

**THE UNIVERSITY OF SOUTH FLORIDA SYSTEM  
(USF SYSTEM)**

**STRATEGIC PLAN 2010-2015**

**“Stronger Together: Unstoppable”**

**CONTEXT**

The University of South Florida System is a young and emerging system that currently includes three separately accredited institutions: USF Tampa; USF St. Petersburg; and USF Sarasota-Manatee. All three institutions have distinct missions and their own detailed strategic plans.

The USF System was formed to bring these three institutions together, so that collectively and collaboratively they could serve the region and beyond in optimal ways, resulting in a stronger presence and a distinctiveness that provides an unstoppable competitive differentiation. In addition to having a strong and unified voice for higher education, the USF System seeks to find and capitalize on synergies and economies of scales among its institutions that are of benefit to students, faculty, staff, alumni, and communities.

The USF System Strategic Plan 2010-2015, the first comprehensive plan for the System, complements the institutional strategic plans and provides a blueprint for the future.

**MISSION**

The University of South Florida System, which includes USF Tampa, USF St. Petersburg, and USF Sarasota-Manatee, catalyzes and coordinates initiatives at and among its interdependent institutions that develop graduates for 21<sup>st</sup> century careers; advances research, scholarship, and creative endeavors to improve the quality of life; and engages its communities for mutual benefit.

**VISION**

The University of South Florida System will empower and connect its institutions into a distinctive system that is nationally recognized for innovation in teaching and research, for attracting outstanding and diverse scholars, staff and students, and for transforming its region and beyond.

**VALUES**

The University of South Florida System embraces the generally accepted values of higher education, including freedom of inquiry, academic excellence, student success, diversity and inclusion, shared governance, accountability, collegiality, and integrity. It particularly advances the following as hallmark System values:

- Diverse perspectives with a unified vision
- Innovative in approach, entrepreneurial in spirit, and disciplined in action
- Internally collaborative and externally competitive to be “best in class”

- Open and honest communication
- Equitable and fair decision making
- Social, economic, and environmental sustainability
- Exemplary System citizenship, sharing best practices
- Passion for excellence

## **GOALS**

### **Goal 1: Academic Excellence, Student Access, and Student Success**

The USF System will require its institutions to provide a rich array of academic programs that are recognized regionally and nationally for their rigor, intellectual challenge, and high expectations. The USF System will enable access to these programs to qualified and diverse students and will promote student learning and success throughout the System by supporting activities that result in retention and graduation at higher than externally predicted rates, employment or admission to graduate or professional schools at specified rates, lower than average student debt loads, and higher than average satisfaction when compared to peer institutions.

### **Goal 2: Impactful Research, Economic Leadership and Community Engagement**

The USF System will coordinate and promote research and innovation by providing information and services creating synergies among faculty across the System and fostering external partnerships. These activities will lead to measurable increases in the creation, dissemination, and utilization of new knowledge. In addition, the USF System will coordinate the activities and promote synergies among its institutions to become a major economic engine for the region and the state. It will do so by challenging its institutions to increase the production of graduates in high demand fields; increase applied research supported by the private sector; and incubate a significant number of new companies, agencies, and occupations.

The USF System will also challenge its institutions to increase further their level of community engagement by sharing best practices, by supporting their applications to achieve the Carnegie “Community Engaged” designation, and by facilitating increased collaborations among institutions and across the region. For its leadership in strengthening the economy and community engagement, the USF System will be recognized as the key unifying element for the region.

### **Goal 3: Increased Academic and Administrative Collaborations**

The USF System will provide the leadership to increase academic and administrative collaborations among the institutions by establishing opportunities for students to enter graduate and professional programs across the USF System institutions; by creating joint degree programs and innovative cross-institution curricula; by promoting joint research activities and other faculty development opportunities; by improving the efficiency, effectiveness, and functionality of identified System-wide administrative processes, systems, and technologies; and by measuring the continuous improvement of those services, including increased user satisfaction.

### **Goal 4: Open Communication and Effective Branding**

The USF System will launch an initiative to develop and then communicate a shared understanding of the USF System's common identity and brand promise and its relationship to the unique missions and distinctive identities of its member institutions for both internal and external audiences.

### **Goal 5: Expanded and Diversified Resources**

The USF System will expand and diversify its resource base to increase the financial sustainability of its member institutions to assist them in meeting their distinctive missions. The USF System will, in partnership with its member institutions, increase its endowment, its annual giving levels, its research grants and contracts, its revenues from auxiliaries and Direct Service Organizations, and its overall efficiency (especially through optimizing economies of scale). It will also, in partnership with the leadership of its institutions, work with Florida's legislature to increase investment in higher education and to expand the fiscal flexibility of the USF System and its member institutions.

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Approved by USF Board of Trustees on June 24, 2010