Strategic Planning and Accountability
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March 22, 2012

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A Higher Level of Accountability, Planning and Coordination

ANNUAL ACCOUNTABILITY REPORT:
Tracks performance on key metrics (past five years)

SYSTEM-WIDE STRATEGIC PLAN:
Provides a long-range roadmap for the System

UNIVERSITY WORK PLAN:
Provides a short-term plan of action (next three years)
“The Board’s Strategic Plan for 2012-2025 is not a static document, but will be a living and evolving plan. The Board’s goals and performance indicators will continue to be refined during the period of the 2012-2025 Strategic Plan, in consultation with the state universities and other stakeholders.”
The Strategic Planning Process

• The overarching context: balancing quality and access
  - Maintaining quality
  - Access: to whom, at what cost, and at what cost to whom?

• A series of nine meetings of the Board and the Strategic Planning Committee between September 2010 and November 2011
Mission and Vision

• “The mission of the State University System of Florida is 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.”

• “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.”
The Historical Tripartite Mission

FROM:
- Teaching
- Research
- Service

TO:
- Teaching and Learning
- Research and Commercialization
- Community and Business Engagement
Three Critical Points of Emphasis

• **Excellence**
  - quality programs, research, and engagement

• **Productivity**
  - more degrees, greater efficiencies, more research support

• **Strategic Priorities for a Knowledge Economy**
  - more degrees in specific areas, relevant research, relevant engagement with business and industry
A Matrix of Nine Strategic Goals

<table>
<thead>
<tr>
<th>STATE UNIVERSITY SYSTEM 2012-2025 GOALS</th>
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<th>PRODUCTIVITY</th>
<th>STRATEGIC PRIORITIES for a KNOWLEDGE ECONOMY</th>
</tr>
</thead>
<tbody>
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<td>TEACHING &amp; LEARNING (UNDERGRADUATE, GRADUATE, AND PROFESSIONAL EDUCATION)</td>
<td>Strengthen Quality &amp; Reputation of Academic Programs and Universities</td>
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28 Performance Indicators

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<td>Strengthen Quality &amp; Reputation of Scholarship, Research, and Innovation (2)</td>
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Strategies for Meeting Goals

- University-specific strategies
- System-level strategies
University-specific Strategies

- University-specific strategies are articulated in yearly University Work Plans
System-level Strategies

- Distance Learning Initiatives (Virtual University)
- Library/Student Support Web-based Consolidation
- Revisiting PECO Funding
- Exploring Performance-based Funding
- Tuition/Student Financial Aid
- Academic Learning Compacts
- New Florida Initiative; Research Foci
- Adult Degree Completion Initiative
- Academic Degree Coordination Initiative
2012 Legislation

- “State Universities of Academic and Research Excellence and National Preeminence”
  - Provides tuition flexibility for universities reaching 11 of 14 criteria
  - Requires further incorporation into Strategic Plan/Annual Report structure

- “Postsecondary Education”
  - Provides for performance funding relative to degree productivity in certain areas
  - With SBE, requires a “STEM Master Plan”
  - Requires further incorporation into Strategic Plan/Annual Report structure
2012 University Work Plans

- University Plans to Contribute to System Goals
- University Strategic Goals
- Enrollment Planning
- New Programs To Be Considered for Implementation
- Fiscal Information