Manatee provides high quality bachelor’s and graduate-level education and scholarly activity in a personalized learning community that prepares successful leaders and responsible citizens.

VISION STATEMENT

As a valued member of the USF System, the University of South Florida Sarasota-Manatee will be nationally recognized as a student-centered, research-focused, community-engaged university with significant economic and cultural impact to the region.

VALUES

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

- Academic Excellence
- Freedom of Inquiry
- Diversity and Inclusion
- Shared Governance
- Accountability
- Student-centeredness

SEMI-ANNUAL REVIEWS

USF Sarasota-Manatee will formally review its 2015-20 Strategic Plan semi-annually. The Senior Leadership Team, the Faculty Senate, and the Strategic Planning Advisory Committee (SPAC) will each meet at the beginning and middle of each budget year to assess progress toward the key performance indicators and update strategies. The USF Sarasota-Manatee Campus Board will review the Plan’s status following these reviews.

Below is the timeline for semi-annual reviews of USF Sarasota-Manatee’s Strategic Plan 2015-2020:

July 2015	Initiation of Plan
January 2016	Mid-year Review
July 2016	Annual Review
January 2017	Mid-Year Review
July 2017	Annual Review
January 2018	Mid-Year Review
July 2018	Annual Review
January 2019	Mid-Year Review
July 2019	Annual Review
January 2020	Mid-year Review
July 2020	Final Report

STRATEGIC GOALS

STRATEGIC GOAL #1: Student Success

Ensure student retention, timely completion, employment success, and student satisfaction.

Strategies

Strategy	Responsibility	Resources	Deadline
1.1. Offer the right mix of courses and expanded scheduling to facilitate student timely completion.	Academic & Student Affairs; Registrar; Colleges; Facilities Planning & Management	Faculty salaries/benefits; to be determined based on enrollment (E&G)	3-6 months prior to beginning of each semester
1.2. Require a major course plan and career map for each student that leads to employment or pursuit of advanced degrees.	Academic & Student Affairs; Career Services; Colleges	New Career Advisor; advisor salary and benefits (PBF). Estimate \$50,000	For each student, by end of first enrolled semester
1.3. Enhance student support services, such as early intervention, tutoring, career advising, and academic advising.	Student Success	Staffing dependent on student enrollment and needs (funding will come from a variety of sources)	Ongoing
1.4. Hire a retention specialist to develop data-driven strategies to increase retention and timely progression towards degree.	Student Success	Data Analytics Software: 3% of cost (shared USF system enterprise) Estimate \$60,000 (PBF)	Fall 2015
1.5. Implement a Quality Enhancement Plan on student critical thinking.	QEP Director	Estimate \$50,000 (E&G)	Fall 2016
1.6. Continue ongoing participation in student satisfaction surveys, locally and nationally, and implement changes, as needed.	Institutional Research; Campus-wide	na	Annually

Five-Year Outcomes

Measure*	Description	15-16	16-17	17-18	18-19	19-20
1.1 PBF-1	Percentage of bachelor's graduates employed full-time in Florida or continuing their education in the U.S. 1-yr after graduation	78%	79%	80%	81%	82%
1.2 PBF-2	Median average full-time wages of undergraduates employed in Florida 1-yr after graduation	\$36,720	\$37,454	\$38,203	\$38,968	\$39,747
1.3 PBF-4 KPI-5b	First-Time-in-College (FTIC) graduate rates – 6-yr	na	na	na	na	na
1.4 PBF-5	FTIC academic progress rate (fall to fall with GPA >2.0)	71%	72%	73%	74%	75%
1.5 PBF-9	Percent of bachelor's degrees awarded without excess hours	76%	77%	78%	79%	80%
1.6 KPI-4	Freshman retention rate	73%	74%	75%	76%	77%
1.7 KPI-5a	FTIC graduation rates - 4-yr	na	na	40%	41%	42%
1.8 KPI-6a	AA transfer graduation rate – 2-yr	30%	31%	32%	33%	34%
1.9 KPI-7	Average time to degree (for FTIC)	5.2 yrs	5.2 yrs	5.2 yrs	5.2 yrs	5.2 yrs
1.10 KPI-8	Bachelor's degrees awarded	470	475	485	495	505
1.11 KPI-10	Graduate degrees awarded	49	50	50	50	50
1.12	Improved student critical thinking.	na	To be determined in 2015-16			
1.13	Student Satisfaction: Attend and recommend USF Sarasota-Manatee	90% or greater				
1.14	Benchmarks on national student satisfaction surveys	Above mean for peers				

*PBF = Florida Board of Governors' Performance-Based Funding metric.

KPI = Florida Board of Governors' Key Performance Indicator.

STRATEGIC GOAL #2: Campus Life

Foster an intentional culture of campus engagement.

Strategies

Strategy	Responsibility	Resources	Deadline
2.1. Repurpose current building space for student use.	Facilities Planning & Management	\$125,000 (existing PECO funds)	August 2015 and Ongoing
2.2. Establish space for a student union.	Facilities Planning & Management; Student Affairs; Advancement; Student Government Association	\$21,000,000 (student support & private fundraising)	August 2020
2.3. Establish affiliation agreements for off-campus housing.	Facilities Planning & Management; Academic & Student Affairs;	na	August 2016 and Ongoing
2.4. Optimize space and facilities to support academic program needs.	Facilities Planning & Management; Advancement; External & Governmental Affairs; Academic & Student Affairs	\$20,995,000 (on PECO list & private fundraising)	August 2019
2.5. Expand campus-sponsored activities (e.g., lecture series, concerts, events) that attract an intergenerational diverse population, including activities for middle/high school students.	Admissions & Financial Aid; Advancement; Institute of Public Policy and Leadership; Student Government Association	Funding from a variety of sources depending on activity	Ongoing
2.6. Require quality service training for all faculty, staff, and administration.	Human Resources	Facilitator/Trainer \$10,000	July 2016 and Ongoing
2.7. Start an NCAA women's rowing team in conjunction with the USF System.	Advancement; Chancellor; USF System President; Athletics; Admissions & Financial Aid; Student Affairs; Student Success	Coach, equipment, team expenses Estimate \$1.5M start-up and \$500,000 annual (student athletic fees & private funds)	July 2018

Strategy	Responsibility	Resources	Deadline
2.8. Support and enhance a safe and secure campus environment.	Campus Police; Business & Finance; Facilities Planning & Management; Academic & Student Affairs	\$360,000 (state funding with New College of Florida); possible funds for joint emergency operations center with New College, FSU/Ringling	July 2015 and Ongoing
2.9. Improve diversity within faculty & staff.	Human Resources; Campus-wide	na	Ongoing

Five-Year Outcomes

Measure	Description	2015-16	2016-17	2017-18	2018-19	2019-20
2.1	Designated student-friendly space in existing building	Completion	Ongoing review	Ongoing review	Ongoing review	Ongoing review
2.2	Student union	Feasibility Study	Approval	Funding secured	Ground-breaking	Completion
2.3	Housing affiliation agreements	Explore opportunities for agreements	Have at least one agreement finalized	Additional agreements as needed	Ongoing Review	Ongoing Review
2.4	Academic space	On PECO list	Design funding secured	Funding secured	Ground-breaking	Completion
2.5	Diverse activity schedule	Ongoing documentation	Ongoing documentation	Ongoing documentation	Ongoing documentation	Ongoing documentation
2.6	Quality service training	Implement program	Ongoing	Ongoing	Ongoing	Ongoing
2.7	NCAA women's rowing team	Feasibility Study	Secure funds for staff, equipment, scholarships, travel	Hire coach to recruit students	First competitive year	Second competitive year

Measure	Description	2015-16	2016-17	2017-18	2018-19	2019-20
2.8	Safe & secure campus environment	Enhance emergency communications; PECO funding for joint-use Emergency Operations Center (EOC) (USFSM/NCF/FSU); add additional police officers	Feasibility study for EOC	Ground-breaking for EOC	Completion of EOC	Ongoing review
2.9	Selection as "Great College to Work for"	Research criteria	Collect data	Collect data	Apply	Selection
2.10	Percentage of non-white faculty and staff	16%	17%	18%	19%	20%

STRATEGIC GOAL #3: Intentional Enrollment Management

Strategically recruit and retain students by growing existing programs and creating new programs of strategic emphasis or demonstrated demand.

Strategies

Strategy	Responsibility	Resources	Deadline
3.1. Expand programs in areas of strategic emphasis (e.g., STEM).	Academic & Student Affairs; Colleges	Accounting Faculty \$200,000 (PBF) Information Technology Faculty (2) \$290,000 (PBF) Science Faculty (2-3) \$360,000 (PBF)	August 2016 and ongoing
3.2. Identify additional space for laboratories for STEM and other specialized fields.	Academic Affairs; Advancement; Facilities Planning & Management	Information Technology Laboratory \$200,000 (PBF & Reserves) Science Laboratories \$1,000,000 (PBF & Reserves) Psychology Laboratories \$500,000 (Reserves)	Ongoing as funding becomes available
3.3. Create comprehensive structures to consistently assess capacity and demand for programs.	Admissions & Financial Aid; Marketing; Institutional Research	na	Ongoing
3.4. Investigate and implement best practices from higher education for enrollment growth to develop an enrollment management plan that includes those that increase diversity.	Admissions & Financial Aid; Marketing	Professional Development Estimate \$100,000 (existing resources)	Ongoing
3.5. Identify and reach existing and new markets, including those that increase diversity.	Academic & Student Affairs; Admissions; Marketing	Marketing & Communications position (2; 1 for programs, 1 for recruiting) Estimate \$125,000 (internal re-allocation)	Ongoing

Strategy	Responsibility	Resources	Deadline
3.6. Develop articulation agreements with State College of Florida, LECOM, and USF System institutions in high demand areas, such as information technology, engineering (2+2), and healthcare.	Academic & Student Affairs	na	Ongoing
3.7. Ensure website is optimized for use by prospective students and parents, while maintaining functionality for other audiences in conjunction with USF System.	Academic & Student Affairs; Admissions; Marketing	na	Ongoing
3.8. Leverage current scholarships to strategically recruit students in conjunction with USF System.	Financial Aid; Admissions; Advancement	na	August 2016; ongoing
3.9. Explore Fine Arts curriculum expansion.	Academic & Student Affairs; Advancement	Faculty in Fine Arts Estimate \$100,000 (PAInT appropriation)	August 2016
3.10. Develop targeted certificate programs to meet community needs and student demand.	Academic & Student Affairs	na	August 2017

Five-Year Outcomes

Measure*	Description	2015-16	2016-17	2017-18	2018-19	2019-20
3.1 PBF-6	Bachelor's degrees awarded in areas of strategic emphasis	37%	38%	39%	40%	41%
3.2 PBF-7	University access rate (% fall undergraduates on Pell grants)	41%	41%	41%	41%	41%
3.3 PBF-8	Graduate degrees awarded in areas of strategic emphasis	12%	12%	13%	13%	13%
3.4 KPI-1	SAT Score (for 3 subtests)	1660	Scale changing			
3.5 KPI-2	High School GPA	3.8	3.82	3.83	3.84	3.85
3.6 KPI-9	Bachelor's Degrees in STEM & Health	15%	15%	16%	16%	16%
3.7 ISG-1	Number of adult (age25+) undergrads enrolled in fall	903	921	939	958	977

Measure*	Description	2015-16	2016-17	2017-18	2018-19	2019-20
3.8 From BOG Work Plan	Full-time Equivalent (FTE) Enrollment	1,255	1,312	1,369	1,432	1,497
3.9 From BOG Annual Report	Percentage of bachelor's degrees awarded to Hispanic and non- Hispanic Black students	16%	17%	18%	19%	20%

*PBF = Florida Board of Governors' Performance-Based Funding metrics in parentheses.

KPI = Florida Board of Governors' Key Performance Indicator.

ISG = Florida Board of Governors' Institution Specific Goal.

STRATEGIC GOAL #4: Teaching and Learning

Explore and implement innovative technologies and pedagogical methods that increase student engagement in the learning process and improve student learning outcomes.

Strategies

Strategy	Responsibility	Resources	Deadline
4.1. Establish an office for excellence in teaching, learning, and leadership to define, assess, and recognize excellence in teaching in all formats by leveraging system resources.	Academic & Student Affairs	Director Estimate \$40,000 (internal re-direction) Professional Development: \$ 50,000 (in existing budget)	August 2017
4.2. Assess status of off-campus learning sites that leverage partnerships and support distinctive programs and maintain, develop, or terminate as indicated.	Leadership Team; Academic & Student Affairs; Colleges	Potential savings estimate \$250,000 per year	Ongoing
4.3. Develop and enhance the effective use of technology and collaborative space to enhance instructional delivery and increase student success.	Technology Services; Facilities & Planning; E-Learning; Advancement; Library Services	Classroom Upgrades New PCs/Laptop Ready/Charging Stations \$ 220,000 (reserves) Implementation of quality standards \$30,000 (Technology Fee) Other educational technology and classroom enhancements \$850,000 (Technology Fee & private funding)	August 2015 August 2015 and ongoing August 2016 August 2017
4.4. Expand international education opportunities, including global perspectives in the curriculum.	Academic & Student Affairs; Advancement; In collaboration with USF World	Self-supporting business model for Global Engagement Office (Private funding; Existing budget re-allocation)	August 2015 Ongoing

Strategy	Responsibility	Resources	Deadline
4.5. Assure program quality through regional and program accreditations and reviews.	Program Review – Arts & Sciences, Hospitality, IT SACSCOC – all units FLDOE- Education AACSB –Business CAEP Rubric Submission – College of Education	na	2015-2020 Dec 2016 2015-16 Spring 2018 Spring 2019
4.6. Expand career-oriented internship opportunities.	Career Success Center; Community Leadership Council; Academic & Student Affairs	An additional campus-wide Internship Coordinator \$55,000 (New & existing PBF funds)	Fall 2015 and ongoing
4.7. Increase service learning/community engaged courses.	Academic & Student Affairs; Colleges	na	Fall 2016 and ongoing

Five-Year Outcomes

Measure*	Description	2015-16	2016-17	2017-18	2018-19	2019-20
4.1	Standards/Peer review process for course development/delivery	Completed	Reviewed annually	Reviewed annually	Reviewed annually	Reviewed annually
4.2	Student learning outcomes, e.g., Major Field Test, Proficiency Profile, VAM	Above national and state means	Above national and state means	Above national and state means	Above national and state means	Above national and state means
4.3	Ratio of full-time to part-time faculty	60/40	60/40	60/40	60/40	60/40
4.4	Number of students in study-abroad	10	20	30	40	50
4.5	Number of students in internships	150	165	182	200	220
4.6 ISG-2*	Percentage of course sections with distance & blended learning	42%	44%	46%	48%	50%
4.7	Collaborative learning spaces	Info Commons Upgrade	Ongoing	Ongoing	Ongoing	Ongoing
4.8	Number of service learning courses	50	55	60	65	70

* ISG = Florida Board of Governors' Institution Specific Goal.

STRATEGIC GOAL #5: Scholarly Activity

Recognize and support diverse faculty and student research activities.

Strategies

Strategy	Responsibility	Resources	Deadline
5.1. Improve support of faculty grant development and receipt of grant awards.	Academic & Student Affairs	Grant Consultant \$100,000 (existing budget)	Fall 2015 – Spring 2017
5.2. Align tenure and promotion guidelines to reflect scholarly activity expectations.	Academic & Student Affairs; Faculty Senate; Colleges	na	Spring 2016
5.3. Cultivate student-faculty research collaboration.	Academic & Student Affairs; Colleges	na	Ongoing

Five-Year Outcomes

Measure*	Description	2015-16	2016-17	2017-18	2018-19	2019-20
5.1 CI-13	Research grants submitted	\$500,000	\$750,000	\$1,250,000	\$2,000,000	2,500,000
5.2 CI-14	Research grants received	\$100,000	\$150,000	\$250,000	\$400,000	\$500,000
5.3	Service grants with outside agencies, etc.	5	7	10	12	15
5.4	Peer-reviewed journal articles published	Establish baseline at end of 14-15 academic year following faculty evaluations				
5.5	Books and book chapters published	Establish baseline at end of 14-15 academic year following faculty evaluations				
5.6	Peer-reviewed scholarly presentations	Establish baseline at end of 14-15 academic year following faculty evaluations				
5.7	Number of students engaged in faculty-directed research	Establish baseline at end of 14-15 academic year following faculty evaluations.				

*CI = Annual USF Sarasota-Manatee campus indicator.

STRATEGIC GOAL #6: Community Engagement

Build and be known for a community engagement identity in partnership with a variety of organizations throughout the service area.

Strategies

Strategy	Responsibility	Resources	Deadline
6.1. Establish the Office of Community Engagement, including the hiring of a director.	Regional Chancellor; Senior Leadership Team; Community Engagement Advisory Board	Part-time Faculty Director \$40,000 (internal re-allocation)	January 2016
6.2. Conduct a needs assessment and develop tactics for meeting best practices of campus-wide community engagement.	Director of Community Engagement; External & Governmental Affairs	na	August 2016
6.3. Implement and assess annual community engagement plans.	Director of Community Engagement; Campus-wide participation	na	Annually in June 2016-2020
6.4. Cultivate strategic partnerships with government entities, service clubs, and community organizations.	External & Governmental Affairs; Director of Community Engagement	na	Ongoing
6.5. Lead partnership opportunities with the Consortium of Colleges on the Cultural Coast (C4 Group: USFSM, NCF, SCF, RCAD, Eckerd, FSU-Asolo).	Regional Chancellor; Senior Leadership Team	na	Ongoing
6.6. Apply for Carnegie Community Engagement Classification.	Director of Community Engagement	na	April 15, 2019

Five-Year Outcome

Selection into Carnegie Foundation's Elective Community-Engaged Classification in January 2020, showing documentation of community engagement activities and impact.

STRATEGIC GOAL #7: Resources

Preserve, grow, and diversify the human, physical, financial, private, and other resources, aligning them to support the strategic goals.

Strategies

Strategy	Responsibility	Resources	Deadline
7.1. Create models of efficiencies across functional areas to build units of excellence by utilizing functional experts in shared-service-type arrangements (i.e. purchasing, travel, scheduling, human resources, and inventory).	Business & Finance; Campus-wide	Existing human resources	Begin August 2015 and continuing
7.2. Build operating surpluses through responsible management of human, financial, and physical resources.	Business & Finance	na	Ongoing
7.3. Expand a major capital campaign as part of the USF Unstoppable Campaign.	Advancement	\$100,000 (Foundation)	June 2018
7.4. Broaden external support through targeted fundraising for programs, such as PAInT, Hospitality, and STEM.	Advancement; Deans	\$200,000 (E&G new resources)	Ongoing
7.5. Continue to pursue partnerships through leveraging system resources.	Business & Finance; External & Governmental Affairs; Advancement	na	Ongoing
7.6. Review food service vendors.	Business & Finance	na	Annual Review; Ongoing
7.7. Focus on securing significant naming opportunities, including funding for endowed chairs.	Advancement/Chancellor	na	2018

Strategy	Responsibility	Resources	Deadline
7.8. Create areas of excellence in academic disciplines through reorganization of Colleges, as needed.	Academic & Student Affairs; Campus-wide	\$750,000 (STEM funding, PBF, existing resources) \$1,000,000 per endowed faculty chair (private funds)	Fall 2016 and ongoing
7.9. Update policies and procedures.	Senior Leadership	na	August 2016
7.10. Secure approval of a new Master Plan in conjunction with the USF System's long-term Master Plans.	Senior Leadership	Estimate \$50,000 (E&G)	August 2016
7.11. Develop and implement comprehensive marketing/communications plan in conjunction with USF System.	Advancement; Marketing & Communications; Campus-wide	Increase operating budget incrementally from current \$100,000 to \$250,000 (internal re-allocation)	2015-2020
7.12. Develop and implement comprehensive technology services plan in conjunction with USF System.	Business & Finance; Technology Services; Advancement; Academic & Student Services	Increase infrastructure and equipment replacement budget by \$1,000,000 (tech fee, reserves, private funding)	2015-2020

Five-Year Outcomes

Measure*	Description	2015-16	2016-17	2017-18	2018-19	2019-20
7.1 KPI-12 CI-15	Annual Gifts Received	\$3M	\$3.5M	\$3.7M	\$3.8M	\$4M
7.2 KPI=13 CI-16	Annual Expansion of Endowment	\$200,000	\$200,000	\$300,000	\$500,000	\$700,000
7.3	Increased performance funding	\$1M	\$1M	\$1M	\$1M	\$1M
7.4	Operating surplus	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
7.5	Named gifts, including endowed faculty chairs	Strategies developed.	\$1M	\$10 M	\$1M	\$1M

* KPI = Florida Board of Governors' Key Performance Indicator.

CI = Annual USF Sarasota-Manatee campus indicator.