Vision 20/20

USF St. Petersburg

Strategic Plan

September, 2014

Approved by USFSP Campus Board, July 30, 2014

Submitted to USF Board of Trustees, September 4, 2014
September, 2014

Dear Friends and Stakeholders,

Welcome to the University of South Florida St. Petersburg Vision 20/20 Strategic Plan. This Plan sets the course for the next five years and beyond. It rests on the extraordinary accomplishments and commitments of the faculty, students and leaders who have served the institution with focus and passion and led us to this intersection of progress and promise. To all of them, I give my deepest thanks.

As the new leader of USF St. Petersburg, I promised an atypical strategic planning process. I believed in listening to the voices of all stakeholders, inside and outside the academy, to learn of their needs and aspirations. I believed exploring other industries and business practices might provoke and spark us to new ways of thinking about hard topics. I believed an open and transparent process was essential to moving forward and expressing our hopes to one another and to our leaders.

The Strategic Planning Steering Committee embraced these core ideas and held fast to them. Our Vision Team, comprising more than 70 people, represented faculty, students, staff, donors, business leaders, elected officials, USF System representatives and alumni. Members of the Vision Team made a tremendous commitment by meeting three times, including Saturdays, for a total of more than 30 hours.

Nine Listening Forums were conducted starting with business leaders who are members of the St. Petersburg Downtown Partnership and including students who take classes on campus and online, faculty, staff and the community. Each of the forums provided rich insights into compelling possibilities and identified barriers to top performance. The findings of each of the forums were posted on the Vision 20/20 website and made available for review.

Learning from others was a central tenet of the process. A total of 11 Learning Journeys were made by members of the Vision Team. The Plan was enriched by a sailing student's observations of how social and academic connections made by undergraduates change as they progress through their college experience, and the President of HSN who shared her principles for leading through change and innovation.

Office of the Regional Chancellor
University of South Florida St. Petersburg • 140 USFSP Harborwalk Avenue South, BAY 208 • St. Petersburg, FL 33701
(727) 873-4151 • Fax (727) 873-4131 • www.stpete.usf.edu
Vision 20/20 articulates our six Strategic Goals for the future:

- Distinctive Identity
- Student Success and Culture
- Faculty Excellence in Teaching and Research
- Strategic Partnerships
- Infrastructure to Meet Current and Future Needs
- Sustainable Funding

We hold ourselves accountable to our communities of interest and support including the USF System Board of Trustees and the System President, the USFSP Campus Board, the Florida Board of Governors, the Legislature, employers and strategic partners, as well as our students and their families, and our own faculty and staff. We recognize the benefits of the name recognition, reputation and prestige of the USF System and the vast resources that we share as being part of a top research university system. Our Performance Indicators show how we will execute our Plan's success in alignment with the goals and measures of the Board of Governors and the USF System.

I am proud of the Vision 20/20 Plan and the bright promise it holds for the future of USFSP. Vision 20/20 is bold in its aspirations and grounded in the responsibility we collectively hold to build a better world through excellence in research, teaching and service.

Please join in USFSP's journey with your engagement and support. Your insights, ideas and partnerships make us stronger.

Respectfully submitted,

Sophia Wisniewska, Ph.D.
Regional Chancellor
1. USF St. Petersburg Yesterday and Today ...........................................1
2. Advantages and Challenges .................................................................2
3. USF St. Petersburg in 2020 .................................................................3
4. Foundations .......................................................................................4
   - Mission Statement
   - Vision Statement
   - Core Values
   - Peer Institutions
5. Strategic Goals and Key Measures
   - Distinctive Identity .................................................................5
   - Student Success and Culture ....................................................6
   - Faculty Excellence in Teaching and Research .........................8
   - Strategic Partnerships ............................................................9
   - Infrastructure to Meet Current and Future Needs ...............10
   - Sustainable Funding ..............................................................11

Appendix A: Planning Process
   - Executive Summary .............................................................12
   - Steering Committee & Vision Team ..................................13
   - Learning Journeys ...............................................................15
   - Listening Forums .................................................................17

Appendix B: Alignment of Plans
   - Board of Governors Plan to USFSP Plan ..........................18
   - USF System Plan to USFSP Plan ........................................19
   - USFSP Plan to BOG Plan & USF System Plan .................20
USF St. Petersburg Yesterday and Today

The USF St. Petersburg we know today began with a visionary University of South Florida president nearly 50 years ago and was born of student need. In 1965, qualified applicants overwhelmed the capacity of the five-year-old University of South Florida, Florida’s first public metropolitan university. President John S. Allen’s solution: provide temporary housing and classroom space for 260 freshmen in the Maritime Services barracks, on what is now the shore of USF St. Petersburg. President Allen also had his eye on a bigger future for what was then called the St. Petersburg Bay Campus.

In 1969, the state named us the University of South Florida St. Petersburg, securing our identity within the USF System. Community support from local business owners, including newspaper owner Nelson Poynter, fueled our growth. Adjacent land was purchased for permanent campus buildings. Our small, dedicated faculty and community partners fostered innovative programs, which were initially open only to graduate students and to upper-level undergraduates.

In the 1980s and ’90s, we earned our reputation as a student-centered research facility. Cross-disciplinary centers and distinctive programs drew students from across the country and around the world. With the new millennium, freshmen and sophomores were added to our mix, providing new energy for curriculum expansion and student-faculty research teams.

By 2005, USF St. Petersburg had outgrown branch-campus status; we became a separately SACS-accredited institution in the USF System. Now classified as a Master’s Medium institution by the Carnegie Commission on Higher Education, we have also earned the elective Carnegie Classification of Community Engagement. Our College of Business has earned AACSB International accreditation in both business and accounting, an honor held by less than one percent of all business schools. The College of Education has earned the rigorous NCATE accreditation, and the Department of Journalism and Media Studies is one of only a small group to have earned ACEJMC accreditation for both undergraduate and graduate programs. USF St. Petersburg’s 23 undergraduate and 12 graduate programs offer educational choices, civic engagement and research opportunities to the 6700 students who take classes on our campus, of which 4700 call us home.

Our distinguished faculty includes Fulbright Scholars, Pulitzer Prize jurors and members of the American Association for the Advancement of Science. It includes internationally respected authors and accountants, archivists, analysts and illustrators.

Our teaching, research and service energize one of the most vibrant regions in the nation. We add value to a city that is nationally known for excellence in the arts, health care, finance and marine science. Our campus creates an arc between downtown and the city’s emerging innovation corridor. We are poised to propel the city into the future by providing the knowledge base, innovation and graduates required to support its growing economy.

As we move forward with a new strategic plan, we once again envision the future while meeting the needs of students today.
USF St. Petersburg Advantages and Challenges

Among our many advantages, we are:

• Pinellas County’s only residential public research institution;
• The anchor for St. Petersburg’s culture and arts corridor and premier medical facilities, offering rich educational programs that draw on the strengths of both;
• In the heart of a city teeming with retail, cultural and recreational amenities, all in easy walking distance of campus;
• Partners with major employers in close proximity (HSN, Jabil, Raymond James and All Children’s Hospital/Johns Hopkins Medicine and Bayfront Health St. Petersburg), creating opportunities for our students as well as for employees of these companies, who seek coursework and degrees on our campus;
• Proud member of the USF System;
• Sized to offer a range of programs and degree options while offering each student personalized mentoring;
• Accumulating prestigious recognitions and accreditations including the Carnegie Classification of Community Engagement, AACSB International accreditation in both business and accounting for the College of Business, NCATE accreditation for the College of Education, ACEJMC accreditation for graduate and undergraduate programs in the Department of Journalism and Media Studies, and Quality Matters certifications for online courses.
• Home to a distinguished faculty whose members would be welcome additions at many great universities;
• Engaged as faculty, staff and administrators in the shared goal of student success;
• Located close to Tampa and Orlando and to Tampa International Airport, which provides easy access for international students and for global outreach; and
• Entrusted with preserving and learning from the stunning natural ecosystem of Tampa Bay.

We have challenges as well. For example, we are:

• A young institution, still developing our identity and infrastructure;
• Creating our future within an urban environment that has limited opportunities for physical expansion;
• Balancing regional workforce needs, applicant interest and campus support to continually evolve a future-oriented palette of programs, degrees and services;
• Actively recruiting students who reflect our regional diversity as well as out-of-state and international students who bring global diversity to our campus;
• Instituting retention programs to ensure that students who start here, flourish here and graduate in a timely fashion prepared for a lifetime of achievement;
• Inviting and nurturing community partnerships to secure additional external input and build civic engagement; and
• Increasing funding potential by developing sustaining relationships with alumni and friends and providing support for grants and contracts.
In 2020, USF St. Petersburg reflects our history of excellence. We shine ever brighter as Pinellas County’s premier public research institution. If USF St. Petersburg faculty, students, staff and administrators were points of light, the world would twinkle with our influence. Research vessels with USF St. Petersburg interns and faculty on board dot the world’s oceans. Global firms glow with the contributions of our students, working in financial services and data analytics. Faculty, students and alumni from psychology, allied health and education spark growth in individuals and families throughout the region. Graduates from programs in creative arts and digital design brighten communication in the virtual world. University Drive illuminates our seamless connection to the city.

Community-based learning, part of the curriculum in all majors, provides our students resume-building experience with mentors from government, corporations and nonprofit organizations.

On campus, state-of-the-art research facilities generate light and heat and laughter. Undergraduates work shoulder-to-shoulder with graduate students, post-docs and faculty mentors as valued members of research teams. Faculty members reap rewards institutionally as well as intrinsically for encouraging apprentice scholars. External research funding has exceeded projections, creating research opportunities for all undergraduates; our prestige attracts a bright array of graduate students and post-doctoral research fellows. Campus is a beacon for members of the community, thanks to well-known speakers and world-class conferences.

LEED-certified classrooms, offices and labs bear the names of individual and corporate donors. Real-time monitoring has incentivized campus members to compete for energy efficiency. We have continued to harness power since installing USF System’s first solar-panel parking lot covers, funded by Duke Energy. Now, we generate revenue through our conservation projects.

Demographically, the campus reflects our region, with a generous sprinkling of international and out-of-state students. The campus is a palette of languages, cultures and backgrounds. Students take pride in initiating newcomers into campus traditions and values. That camaraderie, along with athletic programs and waterfront recreational activities, make it as much fun to live here and play here as it is to learn here.

Efforts to recruit and retain those best suited to our personalized focus and civic engagement amplify our campus brand. Our instructional staff maintains an optimum student-faculty ratio, including a balance of tenured and non-tenured educators, distinguished permanent scholars and preeminent visitors. Outstanding local professionals teach part-time, further entwining campus with community. Our student population is progressing toward its goal of 10,000, with a third living on or near campus. First-year experience programs link first-time-in-college and transfer students with faculty and community mentors and connect students across diverse backgrounds. Students who didn’t expect higher education to transform them add newly confident and valued voices to our dialogues. They find that they belong. We grow together.

The Vision 20/20 Plan has helped us navigate new directions while keeping us aligned with system and state plans. Our tradition of an annual town hall meeting to review the plan has kept it a living document. Technological advances, unanticipated opportunities — and the serendipity that happens when good people think well together — have called for readjustments. But Vision 20/20, a bit tattered from use, has led us to today.
FOUNDATIONS

MISSION STATEMENT
Inspire scholars to lead lives of impact.

VISION STATEMENT
USF St. Petersburg will shine. USF St. Petersburg faculty and administrators will work shoulder-to-shoulder with students and community partners to build a better world. We will challenge ourselves to excel in research, teaching and service.

CORE VALUES
Student-Centered Success. We provide a personalized experience for every student. We will grow by design to sustain academic programs that prepare our graduate and undergraduate students for work and life while retaining our intimate learning environment.
Research and Innovation. Our faculty members conduct nationally and internationally significant research and scholarship. Faculty members convert individual and collaborative efforts into new knowledge to improve lives far beyond our campus and community.
Inclusion of Differences. We seek divergent voices and tell untold stories. We actively recruit students, faculty, staff and administrators who bring global and domestic diversity to campus, with emphasis on representing our evolving regional demographics. We notice where conceptual differences synthesize, complement — or clash. In classes, in meetings and in public forums, we invite difficult dialogues to enable everyone to better understand different worldviews. We strive to create synergy.
Commitment to Community. USF St. Petersburg connects seamlessly to St. Petersburg and the surrounding region. Our students enroll in the city as well as USFSP, bringing to the city the exuberance that only a residential campus culture can provide. Our community-based partners and mentors multiply opportunities for students and challenge faculty and administrators to recognize new areas for innovation and exploration. Together we shine.
Care for Natural Environment. We celebrate our organic connection to the waterfront and cityscape. Through study and service, we serve as stewards for the plants, animals and systems that sustain us. We take seriously our commitment to become carbon neutral.

PEER INSTITUTIONS FOR USF ST. PETERSBURG
In preparation for initial regional accreditation by the Southern Association of Colleges and Schools in 2006, we identified six peer institutions similar in the following ways: full time students, academic program offerings, regional accreditation and stated missions.
State University of New York at Geneseo
University of North Carolina Asheville
University of South Carolina Upstate
University of Tennessee at Martin
University of Texas at Tyler
University of West Florida
STRATEGIC GOALS AND KEY PERFORMANCE INDICATORS

STRATEGIC GOAL #1: DISTINCTIVE IDENTITY

USF St. Petersburg shines as a dynamic research-active institution in the USF System on a culturally vibrant waterfront. We challenge students academically and guide their education through personalized real-world experiences. Our campus embraces and showcases a world of voices and views. We encourage discovery and the development of new knowledge through campus facilities that brim with state-of-the-art technology. As the sole public residential campus in St. Petersburg, we are committed to creating mutually beneficial community-university partnerships. We attract community members to campus with our inclusive educational and cultural events. We respect and enhance the natural environment that is our campus home.

STRATEGIES

1.1 Brand and institutionalize USF St. Petersburg’s identity across all communication and traditions.

1.2 Communicate USF St. Petersburg’s core values to campus constituents and beyond.

1.3 Weave USF St. Petersburg’s identity with the city so that USFSP anchors the city and the city flows into campus. Link USF St. Petersburg leadership with local government, civic and corporate leaders to create seamless educational and experiential opportunities for students and members of the community.

1.4 Market the “10 in 10” growth initiative to help stakeholders appreciate how planned growth to a student body of 10,000 in 10 years stabilizes and energizes USF St. Petersburg and promotes the city.

1.5 Review current peer institutions; identify aspirational institutions as comparison points for progress.

1.6 Improve ranking in the U.S. News and World Report College Regional University South Ranking.

1.7 Boost USF St. Petersburg’s image by trumpeting our unique contributions. Repeat.

KEY PERFORMANCE INDICATORS

- Results from surveys that indicate market reach, constituency awareness and acceptance
- Percentage of students in civic engagement experiences
- Number of members of the community participating in campus educational and cultural events
- Student head count
- Peer and aspirational institutions selected and justified
- Ranking in U.S. News and World Report College Regional University South
- Number of USFSP press mentions, faculty interviews and trade and consumer publications
STRATEGIC GOAL #2: STUDENT SUCCESS AND CULTURE

Student success, from the time students are admitted to USF St. Petersburg, is at the heart of all we do. Students progress toward graduation through world-class academic experiences, hands-on research and transformative teaching. They sample career paths via service learning, civic engagement, internships and employment, including working one-on-one with community-based mentors. Students hone collaborative and leadership skills through co-curricular activities. They build lasting and meaningful connections with peers who represent a variety of cultures, ethnicities, abilities and worldviews. Our progression toward our goal of 10,000 students increases diversity and provides revenue needed to build dynamic academic and co-curricular programs. USFSP traditions and recreational activities, along with students’ academic experiences, cement lifelong bonds with our alumni.

STRATEGIES

2.1 Create a climate of social and academic support for students with shared goals and cross-disciplinary opportunities to share results.

2.2 Enact an evidence-based recruitment and retention plan that supports the entire enrollment-management life cycle.

2.3 Diversify student body to reflect regional demographics and global diversity with special focus on attracting students who enroll, progress and graduate from USFSP.

2.4 Create a signature First-Year Experience for freshmen and transfer students to anchor them at USFSP and improve engagement, retention and time to graduation.

2.5 Provide every student the opportunity to experience community-based learning.

2.6 Use peer and aspirational institutional benchmarks and baseline study to review academic advisement system; revise current model to suit long term goals.

2.7 Identify at-risk students and provide campus-wide support to ensure their success.

2.8 Develop, maintain and evolve student culture and traditions and student participation in athletics and social, recreational and wellness events.

2.9 Energize the USF St. Petersburg Alumni Society and re-engage alumni.

KEY PERFORMANCE INDICATORS

- Four-year graduation rate for FTIC
- Six-year graduation rate for FTIC
- Four-year graduation rate for FL community college transfer students
- Six-year graduation rate for FL community college transfer students
- Percent of Bachelor’s graduates employed and/or continuing their education and average wages
- Cost per undergraduate degree
- Academic Progress Rate (2nd yr retention with GPA above 2.0)
- Undergraduate and graduate degrees awarded in areas of strategic emphasis (includes STEM)
- University access rate (percent of students with a Pell-grant)
- Percentage of students graduating without excess hours
- Number of out-of-state students recruited and retained
- Number of high-risk students recruited and retained
- Number of co-curricular programs, such as internships, service learning, leadership development and community mentorships integrated into majors
- Number of students participating in athletic, recreational and wellness activities
- Number of alumni active in Alumni Society
STRATEGIC GOAL #3: FACULTY EXCELLENCE IN TEACHING AND RESEARCH

Faculty research and scholarship shines light into dark corners and spotlights matters of significance locally, nationally and globally. We emphasize the intrinsic value of faculty research and celebrate national and international acknowledgement of faculty endeavors. We particularly value faculty accomplishment that energizes teaching and adds to program development. Faculty excellence powers USF St. Petersburg’s goal of graduating true scholars who are engaged in the community and in academic research. We encourage our faculty to share their expertise in service to the community. We ensure that the faculty-to-student ratio supports our mission and goals and that the faculty represents global and domestic diversity.

STRATEGIES
3.1 Recruit, recognize and retain diverse, world-class faculty.
3.2 Increase capacity and expand research, creative accomplishments and scholarly activities.
3.3 Institutionalize the practice of student and faculty collaborative research.
3.4 Continue to develop relevant and responsive curriculum.
3.5 Promote globalization of programs including study abroad and research.

KEY PERFORMANCE INDICATORS
• Ratio of permanent to temporary faculty and full-time to part-time faculty
• Number of faculty from under-represented groups
• Amount of external research funding
• Number of presentations, publications and exhibitions
• Number of external awards in teaching, research and service
• Number of international and study abroad programs
**Strategic Goal #4: Strategic Partnerships**

USF St. Petersburg establishes and maintains relationships that are thoughtfully integrated with our degree programs, research efforts and other campus activities. We value meaningful and high-impact partnerships with government, for-profit businesses, nonprofit organizations, educational institutions and individuals, prioritizing those in Pinellas County. Our Strategic Partnership program embraces those that meet needs outside of USFSP, those that illuminate our mission and enhance our progress internally as well as those that provide civic engagement and off-campus mentoring and experiences for our students.

**Strategies**

4.1 Develop a plan with timeline for focused development of substantive partnerships.

4.2 Collaborate with institutions within the USF system as well as with other institutions of higher education.

4.3 Create a single campus office to support partnerships and integrate them into USF St. Petersburg culture.

4.4 Build and support strategic partnerships and alliances.

4.5 Identify markers for successful external collaborations. Learn from mistakes and replicate successes.

4.6 Contribute to the well-being and economic development of our community through partnership activities.

**Key Performance Indicators**

- Number of partnerships developed and maintained
- Number of current partnerships refined
- Number of identifiable collaborations with institutions within the USF system as well as other institutions of higher education
- Number and diversity of external partners by industry sectors
- Number and diversity of external partners by fiscal impact
- Results from surveys that indicate satisfaction of external partners, faculty and student participants
- Number of community partnerships that result in student jobs, internships, entrepreneurial opportunities and USFSP’s economic development
STRATEGIC GOAL #5: INFRASTRUCTURE TO MEET CURRENT AND FUTURE NEEDS

Planned growth by design supports a projected student enrollment of 10,000. USF St. Petersburg strives to provide the human capital, facilities, communications systems, staff, faculty and student support needed for our current campus to flourish and to implement strategic growth. We actively nurture the waterfront and cityscape that we call home.

STRATEGIES
5.1 Develop an integrated strategic enrollment plan
5.2 Optimize space and facilities to support academic, residential and co-curricular needs.
5.3 Promote and support environmentally sustainable practices.
5.4 Recruit, develop, nurture and retain the necessary faculty and staff to achieve mission and goals.
5.5 Strengthen IT, distance learning, library and instructional services to ensure the deployment of innovative teaching and research technologies as they become available.
5.6 Continue commitment to shared governance by supporting USF System and USF St. Petersburg faculty and governance structures.
5.7 Design and enhance internal and external communication systems to support mission and goals.

KEY PERFORMANCE INDICATORS
- Campus master plan aligned with the strategic plan and student enrollment plan
- Student-to-faculty ratio (full-time and part-time faculty)
- Percentage of expectations met in American College and University Presidents’ Climate Commitment
- Ranking in Princeton Review’s Green Colleges Guide
- Reduction in carbon footprint
- Number of positive responses by students, faculty and staff to survey questions about collaboration, campus climate, infrastructure, teaching technologies and shared governance
- Communication policies, platforms and procedures formulated and implemented
STRATEGIC GOAL #6: SUSTAINABLE FUNDING

USF St. Petersburg ensures its financial stability through a variety of sources, including state funding, student support, philanthropy, entrepreneurial initiatives and external research sources. We continually seek new funding and financial management approaches, with transparency and accountability, to augment and improve our existing portfolio. We will continue to build resources through cost reduction, re-allocation and improved efficiencies.

STRATEGIES
6.1 Align resource allocation with strategic priorities.
6.2 Diversify financial resources by increasing private support, strategic partnerships and grants.
6.3 Provide incentives for colleges to develop revenue-producing programs.
6.4 Examine under-enrolled courses and programs and overall administrative expenditures

KEY PERFORMANCE INDICATORS
- Redistribution of resources based on strategic plan
- Percentage of Unstoppable Campaign goals met
- Number of revenue-producing educational and non-curricular programs
- Income produced by revenue-producing educational and non-curricular programs
- Amount of F&A and summer revenue generated
- Assessment of academic and administrative programs
APPENDIX A

PLANNING PROCESS

EXECUTIVE SUMMARY

Vision 20/20, USF St. Petersburg's 2014 Strategic Plan, reflects the input of hundreds of people who invested thousands of hours and harnessed an immeasurable amount of creative energy. With modesty, we can say that we expect our plan to direct the growth of USF St. Petersburg over the next five years.

Work on the plan began in October 2013, when Regional Chancellor Sophia Wisniewska assembled a 12-member Strategic Planning Steering Committee comprised of faculty, staff, students and community representatives and our consultant, InSyte Partners. The committee engineered a process to encourage campus and community participation. Everyone had a voice in establishing the institution-wide priorities crucial to USF St. Petersburg's future as a premier public research institution. The committee met weekly to keep the process on course.

A 70-member Vision Team, composed of campus constituents and members of the community, was created to ensure that a diversity of voices, reflecting USFSP's evolving role in the city and in the world, contributed to the development of mission, vision, core values, strategic goals and metrics. The vision team met three times — October, January and March — for one and a half days each time.

TheRegional Chancellor, Steering Committee members and InSyte Partners facilitated Listening Forums for faculty, staff, students and community members. The primary goal was to make sure that every person who wanted to participate was heard.

In addition, Vision Team members participated in Learning Journeys, seeking wisdom from higher-education administrators and CEOs of corporations who had achieved notable results in one or more of our priority areas.

Additional meetings included those with USF System President Judy Genshaft and with several members of the Board of Trustees.

In total, Steering Committee members met formally with more than 600 people. Every one of those meetings, along with many informal conversations, shaped the Plan. Our goals and strategies grew out of this multitude of voices. The final Vision 20/20 documents were gathered and rewritten by one faculty member to create a consistent tone and voice. Steering committee members tirelessly reviewed drafts to refine concepts and language. The plan was approved by the USF St. Petersburg Campus Board in July 2014 and was submitted to the USF Board of Trustees in September 2014.
**STEERING COMMITTEE**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sophia Wisniewska</td>
<td>Regional Chancellor</td>
</tr>
<tr>
<td>Jessica Blais</td>
<td>Director of Communications, University Advancement</td>
</tr>
<tr>
<td>Cody Boyer</td>
<td>Student, College of Business</td>
</tr>
<tr>
<td>Mark Durand</td>
<td>Professor, Department of Psychology</td>
</tr>
<tr>
<td>Deni Elliott</td>
<td>Professor, Department of Journalism &amp; Media Studies</td>
</tr>
<tr>
<td>Vivian Fueyo</td>
<td>Interim Regional Vice Chancellor for Academic Affairs</td>
</tr>
<tr>
<td>Amy Harcar</td>
<td>Executive Administrative Specialist, Division of Academic Affairs</td>
</tr>
<tr>
<td>W. Gregory Holden</td>
<td>Vice President, Manning &amp; Napier Advisors, Inc.</td>
</tr>
<tr>
<td>Holly Kickliter</td>
<td>Director, Enrollment &amp; Marketing Services</td>
</tr>
<tr>
<td>Helen Levine</td>
<td>Regional Vice Chancellor for University Advancement</td>
</tr>
<tr>
<td>Judy Mitchell</td>
<td>Campus Board Member</td>
</tr>
<tr>
<td>Gary Patterson</td>
<td>Professor, College of Business</td>
</tr>
<tr>
<td>Lauren Reilly</td>
<td>Student, Environmental Science &amp; Policy</td>
</tr>
<tr>
<td>Joseph Trubacz</td>
<td>Regional Vice Chancellor for Administrative &amp; Financial Services</td>
</tr>
</tbody>
</table>

**VISION TEAM**

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Denelta Adderley-Henry</td>
<td>USFSP, Human Resources, Interim Director</td>
</tr>
<tr>
<td>Kathryn Arthur</td>
<td>USFSP, Professor of Anthropology</td>
</tr>
<tr>
<td>Andrea Ayala</td>
<td>Dali Museum, Deputy Director for Administration</td>
</tr>
<tr>
<td>Brian Bailey</td>
<td>I Love the Burg, Publisher; Rearden Killian Communications, Founder</td>
</tr>
<tr>
<td>Peter Betzer</td>
<td>St. Petersburg Downtown Partnership, President &amp; CEO</td>
</tr>
<tr>
<td>Frank Biafora</td>
<td>USFSP, College of Arts &amp; Sciences, Dean</td>
</tr>
<tr>
<td>Jessica Blais</td>
<td>USFSP, University Advancement, Director of Communications</td>
</tr>
<tr>
<td>Alan Bomstein</td>
<td>USF, Foundation Board, Member; Creative Contractors, Inc., President &amp; CEO</td>
</tr>
<tr>
<td>Casey Bovee</td>
<td>USFSP, Alumni Society, Second Vice Chair; Merrill Lynch Pierce Fenner Smith, Inc., Financial Advisor</td>
</tr>
<tr>
<td>Cody Boyer</td>
<td>USFSP, College of Business, Student</td>
</tr>
<tr>
<td>Adrienne Bradshaw</td>
<td>USFSP, Department of Journalism &amp; Media Studies, Graduate Student</td>
</tr>
<tr>
<td>Lindsay Brendis</td>
<td>USFSP, Department of Environmental Science &amp; Policy, Student</td>
</tr>
<tr>
<td>Deanna Bullard</td>
<td>USFSP, College of Education, Coordinator of Advising</td>
</tr>
<tr>
<td>Bob Clifford</td>
<td>Clearwater Regional Chamber of Commerce, President &amp; CEO</td>
</tr>
<tr>
<td>Lan Cong-Tang</td>
<td>USFSP, Administrative &amp; Financial Services, Associate Director of Accounting &amp; Financial Services</td>
</tr>
<tr>
<td>Tim Curran</td>
<td>USFSP, College of Business, Professor</td>
</tr>
<tr>
<td>Chris Davis</td>
<td>USFSP, College of Business, Professor; USF System Faculty Trustee</td>
</tr>
<tr>
<td>Goliath Davis</td>
<td>Concerned Organizations for Quality Education for Black Students, Consultant</td>
</tr>
<tr>
<td>Ben Diamond</td>
<td>Williamson, Diamond &amp; Caton P.A., Attorney</td>
</tr>
<tr>
<td>Jackie Dixon</td>
<td>USF, College of Marine Sciences, Dean</td>
</tr>
<tr>
<td>Aaron Dobiesz</td>
<td>Healthcare IQ, Director of Sales</td>
</tr>
<tr>
<td>Mark Durand</td>
<td>USFSP, Department of Psychology, Professor</td>
</tr>
<tr>
<td>Maling Ebrahimpour</td>
<td>USFSP, College of Business, Dean</td>
</tr>
<tr>
<td>Bill Edwards</td>
<td>Florida Real Property Management, Inc., President</td>
</tr>
<tr>
<td>Jonathan Ellen</td>
<td>All Children’s Hospital Johns Hopkins Medicine, President &amp; Physician-in-Chief</td>
</tr>
<tr>
<td>Deni Elliott</td>
<td>USFSP, Department of Journalism &amp; Media Studies, Chair</td>
</tr>
<tr>
<td>Ray Ferrara</td>
<td>ProVise Management Group, LLC, President &amp; CEO</td>
</tr>
<tr>
<td>Summer Finck</td>
<td>USFSP, Enrollment &amp; Marketing Services, Orientation Coordinator</td>
</tr>
<tr>
<td>Amy Foster</td>
<td>St. Petersburg City Council, Member</td>
</tr>
</tbody>
</table>
Vivian Fueyo  USFSP, Interim Regional Vice Chancellor for Academic Affairs
Kathryn Gillette  Bayfront Health St. Petersburg, President & CEO
Ann Marie Gunn  USFSP, Department of Education, Professor
Bill Heller  USFSP, College of Education, Dean
David Hendry  USFSP, Chief of Police
Carol Hixson  USFSP, Nelson Poynter Memorial Library, Dean
W. Gregory Holden  Manning & Napier Advisors, Inc., Vice President
Karla Infanzon  USFSP, College of Business, Student
Bill Jackson  USFSP, College of Business, Professor
David John  USFSP, Department of Biology, Professor
Heather Judkins  USFSP, Department of Biology, Professor
Charlie Justice  Pinellas Board of County Commissioners, Member
Varol Kayhan  USFSP, College of Business, Professor
Holly Kickliter  USFSP, Enrollment & Marketing Services, Director
Lou La Grande  USFSP, College of Education, Adjunct Instructor
Steve Lang  USFSP, College of Education, Professor; USFSP, Faculty Senate President
Bill Law  St. Petersburg College, President
Helen Levine  USFSP, Regional Vice Chancellor for University Advancement
Mark Lombardi-Nelson  USFSP, College of Business, Student; USF System Student Trustee
Jamie McHale  USFSP, Department of Psychology, Professor
Dave Metz  City of St. Petersburg, Interim Administrator of Development Services
Denise Miller  James B. Sanderlin PK-8, Principal
Judy Mitchell  USFSP, Campus Board, Member
Ben Mohney  USFSP, College of Business, Student
Ed Montanari  American Airlines, Pilot
Michael Moore  USF, Associate Vice President of Decision Support
Kathleen Moore  USF, Associate Vice President of System Initiatives
Adrian O’Connor  USFSP, Department of History & Politics, Professor
Zac Oppenheim  USFSP, Campus Recreation, Assistant Director
Jeff Parker  Krauss Company, New Business Development
Gary Patterson  USFSP, College of Business, Professor
Sue Porter  USFSP, Alumni Society, First Vice President
Lauren Reilly  USFSP, Department of Environmental Science & Policy, Student
Jeff Reisberg  USFSP, Campus Computing, Director
Sandy Rief  USF Foundation Board; Akerman LLP, Attorney
Katherine Rotunno  Northside Christian School, Elementary Principal
Daniel Saginario  HSN, Vice President of Brand Marketing
Anita Sahgal-Patel  USFSP, Wellness Center, Director
Melissa Seixas  Duke Energy, Community Relations Manager
Lesa Shouse  USFSP, Career Center, Director
Thomas Smith  USFSP, Department of History & Politics, Professor
Erik Smith  Valpak, Cultural Competence and Inclusion Director
Jay Sokolovsky  USFSP, Department of Society, Culture, & Language, Professor
Anthony Stamatoplos  USFSP, Nelson Poynter Memorial Library, Associate Librarian for Scholarly Support Services & Special Projects
Chris Steinhofer  St. Petersburg Area Chamber of Commerce, President & CEO
Joe Trubacz  USFSP, Regional Vice Chancellor for Administrative & Financial Services
Gardiner Tucker  USFSP, Interim Dean of Students
Zafer Uнал  USFSP, College of Education, Professor
Guy VanAsten  USFSP, Facilities, Safety and Compliance Officer
Tito Vargas  Community Volunteer
Michael Vivio  Cox Target Media, President
Alison Watkins  USFSP, College of Business, Professor
Berrie Watson  USFSP, Nelson Poynter Memorial Library, Head of Systems & Digital Technology
Sophia Wisniewska  USFSP, Regional Chancellor
Julie Wong  USFSP, Regional Associate Vice Chancellor for Student Affairs
Sheree Wysocki  USFSP, University Advancement, Assistant Director of Development
LEARNING JOURNEYS
Learning journeys sparked ideas for how we could apply the experience and wisdom of higher-education administrators and CEOs of corporations who had achieved notable results in one or more of our priority areas.

University of Texas at Tyler
Date: December 9, 2013

What we learned about: System Governance
Being part of a larger system offers the benefit of shared resources. Regional institutions within a system do not have to compete for the same student population. Each institution can have its own strengths and brand identity.

The Midtown Experience
Date: January 22, 2014

What we learned about: Partnerships
External collaborations work best when there is vision, purpose and nurturing. USFSP’s Neighborhood News Bureau is a model for building successful strategic partnerships.

CI Bank
Date: January 28, 2014

What we learned about: Identity and Branding
Branding is important internally as well as externally. Communication and celebration of excellence feeds culture. Investment in infrastructure is needed to attract and retain quality employees.

Visit St. Pete/Clearwater
Date: January 30, 2014

What we learned about: Identity and Branding
Show rather than tell strengths. Brand positioning should be aspirational. Tie USF St. Petersburg into national and international recognition of St. Petersburg. Students enroll in the city!

University of Tampa
Date: February 4, 2014

What we learned about: Student Success
First-Year Experience programs empower students. Student success should be the shared goal of every administrator, faculty and staff member. Be known for teaching the whole student.

Belmont University
Date: February 5-6, 2014

What we learned about: Identity
Size is critical to success. We cannot improve services, expand curricula or improve our physical footprint without being successful in increasing enrollment and revenue.

North Carolina State University
Date: February 19, 2014

What we learned about: Partnerships
Share the three “I’s” with students at orientation: Involvement, Internships, International Experience. The region is our extended campus.
<table>
<thead>
<tr>
<th>Bayfront HERO Foundation</th>
<th>Date: February 21, 2014</th>
</tr>
</thead>
</table>

**What we learned about: Partnerships**
Develop rituals to support mentorships for students with community members. For example, local coffee shops can participate in “Mentor Mondays” with BOGO coffee for student-mentor meetings.

<table>
<thead>
<tr>
<th>HSN</th>
<th>Date: February 26, 2014</th>
</tr>
</thead>
</table>

**What we learned about: Identity and Branding**
Ignite culture through storytelling and inspiration. Hire “energy-givers.” Encourage employees to be cool, curious and connected.

<table>
<thead>
<tr>
<th>Jabil Circuit</th>
<th>Date: March 4, 2014</th>
</tr>
</thead>
</table>

**What we learned about: Partnerships**
Communicate important ideas early, often and in simple words. Review data to be sure that performance matches perception.

<table>
<thead>
<tr>
<th>All Children’s Hospital/ Johns Hopkins Medicine</th>
<th>Date: March 21, 2014</th>
</tr>
</thead>
</table>

**What we learned about: Partnerships**
Open dialogue is key to building community partnerships. Put the right leaders in the right chairs. Identify values and then stay values-driven.
LISTENING FORUMS

Regional Chancellor Wisniewska convened several Listening Forums to engage key stakeholders and incorporate their perspectives.

- **Students:** Student listening forums were held on the morning of January 13 and the late afternoon of January 14, 2014. A total of 93 students participated in the in-person forums. Additionally, an online student forum was announced and open for comments over three days in January.

- **Faculty:** Faculty listening forums were held on January 14, 2014, one in the morning and one in the afternoon. A total of 40 faculty participated in the forums.

- **Staff:** A staff listening forum was held on the morning of January 15, 2014. A total of 100 staff participated.

- **Community:** The Downtown Partnership group dedicated its meeting of December 12, 2013, to community input for the USF St. Petersburg Strategic Plan, responding to two questions: What would it mean for USF St. Petersburg to be a partner of choice? What distinctive identity for USF St. Petersburg resonates with the business community? In addition, USF St. Petersburg hosted a community input forum the evening of January 14, 2014. A total of 75 community members participated in these forums.

Several overarching themes emerged from these forums:

1. Provide experiential education through research and civic engagement. USF St. Petersburg should be selective, scholarly and urbane.


3. Raise the scholarly profile at USF St. Petersburg; focus on academic excellence and world-class research and teaching.

4. Invest in USF St. Petersburg’s physical and organizational infrastructure.

5. Stay small enough to provide personalized education and grow by design.

6. Improve student success, progression, retention and graduation.
**APPENDIX B**

**CROSSWALK OF USF ST. PETERSBURG STRATEGIC PLAN GOALS WITH THE FLORIDA BOARD OF GOVERNORS STRATEGIC PLAN GOALS AND THE USF SYSTEM STRATEGIC PLAN GOALS**

**BOG plan to USFSP plan**

<table>
<thead>
<tr>
<th>BOG Goal</th>
<th>USFSP Goal</th>
</tr>
</thead>
</table>
| Strengthen quality and reputation of academic programs and universities | Goal 2: Student success and culture  
   Goal 3: Faculty excellence in teaching and research                     |
| Increase degree productivity and program efficiency                     | Goal 2: Student success and culture                                         |
| Increase the number of degrees awarded in STEM and other areas of strategic emphasis | Goal 2: Student success and culture  
   Goal 3: Faculty excellence in teaching and research                     |
| Strengthen the quality and reputation of scholarship, research and innovation | Goal 3: Faculty excellence in teaching and research                         |
| Increase research and commercialization activity                         | Goal 3: Faculty excellence in teaching and research                         
   Goal 6: Sustainable funding                                             |
| Increase collaboration and external support for research activity        | Goal 3: Faculty excellence in teaching and research  
   Goal 4: Strategic partnerships                                           
   Goal 6: Sustainable funding                                             |
| Strengthen the quality and recognition of commitment to community and business engagement | Goal 1: Distinctive identity  
   Goal 2: Student success and culture  
   Goal 4: Strategic partnerships                                           
   Goal 6: Sustainable funding                                             |
| Increase levels of community and business engagement                    | Goal 1: Distinctive identity  
   Goal 2: Student success and culture  
   Goal 4: Strategic partnerships                                           
   Goal 6: Sustainable funding                                             |
| Increase community and business workforce                               | Goal 1: Distinctive identity  
   Goal 2: Student success and culture  
   Goal 3: Faculty excellence in teaching and research                      
   Goal 4: Strategic partnerships                                           
   Goal 6: Sustainable funding                                             |
<table>
<thead>
<tr>
<th>USF System Goal</th>
<th>USFSP Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1: Academic excellence, student access, and student success</td>
<td>Goal 2: Student success and culture</td>
</tr>
</tbody>
</table>
| Goal 2: Impactful research, economic leadership and community engagement | Goal 1: Distinctive identity  
Goal 2: Student success and culture  
Goal 3: Faculty excellence in teaching and research  
Goal 4: Strategic partnerships  
Goal 6: Sustainable funding |
| Goal 3: Increased academic and administrative collaborations | Goal 5: Infrastructure to Meet Current and Future Needs |
| Goal 4: Open communication and effective branding | Goal 1: Distinctive Identity |
| Goal 5: Expanded and diversified resources | Goal 6: Sustainable funding |
USFSP Plan to BOG Plan and USF System Plan

NOTE: For the purpose of this document, we use the following numbering for the BOG strategic goals:

1. Strengthen quality and reputation of academic programs and universities
2. Increase degree productivity and program efficiency
3. Increase the number of degrees awarded in STEM and other areas of strategic emphasis
4. Strengthen the quality and reputation of scholarship, research and innovation
5. Increase research and commercialization activity
6. Increase collaboration and external support for research activity
7. Strengthen the quality and recognition of commitment to community and business engagement
8. Increase levels of community and business engagement
9. Increase community and business workforce

For convenience, we repeat the USF System goals here:

1. Academic excellence, student access, and student success
2. Impactful research, economic leadership and community engagement
3. Increased academic and administrative collaborations
4. Open communication and effective branding
5. Expanded and diversified resources

<table>
<thead>
<tr>
<th>USFSP</th>
<th>BOG</th>
<th>USF System</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1: Distinctive identity</td>
<td>7, 8, 9</td>
<td>4</td>
</tr>
<tr>
<td>Goal 2: Student success and culture</td>
<td>1, 2, 3, 7, 8, 9</td>
<td>1, 2</td>
</tr>
<tr>
<td>Goal 3: Faculty excellence in teaching and research</td>
<td>1, 4, 5, 6, 9</td>
<td>2</td>
</tr>
<tr>
<td>Goal 4: Strategic partnerships</td>
<td>6, 7, 8, 9</td>
<td>2, 3</td>
</tr>
<tr>
<td>Goal 5: Infrastructure</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Goal 6: Sustainable funding</td>
<td>5, 6, 7, 8, 9</td>
<td>5</td>
</tr>
</tbody>
</table>