



# Strategic Plan Update

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# 2030 Strategic Plan Timeline

May 2024 – Now



May 8, 2024  
Board Meeting

**Mission & Vision**

June 27-28, 2024  
Board Meeting

**Strategy  
Session**

Summer  
Steering  
Committee met

Sept 17-18, 2024  
Retreat &  
Board Meeting

**Strategy  
Session**

Oct 16, 2024  
Board Workshop

**Review  
Strategies**

Oct 29-30, 2024  
Board Meeting

**Areas & Initiatives**

November  
Stakeholder  
Review

**Metrics & Goals**

Dec 19, 2024  
Board Meeting

**Metrics & Goals**

# Mission



## Current

To provide undergraduate, graduate and professional education, research, and public service of the highest quality through a coordinated system of institutions of higher learning, each with its own mission and collectively dedicated to serving the needs of a diverse state and global society.

## Proposed New

To serve the needs of our state and society by providing high-quality higher education, innovative research, and public service through a coordinated system of institutions, each with distinct missions, collectively advancing civic principles, fostering world-class talent, and propelling Florida's economic prosperity.

# Vision Statement



## 2025 Vision

By 2025, the State University System of Florida will be internationally recognized as a premier public university system, noted for the distinctive and collective strengths of its member institutions.

## Proposed 2030 Vision

The State University System of Florida will be the premier public university system in the nation, renowned for its world-class talent and collective strengths of its member institutions, delivering extraordinary impact around the world.

# Values

## New



**Integrity**

**Modeling  
Excellence**

**Pursuing  
Knowledge**

**Access &  
Affordability**

**Collaboration**

**Transformative  
Innovation**

# 5 Proposed New Strategic Priorities



**One SUS\***

**Elevating  
Student  
Success**

**Operational  
Excellence**

**World-Class  
Talent**

**Innovative  
Research &  
Economic  
Development**

\*Capitalizing on Areas of Expertise will be incorporated under One SUS

# One SUS



## Objective 1

**The System will be recognized as 1 System encompassing 12 distinct universities**

## Objective 2

**The System will be agile to the economy of Florida & the nation through collaboration**

## Objective 3

**Each university will identify areas of expertise to be nationally known**



# One SUS

## Potential Metrics



Existing Metrics	2025 Plan Goal	2025 Baseline	2030 Goal
<b>Public University Rankings</b>			
Top 10 Public	1	1 UF	2 UF, FSU
Top 25 Public	1	2 UF, FSU	3 UF, FSU, USF
Top 50 Public	2	4 UF, FSU, USF, FIU	5 UF, FSU, USF, UCF, FIU
Top 100 Public		6 UF, FSU, USF, FIU FAMU, UCF	8 UF, FSU, USF, UCF, FIU FAMU, FAU, UNF
Top 10 Liberal Arts	1	1	1
Top HBCU		1	1
Top System		1	1
<b>Bachelor's Degrees Awarded</b>	<b>78,500</b>	<b>71,668</b>	<b>78-80,000</b>
<b>Graduate Degrees Awarded</b>	<b>27,400</b>	<b>29,597</b>	<b>32-34,000</b>

Potential New Metrics
Economic Impact
Memberships in AAU
Collaborations of Distinction
Research Collaborations (Award \$)
% of Degrees with Positive ROI
Areas of Expertise in Ranked in Top Quartile
Annual Giving



# Elevating Student Success



## Objective 1

**Our reputation for student success will serve as a model for excellence in defining the national standard of success**

## Objective 2

**Provide access & promote social mobility**

## Objective 3

**Propel students to acquire high-quality jobs & careers**

# Elevating Student Success

## Potential Metrics



Existing Metrics	2025 Plan Goal	2025 Baseline	2030 Goal
4-year Grad Rate (PBF 4)	65	61.8	70
Academic Progress Rate (PBF 5)	90	88.8	92
% Employed or Enrolled \$40k (PBF 1)	80	74	85
Median Wages Bachelor's (PBF 2)	43,200	50,000	60,000
% of Bachelors in Programs of Strategic Emphasis (PBF 6)	50	60	50*
% of Graduate Degrees in Programs of Strategic Emphasis (PBF 8)	50	65	50*
% of Bachelor's Degrees Awarded to African-American & Hispanic Students	46	44	TBD
Licensure Pass Rates (include teacher ed)	Above benchmarks	31 of 39 Above	Top Decile or Top Institutions in FL
<b>Transfer Students</b>			
3-year Grad Rate (PBF 9a)	62	62	72
<b>Pell Students</b>			
4-year Grad Rate Pell students	58	54	70
Access Rate (PBF 7) <i>Modified to be cohort-based</i>	30% at every univ	System Total: 34.4%	TBD

\*Initial data will be collected after this academic year. May need to revise goals upon review.

# Elevating Student Success

## Potential Metrics



Potential New Metrics	2025 Baseline	2030 Goal
% of undergrad students participating in internships or experiential learning	29% (low est.)	40-60%
% of undergrads without loans (annual)	77% (3 <sup>rd</sup> in nation)	85% (83% is current #1)
Academic Progress Rate- Pell Students	86.8	92

Other Potential New Metrics
% of Pell Students graduating with bachelor's degrees in Programs of Strategic Emphasis
% Employed or Enrolled & Median Wages for Pell Students
% of grads that had a positive ROI in 1, 3, or 5 years or less (proposing to replace Cost to the Student, PBF 3)

# Operational Excellence



## Objective 1

The System will preserve strong financial health, integrity, & long-term financial stability

## Objective 2

Identify best practices by identifying efficiencies to optimize funds & resources

## Objective 3

Our universities will look for innovative approaches to prioritize resources

# Operational Excellence

## Potential Metrics



Potential New Metrics	2025 Baseline
Financial Ratings	Highest
Shared Services Cost Savings <i>Recommend: 3-yr rolling average</i>	\$123 M FY 23-24
Endowment	\$5.2 billion
Space utilization	Minimum: 40 hours / week 60% occupancy

Other Potential New Metrics
Reserves Total
Cash to Debt Ratio
Asset/Liabilities Ratio: Current Assets (Cash & Investments unrestricted) divided by Current Liabilities (payments due in 1 year)
Defensive Interval Ratio: Total Daily Cash Operating Expenses divided by 260 days or the Fall & Spring Semester
Tuition Contribution Ratio: Net Tuition & Student Fees divided by Cash Operating Expenses
Total Operating Revenues divided by Cash Operating Expenses
Financial Controls Measure (risk & audit findings)
% or \$ of Carry-Forward Spent on Deferred Maintenance

# World-Class Talent



## Objective 1

**Recruit & retain world-class faculty & staff to propel our universities to the next echelon**

## Objective 2

**Our System will be a top producer of world-class talent for the State of Florida**





# World-Class Talent Potential Metrics



Existing Metrics	2025 Plan Goal	2025 Baseline	2030 Goal
<b>Branch 1</b>			
Faculty Awards (Modified)	75	66	TBD
National Academy Members	75	71	80

Potential New Metrics
<b>Branch 1</b>
New full-time instruction & research personnel recruited
Faculty research awards
Faculty that are in the top quintile in their disciplines/fields
<b>Branch 2</b>
# of iconic companies working with universities
Faculty with externships with these companies
Students with internships with these companies
Research partnerships with these companies
% of students employed at iconic companies



# Innovative Research & Economic Development



## Objective 1

**Our research will be known as Florida's economic driver of discovery that addresses key, life-changing problems**

## Objective 2

**Our research will be the catalyst for transformative innovation that advances Florida's economy**



# Innovative Research & Economic Development

## Potential Metrics



Existing Metrics	2025 Plan Goal	2025 Baseline	2030 Goal
Total Research Expenditures	\$3 B	\$2.929 B	\$3.75 B
Research Expenditures from External Sources	\$1.75 B	\$1.619 B	\$2 B
Utility Patents Awarded	410	395	425
Number of Start-up Companies Created	60	28	60
Number of Licenses/Options Executed Annually	500	450	500

Potential New Metrics	2025 Baseline
Research Expenditures with Business & Industry*	\$1.79 B
Federal Research Expenditures*	\$1.39 B
Research Rankings (# in Top 25, 50, 100)	5 in Top 100
Economic Impact of Research*	
New Research Awards Funding	
# of Jobs Created by Research	
Revenue Generated from Licensing Research	

\*Tracked in the R&D Dashboard presented to the Board each March.

# Next Steps



## Dec – Jan

- ✓ Finalize Metrics
- ✓ Finalize Materials
- ✓ Stakeholder Feedback

**Jan 29-30, 2025**  
**Board Meeting**

**Final 2030**  
**Strategic Plan**



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