



UNIVERSITY OF  
SOUTH FLORIDA  

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SARASOTA-MANATEE

1/18/2017 – six-month update

# **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 proposed timeline for semi-annual reviews of USF Sarasota-Manatee’s Strategic Plan 2015-2020:

July 2015	Initiation of Plan
January 2016	Mid-year Review - 1/22/2016 SPAC Meeting
July 2016	Annual Review – 8/10/2016 SPAC Meeting
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:** Purple=updated 8/10/2016

**Green** = Target Met; **Yellow** = In Progress; **Pink** = Needs special attention; **Red** = Not Started; **Blue** = Ongoing

Strategy	Responsibility	Resources	Deadline	Status 8/10/2016
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)	6 months prior to beginning of each semester	Plans to increase course availability and assist students in identifying major earlier.
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; Admissions; Core Curriculum Coordinator; Communications & Marketing	Staffing based on need; salary and benefits (PBF). Estimate \$50,000	For each student, by end of first enrolled semester	In data collection phase of online career mapping from faculty. Capstone survey on career assistance implemented. Adding selling yourself series, career-centered field trips, and scholarships to attend graduate school. Plan to promote and integrate advising efforts with SLS courses and admission recruiter training.
1.3. Review career advisor model.	Student Success	Staffing dependent on student enrollment and needs (funding from a variety of sources)	Ongoing	New hires started in career advising. Plan to ask deans & Faculty Senate to invite advisors to college and faculty meetings and use a variety of communication channels to increase student participation in advising – in-person, by phone, and online.

1.4. Track and assess data-driven strategies to increase retention and timely progression towards degree, including early alert and Green to Gold program.	Student Success	Data Analytics Software: 3% of cost (shared USF system enterprise) Estimate \$60,000 (PBF)	Fall 2015	Hired and working.
1.5. Implement a Quality Enhancement Plan on student critical thinking.	QEP Director	\$59,539 –Year 1(E&G); \$18,075 – Year 0 & \$49,057 – Year 1 (Carry-forward)	Fall 2016	One recommendation; due 9/1/2016. QEP Director started.
1.6. Continue ongoing participation in student satisfaction surveys, locally and nationally, and implement changes, as needed.	Institutional Research; Campus-wide	\$16,664 over five years.	Annually	Ongoing administration.

### Five-Year Outcomes

Purple=updated 8/10/2016; Green=Target Met; Red=Target Unmet; Black=Not changed; In progress

Measure <sup>1</sup>	Description	2015-16	2016-17	2017-18	2018-19	2019-20
1.1 PBF	Percent of Bachelor's Degrees Awarded Without Excess Hours	71.7% 2014-15 Target = 78%	72.9% 2015-16	76% 2016-17	78% 2017-18	80% 2018-19
1.2a PBF	Percent of Bachelor's Graduates Enrolled or Employed (\$25,000+) within the U.S. 1 Yr After Graduation <sup>2</sup>	62.8% 2013-14 Baseline	63.5% 2014-15	66% 2015-16	68% 2016-17	70% 2017-18
1.2b PBF	Median Wages of Bachelor's Graduates Employed Full-time in Florida 1 Yr After Graduation <sup>2</sup>	\$35,600 2013-14 Target = \$36,720	\$36,000 2014-15	\$36,500 2015-16	\$37,000 2016-17	\$37,500 2017-18
1.3a PBF	First-Time-in-College (FTIC) 6-Year Graduation Rate	na	na	na	na	59% 2013-19
1.3b PBF	Academic Progress Rate (FTIC 2-Yr Retention Rate with GPA >2.0) <sup>2</sup>	78.65% <sup>3</sup> 2014-15 Target = 71%	80.2% 2015-16	82% 2016-17	84% 2017-18	86% 2018-19
1.4a	Freshman Retention Rate <sup>4</sup> with any GPA	79% <sup>5</sup> 2014-15 Target = 73%	80% 2015-16	81% 2016-17	82% 2017-18	83% 2018-19
1.4b KPI	FTIC Graduation Rates - 4-yr	na	na	35% 2013-17	36% 2014-18	37% 2015-19
1.4c	AA Transfer Graduation Rate – 2-yr <sup>4</sup>	22% 2013-15 Target = 30%	31% 2014-16	32% 2015-17	33% 2016-18	34% 2017-19
1.4d KPI	Average Time to Degree (for FTICs in 120-hr programs) <sup>2</sup>	na	na	4.2 yrs 2013-17	4.2 yrs 2014-18	4.2 yrs 2015-19
1.4e KPI	Bachelor's Degrees Awarded (first majors only)	474 2014-15 Target = 470	495 2015-16	512 2016-17	530 2017-18	549 2018-19
1.4f KPI	Graduate Degrees Awarded	50 2014-15 Target = 49	52 2015-16	54 2016-17	55 2017-18	57 2018-19
1.5	Incredi-Bull CT Rubric Mean	na	Benchmark = 3.0	3.2	3.3	3.4

	Watson-Glaser CT Test Percentile	na	Benchmark =51 <sup>st</sup> %ile	53 <sup>th</sup> %ile	55 <sup>th</sup> %ile	57 <sup>th</sup> %ile
	ETS Proficiency Profile (Freshmen Percentile Post-test)	na	Benchmark =80 <sup>th</sup> %ile	82 <sup>nd</sup> %ile	84 <sup>th</sup> %ile	86 <sup>th</sup> %ile
	CIRP Senior Survey – CT Skills Improved	na	Benchmark = 85%	86%	87%	88%
1.6a	CIRP Senior Survey –Recommend USFSM on 1-4 scale	3.31 Target= Above peer mean 3.20	Above peer mean	Above peer mean	Above peer mean	Above peer mean
1.6b	CIRP Senior Survey – Overall college experience on a 1-5 scale	4.26 Target= Above peer mean 3.39	Above peer mean	Above peer mean	Above peer mean	Above peer mean

<sup>1</sup>PBF=Florida Board of Governors’ Performance-Based Funding metric–p. 6 Work Plan; KPI=Key Performance Indicator–p. 7 Work Plan.

<sup>2</sup>Metric changed in 2016 and targets adjusted by USFSM accordingly.

<sup>3</sup>86.67% of USFSM students of the 2014 cohort were retained within the USF System (swirl) – p. 21 Accountability Report.

<sup>4</sup>Removed as KPI in 2016 by FLBOG. Reported in Accountability Report on p. 22.

<sup>5</sup>87% of USFSM students of the 2014 cohort were retained within the USF System (swirl) – p. 21 Accountability Report.

**STRATEGIC GOAL #2: Campus Life:** Foster an intentional culture of campus engagement.

Strategies: **Purple**=updated 8/10/2016

**Green** = Target Met; **Yellow** = In Progress; **Pink** = Needs special attention; **Red** = Not Started; **Blue** = Ongoing

Strategy	Responsibility	Resources	Deadline	Status 8/10/2016
2.1. Extended hours for campus to be open.	Facilities Planning & Management; Security; Student Engagement; Campus Police		Fall 2016 and Ongoing	Info Commons & Veterans Area completed; Student Commons completed. Plans to monitor usage, ensure appropriate staffing, permit exterior entrance, and make operational adjustments.
2.2. Establish space for a student union.	Facilities Planning & Management; Student Affairs; Advancement; Student Government Association; Governmental Affairs	\$21,000,000 (student support & private fundraising)	August 2020	Site identified.
2.3. Establish affiliation agreements for off-campus housing.	Academic & Student Affairs; <b>Senior Leadership</b>	NA	August 2017 and Ongoing	Housing affiliation for 2015-16 was unsatisfactory. Establish new affiliation for 2016-17. <b>Explore and develop</b> affiliation agreements with local apt. complexes, including shuttle. Continue discussions with developers and USF System.
2.4a. Optimize space and facilities to support academic program needs.	Facilities Planning & Management; Advancement; External & Governmental Affairs; Academic & Student Affairs	NA	August 2016 and ongoing	Academic & Student Affairs and IT renovations completed.

Strategy	Responsibility	Resources	Deadline	Status 8/10/2016
2.4b Provide adequate space and facilities to support academic program needs as identified in the master plan.	Facilities Planning & Management; Advancement; External & Governmental Affairs; Academic & Student Affairs	\$20,995,000 (on PECO list & private fundraising) Update budget	August 2019 and Ongoing	Consulting firm revamping 2013 plans for Academic Building with greater STEM focus. Private fundraising to follow. Hospitality b6ldg. plans.
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; <b>Student Engagement</b>	Funding from a variety of sources depending on activity	Ongoing	Attendance tracked on Advancement Annual Unit Assessment Report. Plans to track by attendee type in 2016-17.
2.6. Require quality service training for all faculty, staff, and administration.	Human Resources	Facilitator/Trainer \$10,000	July 2016 and Ongoing	Professional development plan in place. Ready for implementation.
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	Approval from NCAA and USF Athletics.
2.8. Support and enhance a safe and secure campus environment.	Campus Police; Business & Finance; Facilities Planning & Management; Academic & Student Affairs; Governmental Affairs	\$360,000 (state funding with New College of Florida); possible funds for joint emergency operations center with New College, FSU/Ringling	Ongoing	#18 –ADT America's Safest Colleges & Univs List; Emergency Notif System enhanced; AEDs installed; Active Shooter Training held. USFSM EOC site identified and funding secured. Awaiting funds for joint EOC with New College.
2.9. Participate in annual Great Colleges to Work for Survey	Institutional Research & Effectiveness; Human Resources; Technology Services; <b>Communications &amp; Marketing</b>	Annually: \$4,000	February 1 sign-up annually.	Awaiting results from Spring 2016 Survey. Develop communication strategy, focus groups on key themes for improvement, and survey again in spring 2017.



Strategy	Responsibility	Resources	Deadline	Status 8/10/2016
2.10. Improve diversity within faculty, staff, & students.	Human Resources; Admissions; Campus-wide	NA	Ongoing	New Diversity Committee Chair. Student target added to Work Plan.

### Five-Year Outcomes

Purple=updated 8/10/2016; Green=Target Met; Red=Target Unmet; Black=Not changed; In progress

Measure	Description	2015-16	2016-17	2017-18	2018-19	2019-20
2.1	Designated student-friendly space in existing building(s)	Completed Target = Completion Fall 2016	Extended hours for building	Explore waterfront options	TBD	TBD
2.2	Student union	Identified Location Target = Building Program & Prelim Design	Hold	Building Program & Preliminary Design	Funding secured	Ground-breaking
2.3	Housing affiliation agreements	Explore opportunities for agreements	Have at least one agreement finalized	Additional agreements as needed	Ongoing Review	Ongoing Review
2.4a	Academic space optimization	Remodeled ASA & IT	As needed	TBD	TBD	TBD
2.4b	Academic space development	STEM Bldg on PECO list	Design funding secured	Funding secured	Ground-breaking	Completion
2.5	Diverse activity schedule	139 events 10,443 attendees Baseline	Break out types of attendees at events	TBD	TBD	TBD
2.6	Quality service training	1 Service Excellence Workshop - 25 attendees Baseline	Workshop based on service needs	Workshop based on service needs	Workshop based on service needs	Workshop based on service needs
2.7	NCAA women's rowing team	In USF Athletics Strategic Plan	Secure funds for staff, equipment, scholarships, travel	Hire coach to recruit students	First competitive year	Second competitive year
2.8	Safe & secure campus environment	Submitted LBR with NCF for \$770,000: unfunded	Groundbreak ing for EOC; hire EOC staff	Completion of EOC	Maintain as shared resource with NCF	Maintain as shared resource with NCF

Measure	Description	2015-16	2016-17	2017-18	2018-19	2019-20
2.9	Selection as “Great College to Work for”	Not selected	Develop Communication Strategy; Implement strategies to improve; Re-administer Survey	Implement strategies to improve; Re-administer Survey	Implement strategies to improve; Re-administer Survey	Implement strategies to improve; Re-administer Survey. Selected
2.10(a) ISG <sup>1</sup>	Percentage of non-white faculty and staff <sup>1</sup>	19% Fall 2015 Target = 16%	19% Fall 2016	20% Fall 2017	20% Fall 2018	21% Fall 2019
2.10(b) ISG <sup>1</sup>	Percent of Hispanic & African American Students <sup>1</sup>	20% Fall 2015 Baseline	21% Fall 2016	22% Fall 2017	23% Fall 2018	24% Fall 2019

<sup>1</sup>ISG = Institution-Specific Goal - Added to FLBOG 2016 Work Plan as institution-specific goals. Therefore, added to Strategic Plan as of 7/1/2016.

### 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: **Purple**=updated 8/10/2016

**Green** = Target Met; **Yellow** = In Progress; **Pink** = Needs special attention; **Red** = Not Started; **Blue** = Ongoing

Strategy	Responsibility	Resources	Deadline	Status 8/10/2016
3.1. Expand <b>enrollments</b> 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	STEM Dean hired. IT and Engr faculty hired.
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	<b>New labs needed.</b>
3.3. Create <b>survey</b> to consistently assess demand for programs.	Admissions & Financial Aid; Marketing; Institutional Research	na	Ongoing	Info being collected.
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; Communications & Marketing	Professional Development Estimate \$100,000 (existing resources)	Ongoing	Professional development activities occurring.

Strategy	Responsibility	Resources	Deadline	Status 8/10/2016
3.5. Identify and reach existing and new markets, including those that increase diversity.	Academic & Student Affairs; Admissions & Financial Aid; Communications & Marketing	Marketing & Communications position (2; 1 for programs, 1 for recruiting) Estimate \$125,000 (internal re-allocation)	Ongoing	New positions established. Started plans for Rocky Days & after-prom alternative party. Re-establish SCF Bull Room. Considering Royal buy. Develop "Finish what you started" program for AY 2017-18.
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; Governmental Affairs; Deans	NA	Ongoing	Agreement with USF Engineering for 2+2; Plan more 3+2, 4+1, and 2+2 programs.
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	Admissions webpage redesigned; Pathways project in progress.
3.8. Leverage current scholarships to strategically recruit students in conjunction with USF System.	Admissions/Financial Aid; Advancement; Marketing	NA	August 2016; ongoing	SCF Collegiate School Scholarship established. Plan Rocky Days scholarships.
3.9a. Explore PAInT expansion.	Academic & Student Affairs; Advancement; Governmental Affairs	Estimate \$100,000 (PAInT appropriation)	August 2016	Working on Legislative Appropriation.
3.9b. Develop a Fine Arts curriculum.	Academic & Student Affairs	Faculty in Arts	August 2018	PAInT Center now University-wide.
3.10. Develop targeted certificate programs to meet community needs and student demand.	Academic & Student Affairs; Governmental Affairs	NA	August 2017	Deans meeting to explore new programs.

## Five-Year Outcomes

Purple=updated 8/10/2016; Green=Target Met; Red=Target Unmet; Black=Not changed; In progress

Measure <sup>1</sup>	Description	2015-16	2016-17	2017-18	2018-19	2019-20
3.1-3.2a PBF	Bachelor's degrees awarded within programs of strategic emphasis	41.1% 2014-15 Target = 37%	42% 2015-16	43% 2016-17	44% 2017-18	45% 2018-19
3.1-3.2b PBF	Graduate degrees awarded in areas of strategic emphasis	12% 2014-15 Target = 12%	19.2% 2015-16	19.5% 2016-17	20% 2017-18	20.5% 2018-19
3.3-3.9a	SAT Score (for 3 subtests) <sup>2</sup>	1697 Fall 2015 Final Target =1660	1090 Target for new scale	1095	1100	1100
3.3-3.9b	High School GPA <sup>2</sup>	3.78 Fall 2015 Final Target = 3.8	3.82	3.83	3.84	3.85
3.3-3.9c KPI	Freshmen in Top 10% of Graduating High School Class <sup>3</sup>	26.0% Fall 2015 Baseline	26% Fall 2016	TBD	TBD	TBD
3.3-3.9c PBF	University access rate (% fall undergraduates on Pell grants)	41% Fall 2015 Target = 41%	41%	41%	41%	41%
3.3-3.9e KPI	Bachelor's Degrees in STEM & Health	18.8% 2014-15 Target =15%	20.0% 2015-16	21% 2016-17	22% 2017-18	23% 2018-19
3.3-3.9f KPI <sup>3</sup>	Adult (age25+) undergrads enrolled	49.7% Fall 2015 No % target	49.0% Fall 2016	48.0% Fall 2017	47.0% Fall 2018	46.0% Fall 2019
3.3-3.9g From BOG Work Plan <sup>4</sup>	Full-time Equivalent (FTE) Enrollment	1,872 2015-16 Preliminary <sup>4</sup> Target =1,832	1,914 2016-17	2,001 2017-18	2,090 2018-19	1,824 2019-20
3.3-3.9h KPI <sup>5</sup>	Percentage of bachelor's degrees awarded to African American and Hispanic students	23% 2014-15 Target = 20%	23% 2015-16	24% 2016-17	25.1% 2017-18	26% 2018-19
3.10	Enrollment in new certificate programs	0 No target	TBD	TBD	TBD	TBD

<sup>1</sup>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.

<sup>2</sup>Removed as KPI in 2016 by FLBOG.

<sup>3</sup>Changed to KPI and percentage of enrollment instead of number in 2016 by FLBOG. Formerly, an Institution-specific Goal at USFSM.

<sup>4</sup>Federal methodology, Gross FTE. 2016 Work Plan p. 10.

<sup>5</sup>Changed to KPI in 2016 by FLBOG. Formerly from Annual Report.

## 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: **Purple**=updated 8/10/2016

**Green** = Target Met; **Yellow** = In Progress; **Pink** = Needs special attention; **Red** = Not Started; **Blue** = Ongoing

Strategy	Responsibility	Resources	Deadline	Status 8/10/2016
4.1a 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; <b>Technology Services; E-Learning, Faculty Senate</b>	Director \$100,000  Professional Development: \$ 50,000 (in existing budget)	August 2017	Pending funding source. <b>In meantime, coordinate more in-house faculty and staff professional development and consider summer institutes.</b>
4.1b Offer faculty grants to support teaching through Chancellor's Professional Support Initiative.	Academic & Student Affairs; Faculty Senate; <b>Human Resources; Department Heads</b>	\$100,000	Ongoing	Offered in 2015-16 but few faculty used the fund. <b>Plan to raise awareness of resources.</b>
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; Governmental Affairs	Potential savings estimate \$250,000 per year	Ongoing	Moved South County site; Assessing repairs at CIL; Mote Labs full.
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 & classroom	August 2015  August 2015 and ongoing  August 2016	Classroom upgrades completed.  By Dec 2016 all on-line faculty will be formally certified – C3 course developed.

		enhancements \$850,000 (Technology Fee & private funding)		Technology added to the Collaborative.  Quality Matters implemented.
4.4. Expand international education opportunities, including global perspectives in the curriculum.	Academic & Student Affairs; Advancement; Global Engagement Office; In collaboration with USF World	Self-supporting business model for Global Engagement Office (Private funding; Existing budget re-allocation)	August 2015 Ongoing	Taiwan program continued in 16-17; Developing FUA partnership; faculty initiated Merida and Costa Rica programs; faculty taught USF World course in London.
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 –Education  ABET – IT ACPHA - Hospitality	na	2015-2020  Dec 2016 2015-16 Spring 2018 Spring 2019 2020-21 2020-21	IT & Hospitality sent to BOG; Criminology completed; Successful SACSCOC site visit; response submitted; COE validating rubrics; COB AACSB visit on 1/28-30/ 2017
4.6. Expand career-oriented internship opportunities.	Career Success Center; Community Leadership Council; Academic & Student Affairs; Governmental Affairs	An additional campus-wide Internship Coordinator \$55,000 (New & existing PBF funds)	Fall 2015 and ongoing	Doubled the number of internships available to students.
4.7. Increase service learning/community engaged courses.	Academic & Student Affairs; Colleges	na	Fall 2016 and ongoing	Plan to identify current and ready to integrate courses. Provide definitions & professional development to encourage course development.
4.8 Increase revenue through Professional and Continuing Education (PACE)	PACE Office	Director \$37,500	Fall 2016 and ongoing	Director appointed.

## Five-Year Outcomes

Purple=updated 8/10/2016; Green=Target Met; Red=Target Unmet; Black=Not changed; In progress

Measure*	Description	2015-16	2016-17	2017-18	2018-19	2019-20
4.1	Office for excellence in teaching, learning, and leadership	Target = unspecified	Secure funding	Maintain	Maintain	Maintain
4.2	Off-campus Sites	Target = Move to SCF Venice	Assess partnerships to provide needed facilities	Assess partnerships to provide needed facilities	Assess partnerships to provide needed facilities	Assess partnerships to provide needed facilities
4.3a	Standards/Peer review process for course development/delivery	Require certification by Dec 2016 of faculty who teach online	Request technology orientation for all faculty	Review annually	Review annually	Review annually
4.3b	Collaborative learning spaces	Info Commons upgraded; IT Lab completed	IT Lab completed; D-Max Lab completed	Review annually	Review annually	Review annually
4.3c From BOG Work Plan p. 9	FTE Enrollment by Method of Instruction (Distance Learning & Blended)	826 2014-15 Baseline	936 2015-16	983 2016-17	1031 2017-18	1082 2018-19
4.4	Number of students in study-abroad	26 Target = 10	20	30	40	50
4.5a	Accreditation & Program Reviews	SACSCOC, Criminology	History	AACSB, English	ISS, Psychology, PAInT	CSD, PTC
4.5b	Student learning outcomes, e.g., Major Field Test, Proficiency Profile, VAM	MFT = 52 <sup>nd</sup> %ile PP = 96%ile Target=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
4.5c	Ratio of full-time to part-time faculty	64/36 Target = 60/40	60/40	60/40	60/40	60/40
4.6	Number of students in internships	259 Target =150	165	182	200	220
4.7	Number of service learning courses	15 Target = 50	55	60	65	70
4.8	PACE Revenue	na	TBD	TBD	TBD	TBD

\* Formerly ISG = Florida Board of Governors' Institution Specific Goal. As of 2016, reported on BOG Work Plan as percentage of FTE enrolled in distance/hybrid courses.



## STRATEGIC GOAL #5: Scholarly Activity

Recognize and support diverse faculty and student research activities.

Strategies: **Purple**=updated 8/10/2016

**Green** = Target Met; **Yellow** = In Progress; **Pink** = Needs special attention; **Red** = Not Started; **Blue** = Ongoing

Strategy	Responsibility	Resources	Deadline	Status 8/10/2016
5.1. Increase support of faculty grant development, submission, and receipt of grant awards through Chancellor's grants, collaboration with Tampa faculty and graduate students, and undergraduate Honors Program theses summer stipends.	Academic & Student Affairs; Advancement; Faculty Coordinator for Research; Research Administrator; Deans; Faculty Senate	Chancellor's Professional Support Initiative - \$100,000	Spring 2017	Faculty Senate Professional Development Committee promoting Chancellor's grants
5.2. Align tenure and promotion guidelines to reflect scholarly activity expectations.	Academic & Student Affairs; Faculty Senate; Colleges; Deans; Faculty Coordinator for Research	na	Start in Fall 2016	Scholarly activity not addressed in T&P revisions for new colleges. Faculty Senate to address in 2016-17, especially applying for external grants and research mentoring.
5.3. Cultivate student-faculty research collaboration.	Academic & Student Affairs; Colleges	na	Ongoing	Student/Faculty Research Showcase in February, pending funding. Opportunity for fundraising and outside speaker.
5.4 Enhance research productivity profile of faculty.	Academic & Student Affairs; Colleges	NA	Ongoing	Faculty Research Coordinator hired.
5.5 Increase faculty scholarly activity.	Academic & Student Affairs; Colleges	NA	Ongoing	Faculty Research Coordinator hired. Add grant applications to tenure and promotion guidelines and annual reviews.

## Five-Year Outcomes

Purple=updated 8/10/2016; Green=Target Met; Red=Target Unmet; Black=Not changed; In progress

Measure	Description	2015-16	2016-17	2017-18	2018-19	2019-20
5.1a	Research grants submitted	\$4,821,697 Target = \$500,000	\$750,000	\$1,250,000	\$2,000,000	\$2,500,000
5.1b	Research grants received <sup>1</sup>	\$172,478 <sup>2</sup> Target = \$100,000	\$150,000	\$250,000	\$400,000	\$500,000
5.1c	Service grants with outside agencies, etc.	5 applied; 3 received Target = 5 submitted	7	10	12	15
5.2	Faculty scholarship defined in T&P decisions and annual reviews	No changes made Target = Start Alignment	Alignment completed	Annual review	Annual review	Annual review
5.3	Number of students engaged in faculty-directed research	38 Benchmark	2 students per tenured/ten. earning faculty <sup>3</sup>	2 students per tenured/ten. earning faculty <sup>3</sup>	2 students per tenured/ten. earning faculty <sup>3</sup>	2 students per tenured/ten. earning faculty <sup>3</sup>
5.4a	Peer-reviewed journal articles published	63 Benchmark	1 per tenured/ten. earning faculty <sup>3</sup>	1 per tenured/ten. earning faculty <sup>3</sup>	1 per tenured/ten. earning faculty <sup>3</sup>	1 per tenured/ten. earning faculty <sup>3</sup>
5.4b	Books and book chapters published	18 Benchmark	1 per tenured/ten. earning faculty <sup>3</sup>	1 per tenured/ten. earning faculty <sup>3</sup>	1 per tenured/ten. earning faculty <sup>3</sup>	1 per tenured/ten. earning faculty <sup>3</sup>
5.4c	Peer-reviewed scholarly presentations	92 Benchmark	1 per tenured/ten. earning faculty <sup>3</sup>	1 per tenured/ten. earning faculty <sup>3</sup>	1 per tenured/ten. earning faculty <sup>3</sup>	1 per tenured/ten. earning faculty <sup>3</sup>
5.5	Scholarly activity	Faculty need to define	Add applying for grants as scholarly activity for annual reports and tenure/promotion decisions	TBD	TBD	TBD

<sup>1</sup>USFSM's effective rate (percent of indirect costs) was 5.1% in 2014-15, which increased in 2015-16 to 7.8%. USFSM faculty received 6.9% of USF System International Travel grants in 2015-16 and 25% of USF System New Researcher Awards.

<sup>2</sup>\$172,468 equals 52.5% of the total grants for which faculty applied (\$328,496) and received decisions in 2015-16. USFSM has not yet received a decision on a grant for which faculty applied in 2015-16 that totaled nearly \$4.5 million.

<sup>3</sup>Number to be added based on faculty reported in InfoMart in Fall 2016.

## 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: **Purple**=updated 8/10/2016

**Green** = Target Met; **Yellow** = In Progress; **Pink** = Needs special attention; **Red** = Not Started; **Blue** = Ongoing

Strategy	Responsibility	Resources	Deadline	Status 8/10/2016
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	January 2016	Director resigned. Searching for new director.
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	Needs assessment completed and Community Engagement Committee developing tactics.
6.3. Implement and assess annual community engagement plans.	Director of Community Engagement; Campus- wide participation	na	Annually in June 2017-2020	Plan in place for 2016-17.
6.4. Cultivate strategic partnerships with government entities, economic development & business entities, service clubs, and community organizations.	External & Governmental Affairs; Director of Community Engagement	na	Ongoing	Any partnerships developed in 2015-16?
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	Meeting held with SCF, USFSM, and USF Tampa.
6.6. Apply for Carnegie Community Engagement Classification.	Director of Community Engagement	na	April 15, 2019	Working toward target of 2019 application.

## Five-Year Outcomes

Purple=updated 8/10/2016; Green=Target Met; Red=Target Unmet; Black=Not changed; In progress

Measure	Description	2015-16	2016-17	2017-18	2018-19	2019-20
6.1	Centralized administration of Community Engagement	Director hired; Office established	Hire new director	TBD	TBD	TBD
6.2	Tactics	Needs Assessment completed; Committee formed	Tactics implemented: mission, awards, tracking, professional development	Continue implementation of tactics and tracking	Continue implementation of tactics and tracking	Continue implementation of tactics and tracking
6.3	Annual Community Engagement Reports	2016-17 plan developed; community engagement tracking established in other unit reports	Annual reports aligned with other unit reports	Annual reports aligned with other unit reports	Annual reports aligned with other unit reports	Annual reports aligned with other unit reports
6.4	Community Partnerships	na	TBD	TBD	TBD	TBD
6.5	C4 Partnership opportunities cultivated	Preliminary discussions with SCF on 2+2 programs	2+2 SCF programs approved; cross-registration implemented	2+2 SCF programs implemented	TBD	TBD
6.6	Community Engagement Classification received	See 6.1, 6.2, 6.3 above	Data Collection: Surveys & Activities	Base Year: Data collection continues	Application Submitted	Community Engagement Recognition

## STRATEGIC GOAL #7: Resources

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

Strategies: **Purple**=updated 8/10/2016

**Green** = Target Met; **Yellow** = In Progress; **Pink** = Needs special attention; **Red** = Not Started; **Blue** = Ongoing

Strategy	Responsibility	Resources	Deadline	Status 8/10/2016
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	Inventory process centralized; Student Services centralized business processes; Hiring travel person in fall 2016.
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	Expanded Campaign Committee to include New Bldg, Rowing, and Legacy Planned Giving.
7.4. Broaden external support through targeted fundraising for programs, such as PAInT, Hospitality, and STEM.	Advancement; Deans; Governmental Affairs	\$200,000 (E&G, new resources)	Ongoing	Project Elevate for Sarasota Schools; PAInT Legislative ask with Circus Sarasota; 40 <sup>th</sup> Anniversary Fund appeals and Gala fundraising; Bloomberg Lab appeals to 5 financial companies.
7.5. Continue to pursue partnerships through leveraging system resources.	Business & Finance; External & Governmental Affairs; Advancement	na	Ongoing	Marketing & E-Learning collaborating with USF System. Engineering 2+2 – leveraging Foundation funds for Engineering.

Strategy	Responsibility	Resources	Deadline	Status as of 8/10/2016
7.6. Review food service vendors and give current vendor first right of refusal.	Business & Finance	na	Annual Review; Ongoing	Pilot of food truck successful; adding second
7.7. Focus on securing significant naming opportunities, including funding for endowed chairs.	Advancement; Chancellor; Community Volunteers	\$1,000,000 per endowed faculty chair (private funds)	2018	Cultivation of 2 donors to support sciences & hospitality; Cultivation of donor for land. Plans in place for Rowing, STEM, Hospitality in 2016-17.
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)	Fall 2016 and ongoing	Planning in progress. Implementation in July.
7.9. Update policies and procedures.	Senior Leadership	na	Ongoing	Restructuring led to policy and procedure reviews.
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	Completed. Now implementing Master Plan.
7.11. Develop and implement comprehensive marketing/communications plan in conjunction with USF System.	Marketing & Communications; Campus-wide	Increase operating budget incrementally from current \$100,000 to \$250,000 (internal re-allocation)	2015-2020	Completed
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	Committee formed to work on.
7.13 Follow through on succession plans for Regional Vice Chancellor retirements.	Advancement; Business & Financial Affairs; Chancellor	TBD	2016-17	Adv – Fall 2016 search & hire Business – Spring 2017 search & July 2017 hire

## Five-Year Outcomes

Purple=updated 8/10/2016; Green=Target Met; Red=Target Unmet; Black=Not changed; In progress

Measure	Description	2015-16	2016-17	2017-18	2018-19	2019-20
7.1	Efficiency models adopted	Centralized inventory; Student Services business processes	Implement centralized travel processes	TBD	TBD	TBD
7.2	Operating surplus	\$500,000 Target = \$500,000	\$500,000	\$500,000	\$500,000	\$500,000
7.3	Annual Expansion of Endowment	\$950,000 Target = \$3.4M	TBD	TBD	TBD	TBD
7.4	External Support for Specific Projects	Target = unspecified	\$1.2M Update annually	\$1.2M	\$1.2M	\$1.2M
7.5	System Resource Partnerships	Engineering 2+2 Target = unspecified	TBD	TBD	TBD	TBD
7.6	Food Service	Customer survey = 3.7 on 5-pt scale Baseline	Explore other vendors; give current vendor right of first refusal	TBD	TBD	TBD
7.7	Named Gifts, including endowed faculty chairs	Strategies developed	\$1M	\$1M	\$1M	\$1M
7.8	Increased performance based funding (PBF)	\$570,220 Target = \$1M	\$253,000 Target = \$1M	Unable to project		
7.9	Policy Revisions	Policies and procedures changed to reflect college restructuring & centralized inventory	Centralized travel processes	TBD	TBD	TBD
7.10	Master Plan	Approved	Approval of Manatee County Agreement	TBD	TBD	TBD
7.11	Marketing Plan	Developed	na	na	na	na
7.12	Technology Services Plan	Committee formed	Plan Completed	Budget increased by \$333,333	Budget increased by \$333,333	Budget increased by \$333,333; upgrades completed
7.13	Succession plans	na	Advancement – fall 2016 hire	Business & Financial Affairs – July 1 hire	TBD	TBD