

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

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- 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**
 - Achieve Baccalaureate Attainment Goals That Respond to:
 - Changing Student Demand
 - Increased Competition
 - Florida's Demographic Changes
 - Address Critical Workforce Needs and Areas of Strategic Emphasis
 - Build High-Quality and Relevant Undergraduate Programs, Including Select Programs of State, National, and/or International Preeminence
- **Graduate and Professional Education**
 - Achieve Graduate and Professional Attainment Goals That Respond to:
 - Changing Student Demand
 - Increased Competition
 - Florida's Demographic Changes
 - Address Critical Workforce Needs and Areas of Strategic Emphasis
 - Build High-Quality and Relevant Graduate and Professional Programs, Including Select Programs of State, National, and/or International Preeminence
- **Research, Economic Development, and Commercialization**
 - 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
 - Address Critical State Needs and Areas of Strategic Emphasis
 - Build High-Quality and Relevant Research Programs, Including Select Programs of State, National, and/or International Preeminence

- **Community Engagement**
 - 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
 - Determine the System Structure Needed to Achieve Identified Goals
 - Seek Opportunities for Increased Efficiencies and Shared Services
 - 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
 - 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: The State University System already has venues to address shared services, e-learning, academic libraries, and coordination of academic programming.]