



# STATE UNIVERSITY SYSTEM *of* FLORIDA

## Board of Governors

## Strategic Planning and Accountability

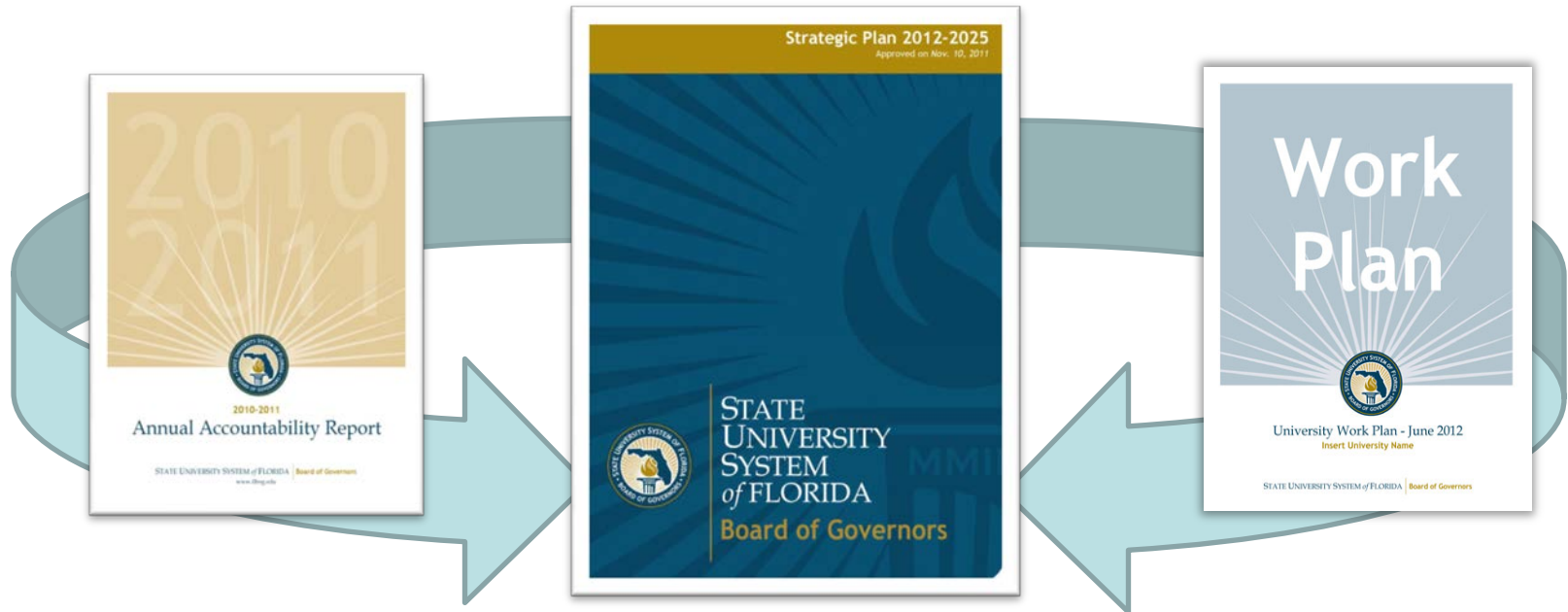
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# A Higher Level of Accountability, Planning and Coordination



**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)



## Strategic Plan: A Living Document

“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

STATE UNIVERSITY SYSTEM 2012-2025 GOALS	EXCELLENCE	PRODUCTIVITY	STRATEGIC PRIORITIES for a KNOWLEDGE ECONOMY
<b>TEACHING &amp; LEARNING</b> <i>(UNDERGRADUATE, GRADUATE, AND PROFESSIONAL EDUCATION)</i>	Strengthen Quality & Reputation of Academic Programs and Universities	Increase Degree Productivity and Program Efficiency	Increase the Number of Degrees Awarded in STEM and Other Areas of Strategic Emphasis
<b>SCHOLARSHIP, RESEARCH, &amp; INNOVATION</b>	Strengthen Quality & Reputation of Scholarship, Research, and Innovation	Increase Research and Commercialization Activity	Increase Collaboration and External Support for Research Activity
<b>COMMUNITY &amp; BUSINESS ENGAGEMENT</b>	Strengthen Quality & Recognition of Commitment to Community and Business Engagement	Increase Levels of Community and Business Engagement	Increase Community and Business Workforce





# 28 Performance Indicators

STATE UNIVERSITY SYSTEM 2012-2025 GOALS	EXCELLENCE	PRODUCTIVITY	STRATEGIC PRIORITIES for a KNOWLEDGE ECONOMY
<b>TEACHING &amp; LEARNING</b> <i>(UNDERGRADUATE, GRADUATE, AND PROFESSIONAL EDUCATION)</i>	Strengthen Quality & Reputation of Academic Programs and Universities <b>(4)</b>	Increase Degree Productivity and Program Efficiency <b>(9)</b>	Increase the Number of Degrees Awarded in STEM and Other Areas of Strategic Emphasis <b>(4)</b>
<b>SCHOLARSHIP, RESEARCH, &amp; INNOVATION</b>	Strengthen Quality & Reputation of Scholarship, Research, and Innovation <b>(2)</b>	Increase Research and Commercialization Activity <b>(4)</b>	Increase Collaboration and External Support for Research Activity <b>(1)</b>
<b>COMMUNITY &amp; BUSINESS ENGAGEMENT</b>	Strengthen Quality & Recognition of Commitment to Community and Business Engagement <b>(1)</b>	Increase Levels of Community and Business Engagement <b>(2)</b>	Increase Community and Business Workforce <b>(1)</b>



# 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

