



UNIVERSITY OF SOUTH FLORIDA

Board of Trustees

October 14, 2004

Carolyn K. Roberts, Chair
Florida Board of Governors
325 West Gaines Street – Suite 1614
Tallahassee, FL 32399-0400

Dear Chairwoman Roberts:

In response to your invitation of August 6, 2004, I am pleased to forward the University of South Florida's projected contribution toward meeting the statewide goals for higher education articulated in the Florida Board of Governors' Y-Axis document.

As you know, strategic planning, performance assessment and accountability has maintained a prominent and central place in the life of USF since my appointment in July 2001. We are proud of the University's *Strategic Plan, 2002-2007* and the impressive gains that have been made to this moment in time. However, we are not yet satisfied and have developed an ambitious path for the future with a mind toward moving USF into the ranks of the Top 50 Public Research Universities by the end of the 2008-09 academic year. Of course, this plan and the institutional goals projected for 2008-09 and 2012-13 in the enclosed Y-Axis document assume annual enrollment growth funding in the intervening years, and a continuation of special funding in such areas as Centers of Excellence. In short, while the University of South Florida has accepted the challenge of addressing the accelerated demand for access to public higher education in the State of Florida, by developing an aggressive enrollment growth plan, over the next decade, meeting our goals (and contributing to those of the state university system) in 2008-09 and 2012-13 will be dependent upon full enrollment growth funding each year, beginning in 2005-06.

While submitting USF's goals on the Y-Axis, permit me to raise a concern about the apparent incongruence between the FBOG goals outlined in the Y-Axis document and those articulated in the recent draft document entitled *State University System of Florida: Performance Funding*. Because we take such planning and accountability matters very seriously, it would seem appropriate to expect both sets of outcomes to be in alignment since there must, in my mind, be a close relationship between planning, performance and accountability. For example the Y-Axis document does not acknowledge (a) the proportion of test takers who pass required licensure/certification exams within a timeframe appropriate to the discipline, and (b) "Academic Learning Compacts" for every graduate from the SUS, certifying that they possess core content knowledge, communication skills, and critical thinking skills, measures that appear in the performance funding document. Nor does the Y-Axis explicitly identify SUS goals with regard to (c) graduation rates for FTICs and Community College transfers.

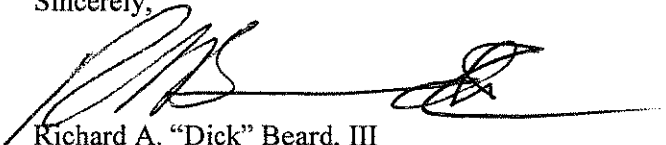
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Furthermore, I would like to express the difficulty we have encountered in seeking to establish appropriate institutional goals for I.A.5 Access/Diversity: Minority Representation in SUS Graduates as Percentage of Expected Representation. While we are fully supportive of this important goal and believe that meaningful SUS targets have been established it will be very difficult for individual institutions to determine the appropriate "18-44 year-old population" for any given university (since the demographics of our primary student catchment areas are difficult to determine and will vary dramatically). Moreover, while we recognize that statewide, our system's HBCU and HSI will play a very significant role in helping the SUS achieve its target, it is most important for USF to continue its recent success in recruiting, retaining and graduating an increasing number of minority students in the years to come.

Finally, while the Y-Axis document did not lend itself to a narrative response for II.D. Meeting community needs and fulfilling unique institutional responsibilities, the University of South Florida's extremely important, and nationally recognized Community Engagement Initiative remains a critical element of our current *Strategic Plan, 2002-2007*, and one that marks us off as unique in comparison to some other SUS institutions. Focused on enhancing economic development, improving educational delivery and the quality of life throughout the seven county Tampa Bay Region, our comprehensive program to strengthen sustainable communities brings to bear the combined expertise of faculty, students and staff in such areas as aging, the arts, business, crime reduction, the environment, families and children, health care and public administration. Given the central importance of this mission to USF and the Tampa Bay Region, we are working with other metropolitan-based institutions to develop meaningful indicators that will allow us to gauge our performance and document our contribution to the betterment of life in Florida in years to come.

Again, I thank you for the opportunity to present USF's goals for 2008-09 and 2012-13 as part of the Florida Board of Governors' Strategic Planning for the State University System. Please do not hesitate to contact me if you have any questions.

Sincerely,



Richard A. "Dick" Beard, III
Chair
USF Board of Trustees

Enclosure

- c. Members, USF Board of Trustees
Judy Genshaft, President
Renu Khator, Provost

**BOARD OF GOVERNORS
STRATEGIC PLANNING/EDUCATIONAL POLICY COMMITTEE**

**Strategic Planning for the State University System
Y-Axis**

Goals and Objectives	2002-03 (or as indicated)	2008-09	2012-13
I. State University System Goals			
A. Access to and Production of Degrees			
1. Bachelor	39,989	50,305	58,622
2. Master's	12,179	15,316	17,845
3. Doctoral*	1,315	1,428	1,508
4. Professional	1,380	1,864	2,278
TOTAL	54,863	68,927	80,253
5. Access/Diversity: Minority Representation in SUS Graduates as Percentage of Expected Representation	74%	89%	100%
B. Meeting statewide professional and workforce needs (details to support I.A.)			
TOTAL Degrees	54,863	68,927	80,253
TOTAL Degrees in Targeted Programs	22,320	31,986	40,054
Targeted Program Degrees as % of All Degrees	41%	46%	50%
- 1. Critical Needs: Education	1,281		
2. Critical Needs: Health Professions	3,227		
3. Economic Development: Emerging Technologies	10,480		
a. Mechanical Science and Manufacturing	2,564		
b. Natural Science and Technology	2,538		
c. Medical Science and Health Care	734		
d. Computer Science and Information Technology	4,086		
e. Design and Construction	503		
f. Electronic Media and Simulation	55		
4. Economic Development: High-wage/high-demand jobs	7,332		
5. Educated citizenry/workforce (not specifically targeted)	32,543		
*The number of doctoral degrees needed will be evaluated at the program level in consultation with universities. Florida currently produces 96% of the national average in doctoral degrees per capita, but many of these are not in fields that lead primarily to research or teaching.			

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**Strategic Planning for the State University System
Y-Axis**

Goals and Objectives	2002-03 (or as indicated)	2008-09	2012-13
C. Building world-class academic programs and research capacity			
1. Research Expenditures			
a. Total Research Expenditures per full-time faculty	\$ 85,090	\$ 85,090	\$ 85,090
b. Federal Research Expenditures per full-time faculty	\$ 40,491 (2001-02)	\$ 42,039	\$ 43,105
c. Research expenditures - Contracts and Grants (Constant dollars)	\$1,023,438,497 (2001-02)	\$ 1,738,996,414	\$ 2,354,304,598
2. U.S. Patents Issued per 1000 full-time faculty	10.9	10.9	10.9
3. National Research Council rankings (number of ranked programs in top 25% nationally)	2002-2003 survey is pending. Six out of 62 in top 25% in 1992-93	Progress Indicated in Related Measures	36 out of 146 programs ranked in top 25% nationally
4. Centers of Excellence			
a. Biomedical and Marine Biotechnology (FAU)	X (2003-04)		
b. Photonics (UCF)	X (2003-04)		
c. Regenerative Health Biotechnology (UF)	X (2003-04)		
d. New Centers of Excellence...			
5. Doctoral degrees Per 1000 full-time faculty	120 (2001-02)	120	120
6. Other Forms of National Recognition for Institutions' Academic and Research Programs			
a. Faculty Admitted to the National Academies in the last five years	TOTAL=6 NAS=4 (UF-3, FSU-1) NAE=2 (UF-1, FAU-1) IOM=0	9	13
b. Highly Cited Scholars	TOTAL=29 (FSU-7, FAU-1, FIU-1, UCF-3, UF-14, USF-3)	46	62
c. Nobel Prizes, Pulitzer Prizes and MacArthur Fellowships awarded to faculty in last five years	TOTAL=1 NOB=0 PUL=0 MAC=1 (FIU)	2	2
d. Academic Programs that Will Receive National Recognition			

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**Strategic Planning for the University of South Florida
Y-Axis**

Goals and Objectives	2002-03 (or as indicated)	2008-09	2012-13
II. Constituent University Goals			
A. Access to and Production of Degrees			
1. Bachelor	5,046	6,515	7,891
2. Master's	1,937	2,470	2,811
3. Doctoral*	153	293	393
4. Professional	96	120	198
TOTAL	7,232	9,398	11,293
5. Access/Diversity: Minority Representation in SUS Graduates as Percentage of Expected Representation			
B. Meeting statewide professional and workforce needs (details to support I.A.)			
TOTAL Degrees	7,232	9,398*	11,293*
TOTAL Degrees in Targeted Programs	3,316	4,787	6,625
Targeted Program Degrees as % of All Degrees	46%	51%	59%
1. Critical Needs: Education	211	390	564
2. Critical Needs: Health Professions	290	506	710
3. Economic Development: Emerging Technologies	1,819	2,699	3,844
a. Mechanical Science and Manufacturing	340	613	871
b. Natural Science and Technology	469	814	1,195
c. Medical Science and Health Care	230	167	268
d. Computer Science and Information Technology	720	940	1,279
e. Design and Construction	60	165	231
f. Electronic Media and Simulation	-	-	-
4. Economic Development: High-wage/high-demand jobs	996	1,190	1,507
5. Educated citizenry/workforce (not specifically targeted)	3,916	4,612	4,668
*Projected State Enrollment Plan numbers (08/09 and 12/13) are dependent on 5/10 years of full, annual enrollment growth funding.			

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**Strategic Planning for the University of South Florida
Y-Axis**

Goals and Objectives	2002-03 (or as indicated)	2008-09	2012-13
C. Building world-class academic programs and research capacity			
1. Research Expenditures			
a. Total Research Expenditures per full-time faculty	\$89,837	\$89,837	\$89,837
b. Federal Research Expenditures per full-time faculty	\$30,815	\$41,800	\$43,105
c. Research expenditures - Contracts and Grants (Constant dollars)	\$268,800,000	\$347,799,283	\$470,860,920
2. U.S. Patents Issued per 1000 full-time faculty	11	12	13
3. National Research Council rankings (Number of ranked programs and, of those, number in top 25% nationally)	0	To be determined based on new measures adopted by the National Research Council in 2005	To be determined based on new measures adopted by the National Research Council in 2005
4. Center(s) of Excellence	0	1 - If funded at the current SUS rate	2 - If funded at the current SUS rate
5. Doctoral degrees per 1000 full-time faculty	77	91	91
6. Other Forms of National Recognition for Institutions' Academic and Research Programs			
a. Faculty Admitted to the National Academies in the last five years	0	1	2
b. Highly Cited Scholars	3	5	7
c. Nobel Prizes, Pulitzer Prizes and MacArthur Fellowships awarded to faculty in last five years	0	0	1
d. Academic Programs that Will Receive National Recognition	0	To be determined	To be determined
D. Meeting community needs and fulfilling unique institutional responsibilities			
The University of South Florida's <i>Community Engagement Initiative</i> - Focusing on economic development, educational enrichment, sustainable communities and enhanced quality of life (e.g. aging, the arts, business development, crime reduction, the environment, families and children, health care, and public administration) for citizens of the Tampa Bay Region.		Specific performance indicators and goals to be determined in consultation with other metropolitan-based universities	Specific performance indicators and goals to be determined in consultation with other metropolitan-based universities