



STATE UNIVERSITY SYSTEM *of* FLORIDA

Board of Governors

The Board of Governors' Strategic Plan for the State University System of Florida: 2012-2025

Governor Frank T. Martin
August 26, 2011

www.flbog.edu

- **The Strategic Plan:
Vision and Goals**
- **Strategic Actions for the
Board of Governors:
Immediate and Longer-Term**



*The Strategic Plan:
A Conceptual Framework*

Creating a 2025 Vision and Goals for the State University System

- **Preeminence**
 - Excellence and Reputation
- **Competitiveness**
 - Productivity and Efficiency
- **Strategic Priorities**
 - For a *New Florida* Knowledge Economy



Creating a 2025 Vision and Goals for the State University System

STATE UNIVERSITY SYSTEM	PREEMINENCE <i>(Excellence and Reputation)</i>	COMPETITIVENESS <i>(Productivity and Efficiency)</i>	STRATEGIC PRIORITIES <i>(For a New Florida Knowledge Economy)</i>
TEACHING AND LEARNING (UNDERGRADUATE, GRADUATE, AND PROFESSIONAL EDUCATION)	Strengthen Academic Quality and Reputation	Maximize Resource Utilization to Increase the Number of Degrees Awarded	Increase Number of Degrees Awarded in STEM and Other Areas of Strategic Emphasis
SCHOLARSHIP, RESEARCH, AND INNOVATION	Strengthen the Quality and Reputation of Scholarship, Research, and Innovation	Maximize Resource Utilization to Increase Research and Commercialization Activity and Related External Funding	Increase Amount of Research and Commercialization Activity and Related External Funding in STEM and Other Areas of Strategic Emphasis
COMMUNITY ENGAGEMENT	Strengthen the Quality and Recognition of Commitment to Community Engagement	Maximize Resource Utilization to Increase Levels of Community Engagement	Increase Community Engagement Activities That Respond to Critical Needs and Opportunities in Areas of Strategic Emphasis



*Mission of the State University System
in the 21st Century*

Mission of the State University System in the 21st Century

FOR DISCUSSION ONLY:

The mission of the State University System of Florida is to provide qualified students with access to a coordinated system of public institutions of higher learning, each with its distinctive mission and collectively dedicated to serving the needs of a diverse state and nation. The System shall maximize resource utilization to address the strategic priorities of a *New Florida* knowledge economy through excellence in teaching and learning; scholarship, research, and innovation; and community engagement.



*2025 Vision for the
State University System*

2025 Vision for the State University System

FOR DISCUSSION ONLY:

By 2025, the State University System of Florida will be recognized as a globally competitive public university system noted for the distinctive and collective strengths of its member institutions. The System shall maximize resources to produce a better educated citizenry, drive a thriving knowledge economy through research and innovation, solve critical societal problems, and enrich cultural opportunities.



What Will the SUS Look Like in 2025?

FOR DISCUSSION ONLY:

The System will have a top-10, a top-25, and multiple top-50 research institutions; a leading research-oriented Historically Black University; a nationally recognized liberal arts honors college; and comprehensive institutions noted for their student-centered, cutting-edge instruction; more focused research missions; and community engagement.



Guiding Principles

Guiding Principles

FOR DISCUSSION ONLY:

- Focus on students and enhancing their learning, development, and success.
- Understand and value the roles and contributions of faculty and staff.
- Celebrate the distinctive mission and contributions of each institution.
- Maintain a commitment to excellence and continuous improvement.
- Seek ways to organize and collaborate for a stronger System and State.
- Seek opportunities for increased efficiencies and shared services.
- Seek appropriate and predictable funding to achieve System goals.



*The Board of Governors'
2025 Goals for the
State University System*

2025 Goals for the State University System

FOR DISCUSSION ONLY

STATE UNIVERSITY SYSTEM GOALS	PREEMINENCE <i>(Excellence and Reputation)</i>	COMPETITIVENESS <i>(Productivity and Efficiency)</i>	STRATEGIC PRIORITIES <i>(For a New Florida Knowledge Economy)</i>
TEACHING AND LEARNING (UNDERGRADUATE, GRADUATE, AND PROFESSIONAL EDUCATION)	Strengthen Academic Quality and Reputation	Maximize Resource Utilization to Increase the Number of Degrees Awarded	Increase Number of Degrees Awarded in STEM and Other Areas of Strategic Emphasis
	Improve the quality and relevance of all academic programs, and grow the number of institutions and academic programs with state, national, and/or international preeminence.	Increase access and degree completion for students, including students from traditionally underrepresented groups, students transferring from other sectors, and returning adult students.	Increase student access and success in degree programs in the STEM fields and other areas of strategic emphasis that respond to existing, evolving, and emerging critical needs and opportunities.



2025 Goals for the State University System

STATE UNIVERSITY SYSTEM GOALS	PREEMINENCE <i>(Excellence and Reputation)</i>	COMPETITIVENESS <i>(Productivity and Efficiency)</i>	STRATEGIC PRIORITIES <i>(For a New Florida Knowledge Economy)</i>
SCHOLARSHIP, RESEARCH, AND INNOVATION	Strengthen the Quality and Reputation of Scholarship, Research, and Innovation	Maximize Resource Utilization to Increase Research and Commercialization Activity and Related External Funding	Increase Amount of Research and Commercialization Activity and Related External Funding in STEM and Other Areas of Strategic Emphasis
	Improve the quality and impact of scholarship, research, and commercialization activities, and grow the number of faculty/ departments/ centers and institutions recognized for their scholarship, research, and commercialization endeavors.	Increase the competitiveness of the System by attracting more external research funding. Promote successful innovation through partnerships with business and industry resulting in increased technology transfer and commercialization .	Increase faculty and student involvement in meaningful scholarship, research, and commercialization activities related to STEM and other areas of strategic emphasis. Increase the competitiveness of the System in attracting external research funding and in licensing revenue related to STEM and other areas of strategic emphasis.



2025 Goals for the State University System

STATE UNIVERSITY SYSTEM GOALS	PREEMINENCE <i>(Excellence and Reputation)</i>	COMPETITIVENESS <i>(Productivity and Efficiency)</i>	STRATEGIC PRIORITIES <i>(For a New Florida Knowledge Economy)</i>
COMMUNITY ENGAGEMENT	Strengthen the Quality and Recognition of Commitment to Community Engagement	Maximize Resource Utilization to Increase Levels of Community Engagement	Increase Community Engagement Activities That Respond to Critical Needs and Opportunities in Areas of Strategic Emphasis
	Improve the quality and relevance of community engagement activities, and grow the number of institutions recognized for their commitment to community engagement.	Increase community engagement as an integral part of the institutional culture. Increase university contributions to the development of communities in such areas as governance, culture, recreation, health care, and schools.	Increase faculty and student involvement in community engagement activities related to existing, evolving, and emerging critical needs and opportunities.



*2025 Profile of the
State University System:
Key Metrics on Which to Monitor Progress*

Potential Metrics on Which to Monitor Progress

	PREEMINENCE (<i>Excellence and Reputation</i>)	COMPETITIVENESS (<i>Productivity and Efficiency</i>)	STRATEGIC PRIORITIES (<i>For a New Florida Knowledge Economy</i>)
TEACHING AND LEARNING (UNDERGRADUATE, GRADUATE, AND PROFESSIONAL EDUCATION)	<ul style="list-style-type: none"> Licensure Exam Pass Rates. National Academic Rankings. Specialized/Discipline Accreditation. Other Forms of Recognition of Excellence of Academic Programs. 	<ul style="list-style-type: none"> # Baccalaureate Degrees Awarded. # Master's Degrees Awarded. # Research Doctoral Degrees Awarded. # Professional Doctoral Degrees Awarded. #/% Baccalaureate Degrees Awarded to Traditionally Underrepresented Minorities. #/% Baccalaureate Degrees Awarded to Pell Grant Recipients. #/% Baccalaureate Degrees Awarded to AA Transfers. #/% Baccalaureate Degrees Awarded to Nontraditional Students (Over 25). 	<ul style="list-style-type: none"> # Degrees Awarded in STEM Fields. # Degrees Awarded in Other Areas of Strategic Emphasis.

BLUE: Already in Annual Report. RED: Other Possibilities.



Potential Metrics on Which to Monitor Progress

	PREEMINENCE <i>(Excellence and Reputation)</i>	COMPETITIVENESS <i>(Productivity and Efficiency)</i>	STRATEGIC PRIORITIES <i>(For a New Florida Knowledge Economy)</i>
SCHOLARSHIP, RESEARCH, AND INNOVATION	<ul style="list-style-type: none"> • National Research Recognition (e.g., TARU, NIH, ieee). • Faculty Admitted to National Academies. • Nobel Prizes, Pulitzer Prizes, and MacArthur Fellowships. • Other Forms of Recognition of Excellence of Scholarship, Research, and Innovation. 	<ul style="list-style-type: none"> • Total Research Expenditures. • Federal Research Expenditures. • U.S. Patents Issued Per 1,000 Full-Time Faculty. • Licenses & Options Executed. • Licensing Revenue. • Start-Up Companies. • Jobs Created in Florida. • Private Partnerships. • Total Industry-Financed Research Expenditures. • # Highly Cited Scholars. • Number of Students Participating in Undergraduate Research. 	<ul style="list-style-type: none"> • Research Expenditures in STEM Fields. • Research Expenditures in Other Areas of Strategic Emphasis. • Number of Students Participating in Undergraduate Research in STEM and Other Areas of Strategic Emphasis.

BLUE: Already in Annual Report. RED: Other Possibilities.



Potential Metrics on Which to Monitor Progress

	PREEMINENCE <i>(Excellence and Reputation)</i>	COMPETITIVENESS <i>(Productivity and Efficiency)</i>	STRATEGIC PRIORITIES <i>(For a New Florida Knowledge Economy)</i>
COMMUNITY ENGAGEMENT	<ul style="list-style-type: none"> • Elective Carnegie Classification Regarding Community Engagement. • President's Higher Education Community Service Honor Roll. • Engaged Campus Award from Florida Campus Compact. • Other Forms of Recognition of Excellence in Community Engagement. 	<ul style="list-style-type: none"> • # Students Participating in Identified Community Engagement Activities. • # Faculty Participating in Identified Community Engagement Activities. <p>EXAMPLES: increased service learning or community-based learning, internships, community leadership programs, community-based capstone experiences, and faculty scholarship related to curricular engagement.</p>	<ul style="list-style-type: none"> • # Students Participating in Community Engagement Activities related to identified existing, evolving, and emerging critical needs and opportunities. • # Faculty Participating in Community Engagement Activities related to identified existing, evolving, and emerging critical needs and opportunities.

BLUE: Already in Annual Report. RED: Other Possibilities.



2025 Profile of SUS if Certain Targets are Met

EXAMPLES ONLY

What would the State University System of Florida Look Like IF:

GOALS	PERFORMANCE INDICATORS	CURRENT	2025 PROFILE OF THE SUS		
			*	**	***
<p>PREEMINENCE <i>(Excellence and Reputation)</i></p> <p>Strengthen Academic Quality and Reputation</p>	National Rankings of Public Universities	One ranked Top 25, One ranked Top 50	One ranked Top 10, Two ranked Top 50.	One ranked Top 10, One ranked Top 25, One ranked Top 50.	One ranked Top 10, One ranked Top 25, Two ranked Top 50.
<p>COMPETITIVENESS <i>(Productivity and Efficiency)</i></p> <p>Maximize Resource Utilization to Increase the Number of Degrees Awarded</p>	BA Degrees Awarded	53,392	73,000 Historical Trend	80,000 Pipeline Demand	90,000 Contribution to National Goal
<p>STRATEGIC PRIORITIES <i>(For a New Florida Knowledge Economy)</i></p> <p>Increase Number of Degrees Awarded in STEM and Other Areas of Strategic Emphasis</p>	Baccalaureate Degrees Awarded in STEM Areas [^]	13.8%	16% National Average	17% Top 15	19% Peer Average
	Graduate Degrees Awarded in STEM Areas [^]	15.5%	16% National Average	22% Top 15	23% Peer System Average

[^] USDOE Definition



*The Board of Governors' Strategic Plan
for the State University System:
2012-2025*

Strategic Plan Components

Introduction

Mission of the State University System in the 21st Century

2025 Vision for the State University System

Guiding Principles

2025 Goals for the State University System

- **Preeminence** (Excellence and Reputation)
- **Competitiveness** (Productivity and Efficiency)
- **Strategic Priorities** for a *New Florida* Knowledge Economy

2025 Profile of the State University System: Key Metrics on Which to Monitor Progress

Strategic Actions for the Board of Governors

Concluding Comments

FOR DISCUSSION ONLY



STATE UNIVERSITY SYSTEM of FLORIDA
Board of Governors

*Strategic Actions for the
Board of Governors*

Strategic Actions for the Board of Governors

- Organizing the Board and the System for Action
 - Immediate Actions
 - Longer-Term Actions
- Monitoring the Success of the Board
 - Comparisons with Select Other Public University Systems



Timelines