



UNIVERSITY OF  
SOUTH FLORIDA  

---

ST. PETERSBURG

**VISION 20/20**

**USF ST. PETERSBURG**

**STRATEGIC PLAN**

**SEPTEMBER, 2014**

**APPROVED BY USFSP CAMPUS BOARD, JULY 30, 2014**

**APPROVED BY 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.

Eight 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

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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,

A handwritten signature in cursive script that reads "Sophia T. Wisniewska". The signature is written in black ink and is positioned above the printed name.

Sophia Wisniewska, Ph.D.  
Regional Chancellor

**VISION 20/20**  
**USF ST. PETERSBURG STRATEGIC PLAN**  
**SEPTEMBER 2014**

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## **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 two 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 24 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 4500 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;
- Close to Tampa and Orlando and to Tampa International Airport, which provides easy access for international students and for global outreach; and
- 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.

## USF ST. PETERSBURG IN 2020

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.

Inspired by the Kate Tiedemann College of Business, LEED-certified classrooms, offices and labs bear the names of individual and corporate donors. Real-time energy usage monitoring has helped our efficiency skyrocket. Since installing the USF System's first solar-panel parking lot covers, funded by Duke Energy, we harness power daily. 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 2006, we identified several peer institutions in preparation for initial regional accreditation by the Southern Association of Colleges and Schools. As part of the implementation of this new strategic plan, we will review and update our peers and identify aspirant institutions.

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

## 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

- I.1 Brand and institutionalize USF St. Petersburg's identity across all communication and traditions.
- I.2 Communicate USF St. Petersburg's core values to campus constituents and beyond.
- I.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.
- I.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.
- I.5 Review current peer institutions; identify aspirational institutions as comparison points for progress.
- I.6 Improve *U.S. News and World Report College Regional University South* ranking.
- I.7 Boost USF St. Petersburg's image by trumpeting our unique contributions. Repeat.

#### KEY PERFORMANCE INDICATORS

- Percentage of students in civic engagement experiences
- Student head count
- Peer and aspirant institutions selected
- Ranking in *U.S. News and World Report College Regional University South*

## **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
- Percent of Bachelor's graduates employed and/or continuing their education and average wages
- Academic progress rate (2<sup>nd</sup> 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
- Percentage of under-represented students 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 USF St. Petersburg 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 Define and celebrate excellence in teaching.
- 3.5 Continue to develop relevant and responsive curriculum.
- 3.6 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
- Student-faculty ratio (full-time and part-time faculty)
- Number of faculty from under-represented groups
- Amount of external research funding
- Number of peer-reviewed 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 business and community partnerships, as measured by formal agreements
- Number of identifiable collaborations with institutions within the USF system as well as other institutions of higher education
- 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*
- Percentage of positive responses by students, faculty and staff to internal 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
- Unstoppable Campaign goals achieved
- Number of revenue-producing educational and non-curricular programs
- Income produced by revenue-producing educational and non-curricular programs
- Number of graduate students
- Cost per undergraduate degree
- 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 14-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.

The Regional 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**

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

## **VISION TEAM**

<b><u>Name</u></b>	<b><u>Affiliation</u></b>
Denelta Adderley-Henry	USFSP, Human Resources, Interim Director
Kathryn Arthur	USFSP, Professor of Anthropology
Andrea Ayala	Dali Museum, Deputy Director for Administration
Brian Bailey	I Love the Burg, Publisher; Rearden Killion Communications, Founder
Peter Betzer	St. Petersburg Downtown Partnership, President & CEO
Frank Biafora	USFSP, College of Arts & Sciences, Dean
Jessica Blais	USFSP, University Advancement, Director of Communications
Alan Bomstein	USF, Foundation Board, Member; Creative Contractors, Inc., President & CEO
Casey Bovee	USFSP, Alumni Society, Second Vice Chair; Merrill Lynch Pierce Fenner Smith, Inc., Financial Advisor
Cody Boyer	USFSP, College of Business, Student
Adrienne Bradshaw	USFSP, Department of Journalism & Media Studies, Graduate Student
Lindsay Brendis	USFSP, Department of Environmental Science & Policy, Student
Deanna Bullard	USFSP, College of Education, Coordinator of Advising
Bob Clifford	Clearwater Regional Chamber of Commerce, President & CEO
Lan Cong-Tang	USFSP, Administrative & Financial Services, Associate Director of Accounting & Financial Services
Tim Curran	USFSP, College of Business, Professor
Chris Davis	USFSP, College of Business, Professor; USF System Faculty Trustee
Goliath Davis	Concerned Organizations for Quality Education for Black Students, Consultant
Ben Diamond	Williamson, Diamond & Caton P.A., Attorney
Jackie Dixon	USF, College of Marine Sciences, Dean
Aaron Dobiesz	Healthcare IQ, Director of Sales
Mark Durand	USFSP, Department of Psychology, Professor
Maling Ebrahimpour	USFSP, College of Business, Dean
Bill Edwards	Florida Real Property Management, Inc., President
Jonathan Ellen	All Children's Hospital Johns Hopkins Medicine, President & Physician-in-Chief
Deni Elliott	USFSP, Department of Journalism & Media Studies, Chair
Ray Ferrara	ProVise Management Group, LLC, President & CEO
Summer Finck	USFSP, Enrollment & Marketing Services, Orientation Coordinator
Amy Foster	St. Petersburg City Council, Member

Vivian Fueyo	USFSP, Interim Regional Vice Chancellor for Academic Affairs
Kathryn Gillette	Bayfront Health St. Petersburg, President & CEO
AnnMarie 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 Mohnery	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 Steinocher	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 Unal	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.

<b>University of Texas at Tyler</b>	<b>Date:</b> December 9, 2013
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**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.

<b>The Midtown Experience</b>	<b>Date:</b> January 22, 2014
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**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.

<b>CI Bank</b>	<b>Date:</b> January 28, 2014
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**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.

<b>Visit St. Pete/Clearwater</b>	<b>Date:</b> January 30, 2014
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**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!

<b>University of Tampa</b>	<b>Date:</b> February 4, 2014
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**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.

<b>Belmont University</b>	<b>Date:</b> February 5-6, 2014
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**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.

<b>North Carolina State University</b>	<b>Date:</b> February 19, 2014
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**What we learned about:** *Partnerships*

Share the three "I's" with students at orientation: Involvement, Internships, International Experience. The region is our extended campus.

<b>Bayfront HERO Foundation</b>	<b>Date:</b> February 21, 2014
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**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.

<b>HSN</b>	<b>Date:</b> February 26, 2014
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**What we learned about:** *Identity and Branding*  
 Ignite culture through storytelling and inspiration. Hire “energy-givers.” Encourage employees to be cool, curious and connected.

<b>Jabil Circuit</b>	<b>Date:</b> March 4, 2014
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**What we learned about:** *Partnerships*  
 Communicate important ideas early, often and in simple words. Review data to be sure that performance matches perception.

<b>All Children’s Hospital/ Johns Hopkins Medicine</b>	<b>Date:</b> March 21, 2014
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**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.
2. Anchor USF St. Petersburg's future in external collaborations.
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

BOG Goal	USFSP Goal
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

## USF SYSTEM PLAN TO USFSP PLAN

USF System Goal	USFSP Goal
Goal 1: Academic excellence, student access, and student success	Goal 2: Student success and culture
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

USFSP	BOG	USF System
Goal 1: Distinctive identity	7, 8, 9	4
Goal 2: Student success and culture	1, 2, 3, 7, 8, 9	1, 2
Goal 3: Faculty excellence in teaching and research	1, 4, 5, 6, 9	2
Goal 4: Strategic partnerships	6, 7, 8, 9	2, 3
Goal 5: Infrastructure	-	-
Goal 6: Sustainable funding	5, 6, 7, 8, 9	5