State University System of Florida Strategic Plan: 2012 – 2025

PHASE I: Vision and Overarching Goals

- Letter from the Chair of the Board of Governors
- Letter from the Chancellor of the State University System
- Executive Summary

Introduction to the Strategic Plan and the Strategic Planning Process

- Constitutional Responsibility and Background
- Updating the State University System Strategic Plan and Related Initiatives
  - Phase I – Development of a Vision and Overarching Goals
  - Phase II – Development of Implementation Strategies and Initiatives
  - Phase III – Implementation of Strategies and Initiatives, Including Monitoring of Progress on Key Indicators

PHASE I: VISION AND OVERARCHING GOALS

The Role of the State University System in the 21st Century

- Support Students’ Development of the Knowledge, Skills, and Aptitudes Needed for Success in the Global Society and Marketplace
- Transform and Revitalize Florida’s Economy and Society Through Research, Creativity, Discovery, and Innovation
- Mobilize the Resources of the State University System to Address Significant Challenges and Opportunities Facing Florida’s Citizens, Communities, Regions, the State, and Beyond
- Deliver Knowledge and Advance the Health, Welfare, Cultural Enrichment, and Economy Through Community Engagement and Service

Critical Contextual Factors

- Educational Attainment in Florida and Its Relationship to the Prosperity and Well-Being of Its Citizens and the State’s Economy
- Florida’s Human Capital and Talent Supply Needs for the Increasingly Competitive Global, Knowledge-Based Economy
- Changing Demographics in the State’s and the Nation’s Workforce
- University Research and Its Relationship to Florida’s Economy and the Welfare of Its Citizens
• University Outreach and Community Engagement and Its Relationship to Florida’s Economy and Quality of Life
• Funding Higher Education in the State University System of Florida

Guiding Principles

• 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
• Seek Ways to Organize and Collaborate for a Stronger System and State
• Maintain a Commitment to Excellence and Continuous Improvement
• Seek Appropriate and Predictable Funding to Achieve System Goals

Strategic Goals for the State University System

• Undergraduate Education
  o Achieve Baccalaureate Attainment Goals That Respond to:
    ▪ Changing Student Demand
    ▪ Increased Competition
    ▪ Florida’s Demographic Changes
  o Address Critical Workforce Needs and Areas of Strategic Emphasis
  o Build High-Quality and Relevant Undergraduate Programs, Including Select Programs of State, National, and/or International Preeminence

• Graduate and Professional Education
  o Achieve Graduate and Professional Attainment Goals That Respond to:
    ▪ Changing Student Demand
    ▪ Increased Competition
    ▪ Florida’s Demographic Changes
  o Address Critical Workforce Needs and Areas of Strategic Emphasis
  o Build High-Quality and Relevant Graduate and Professional Programs, Including Select Programs of State, National, and/or International Preeminence

• Research, Economic Development, and Commercialization
  o Research and Technology Transfer Goals
    ▪ Become Increasingly Competitive on the National and International Levels by Leveraging Research Resources
    ▪ Develop National Preeminence in Technology Transfer and Commercialization Activities
  o Address Critical State Needs and Areas of Strategic Emphasis
  o Build High-Quality and Relevant Research Programs, Including Select Programs of State, National, and/or International Preeminence
• **Community Engagement**
  o Community Engagement and Public Service Goals
    ▪ Engage in Mutually Beneficial and Sustainable Partnerships That Advance the Health, Welfare, Cultural Enrichment, Life-Long Learning, and Economy of Each University’s Community, the Region, and the State
    ▪ Advance Opportunities for Faculty and Students to Engage in Community-Based Learning Opportunities, Inquiry, Creative Activities, and Other Service-Oriented Endeavors of Mutual Benefit.

*From Vision and Goals to Strategy Development, Implementation, and Evaluation*

• Organize the System for Success
  o Determine the System Structure Needed to Achieve Identified Goals
  o Seek Opportunities for Increased Efficiencies and Shared Services
  o Advance Efforts to Organize and Coordinate Academic Programming and Research Activities in the State University System
    ▪ Develop Strategic Planning List of Academic Degree Programs Proposed for Exploration in the State University System in the Next Five Years
    ▪ Convene State University System *New Florida* Strategy Teams to Recommend Strategies and Initiatives to Achieve Identified Goals [i.e., PHASE II of Strategic Planning Process]

• Align Strategic Planning, Budgeting, and Performance Accountability
  o Enhance the Comprehensive and Relevant Strategic Planning, Budgeting, and Performance Accountability Processes for the State University System

*Concluding Comments*

*Endnotes*
Appendices

- Process That Will Be Used to Develop a Strategic Planning List of Academic Degree Programs Proposed for Exploration in the State University System in the Next Five Years
- State University System New Florida Strategy Teams to Address Strategic Goals and Select Areas of Strategic Emphasis of Critical Importance to Florida
  - System Structure
  - Undergraduate Education
    - Improving Educational Attainment
    - Ensuring Academic Quality and Relevance
  - Graduate Education
    - Improving Educational Attainment
    - Ensuring Academic Quality and Relevance
  - Academic Programming and Research in Select Areas of Strategic Emphasis
    - Energy
    - Environment
    - PreK-12 Education
    - Public Health
    - Science/Bioscience
    - Space/Aerospace/Engineering
    - STEM (General) – Increasing Student Participation and Success
  - Community Engagement

[Note: We already have State University System venues to address shared services, e-learning, academic libraries, and coordination of academic programming.]