Presidential Goals 2022-2023

1) **Academic Excellence & Student Success:** Bolster academic excellence and student success outcomes by focusing on establishing initiatives that prepare graduates to compete in a 21st-century workforce and driving meaningful engagement and alignment with business and industry; maintaining momentum on Performance-Based Funding and Preeminence metrics and USF's trajectory to Top 25 USNWR; and ensuring a campus environment that is diverse and inclusive, while fostering a sense of belonging and supporting freedom of expression.
    a. Meet or exceed the non-normalized score (87 out of 100 points) USF earned in the 2022 PBF assessment.
    b. Meet or exceed all Preeminence metrics.
    c. Implement strategies towards achieving USNWR Top 25 including a focus on class size reductions and increasing the six-year graduation rate, the peer assessment score, and the average spend per student.
    d. Implement best practices and strategies related to freedom of expression including a new civil discourse orientation module.

2) **Great Place to Work:** Further USF's commitment as a great place to work through attracting, retaining, and developing high-quality, diverse faculty and staff, and improved administrative infrastructure and systems that drive operational efficiency, transparency, and inclusivity.
    1. Begin year one of Oracle implementation to stabilize the infrastructure around talent planning; streamline processes and build efficiencies for predictive workforce planning; and proactive and predictive to promote diversity, equity, and inclusion best practices.
    2. Launch and promote an Employee Success Center to ensure employee growth and retention.
    3. Increase employer brand through global recognition of workplace environment.
    4. Complete leadership searches for the Provost and the Vice President for Diversity, Equity, and Inclusion.

3) **In Pursuit of Excellence:** Elevate and promote USF's pursuit of excellence by advancing the university's regional, statewide, and national reputation through efforts in planning for an on-campus stadium; brand positioning and marketing; engagement with community, alumni, legislative stakeholders, and business and industry; planning and development of new facilities and strategic initiatives on branch campuses and USF Health; and continued implementation of USF's 2022-2027 Strategic Plan.
    a. Continue to monitor the effective implementation of the University’s Strategic Plan.
    b. Empower university leaders to meet their strategic goals.
    c. Continue to assess feasibility of on-campus Stadium.
    d. Enhance USF’s national reputation by completing a brand research project to develop positioning and messaging to support future marketing and communications.
    e. Increase engagement with the Tampa Bay community through targeted outreach, especially to highlight USF’s efforts around diversity and inclusion.

f. Complete the due diligence and begin the design phase on the College of Nursing expansion and the Sarasota-Manatee campus Nursing Stem Building.
g. Obtain approval from the Board of Governors to construct the USF Sarasota-Manatee campus Housing and Student Center Project.
h. Launch President's Global Leadership Council to activate high achieving global USF alumni to engage with USF around issues and activities of international significance.

4) **Research**: Evaluate the needs/gaps of the Office of Research to better meet the changing university landscape.
    a. Meet or exceed USF's rankings in the top 10% for total research expenditures.
    b. Drive new proposals by faculty and optimize funding levels to increase active research awards.
    c. Assess decentralized vs. centralized research models.

5) **Budget Model**: Implementation of the university's new budget model to ensure a strong, sustainable, and adaptable financial base by identifying, carrying out, and maintaining best practices of judicious resource management.
    a. Finalize the new funds flow model, including developing the 5-year financial plan that aligns with the university's strategic plan.
    b. Identify internal efficiencies to address cost containment to invest in strategic growth areas.

6) **Legislative Support, Fundraising & Commercialization**: Maximize external revenue streams through fundraising/philanthropic targets, research, and other auxiliaries.
    a. Continue strong community and legislative relations to bolster awareness of the unique and personalized strengths across each campus to increase advocacy and secure additional recurring state investments.
    b. Raise $125 million or more in total gifts and commitments.
    c. Diversify, commercialize, and monetize USF intellectual property by expanding beyond patents to data licensing, trademarks, copyrights, and actively engaging consultants to identify suitability for licensing and any infringements.