INTRODUCTION

This is a new report that combines the previous Annual Accountability Report and University Work Plans into one new document that is more closely aligned with the Board of Governors' 2025 System Strategic Plan.

This revised document will enhance the System's commitment to accountability and strategic planning by enabling comparisons between past goals and actual data to better assess performance. This change will help foster greater coordination between institutional administrators, University Boards of Trustees and the Board of Governors.

Once an Accountability Plan is approved by each institution's respective Boards of Trustees, the Board of Governors will review and consider the plan for potential acceptance of 2016-17 components. Longer-term components will inform future agendas of the Board's Strategic Planning Committee. The Board's acceptance of a work plan does not constitute approval of any particular component, nor does it supersede any necessary approval processes that may be required for each component.

MISSION STATEMENT (What is your purpose?)

The University of South Florida System, which includes USF Tampa, USF St. Petersburg, and USF Sarasota-Manatee, catalyzes and coordinates initiatives at and among its interdependent institutions to prepare students for successful 21st century careers; advances research, scholarship, and creative endeavors to improve the quality of life; and engages its communities for mutual benefit.

VISION STATEMENT (What do you aspire to?)

The University of South Florida System will empower and connect its institutions into a distinctive system that is nationally and globally recognized for innovation in teaching and research; for attracting outstanding and diverse students and scholarship, and creative

STRENGTHS AND OPPORTUNITIES *(within 3 years)*
What are your core capabilities, opportunities and challenges for improvement?

The University of South Florida System's greatest strength is the combined force of its three distinctive

KEY INITIATIVES & INVESTMENTS (within 3 years)

Describe your top three key initiatives for the next three years that will drive improvement in Academic Quality, Operational Efficiency, and Return on Investment.

1. **Continue to enhance student success to maintain momentum as a top performer in the Board of Governors performance-funding model**:

   The USF System provides access to high-quality, globally-informed academic programs and experiential learning opportunities in a continued effort to enhance student success. As a national model of student success and mental health, The USF System employs a holistic approach and supplementing the use of predictive analytics with proactive advising to better understand student decisions and to intervene when necessary. Other programs include the system-wide initiative MWell4Success, which ensures the best services are in place to increase the USF System's capacity to meet the needs of its students, and the Persistence Committee, which includes representation from Advising, Financial Aid, Career Services, the Counseling Center, and Housing, and endeavors to address the myriad of issues that could affect a student's success. Home to a suite of applications and programs that support the university's academic and business processes, Archivum provides additional online platform for faculty and staff to complete tasks and processes as efficiently as possible. The combined effort has resulted in a rise in the USF System's graduation and retention rates, as well as elimination of achievement gap by socioeconomic status.

   The USF System Green to Gold Grant, in combination with the Federal Pell Grant, covers tuition, fees, and books for students with no expected family contribution. In an effort to further increase access to higher education and reduce student debt, the Textbook Affordability Project (TAP) endeavors, not only to promote awareness of textbook affordability issues, but also to provide solutions to make course materials accessible and affordable. The USF System has also expanded its portfolio of online offerings across the system, thereby creating a workforce prepared for high-skill, high-wage jobs with the businesses that drive today's economy. Greater course mobility and technology- and media-rich online delivery has further increased student success through engaged learning. Finally, Handshake—a cutting-edge technology platform designed connect university students with potential employers—enables the USF System to provide its students and alumni with access to internship and employment opportunities across the globe.

2.
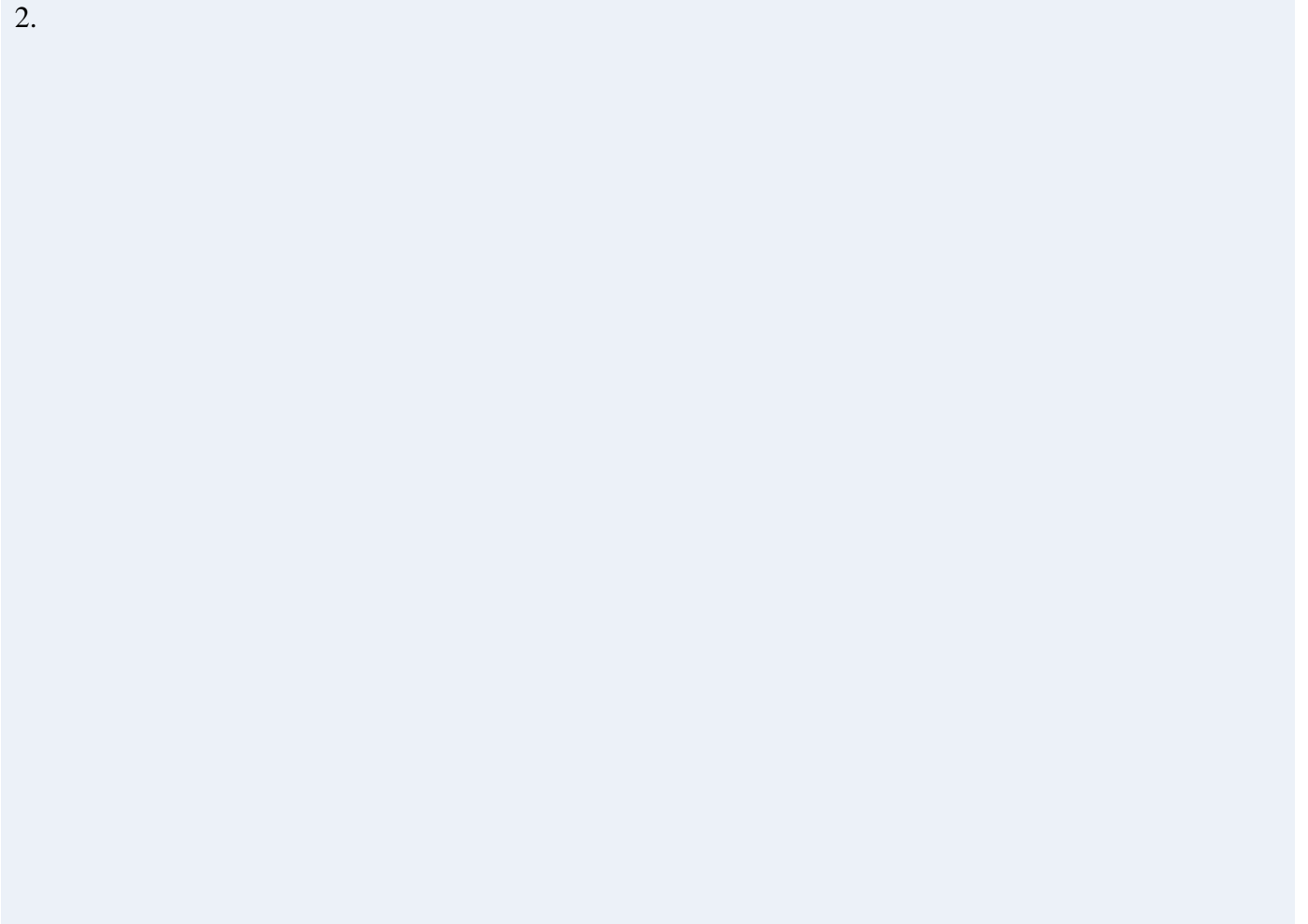
3. **Increase Partnerships and maximize efficiencies**:

   To better facilitate working relationships with corporate partners, the USF System launched the Office of Corporate Partnerships at the USF Research Park in Tampa. The office will expand on a strong history of partnering with leading employers in the Tampa Bay Region, and will advance the local economy by growing the workforce and promoting collaborative problem solving.

   In conjunction with the Office of Corporate Partnerships, USF Sarasota-Manatee's Business and Education Connection Network (BECN) provides a single university

INSTITUTIONAL ACHIEVEMENTS

1. The USF System ranks 5th in the nation among public universities and 11th world-wide for granted U.S. patents among all universities according to the *Intellectual Property Owners Association/NAI*.
2. USFSM opened the David Kotok and Cumberland Advisors Bloomberg Lab featuring 10 terminals that provide students with access to Bloomberg Professional Services, a powerful resource with real-time data and news from markets around the world.
3. The 68,000-square-foot, state-of-the-art Lynn Pippenger Hall at USFSP opened as the new home of the Kate Tiedemann College of Business in January, 2017. The Hall is named after philanthropist Lynn Pippenger, who gave a $5 million gift to the institution in 2016.
4. USF Tampa reached $505.9 Million in total research expenditures in fiscal year 2016 according to the National Science Foundation HERD Survey.

PERFORMANCE BASED FUNDING METRICS (CONTINUED)

6. Percentage of Bachelor's Degrees Awarded within Programs of Strategic Emphasis

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	49.5	51.0	54.6	59.0	61.4	.	.	.	.
APPROVED GOALS	.	.	.	54.8	59.2	59.5	60.6	61.0	.
PROPOSED GOALS	.	.	.	.	.	61.7	62.3	62.9	63.5

7. University Access Rate [Percent of Undergraduates with a Pell grant]

	FALL 2012	FALL 2013	FALL 2014	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019	FALL 2020
ACTUAL	42.0	42.1	43.0	41.2	40.0	.	.	.	.
APPROVED GOALS	.	.	.	40.0	41.0	41.0	41.0	41.0	.
PROPOSED GOALS	.	.	.	.	.	40.5	40.5	40.5	40.6

8. Percentage of Graduate Degrees Awarded within Programs of Strategic Emphasis

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	69.1	69.0	72.7	74.6	74.8	.	.	.	.
APPROVED GOALS	.	.	.	74.0	74.1	74.2	74.2	74.3	.
PROPOSED GOALS	.	.	.	.	.	75.2	75.3	75.3	75.8

9. BOG Choice: Percent of Baccalaureate Degrees Awarded Without Excess Hours

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	58.2	63.9	65.8	75.6	78.3	.	.	.	.
APPROVED GOALS	.	.	.	68.1	77.5	78.1	79.1	80.1	.
PROPOSED GOALS	.	.	.	.	.	79.0	79.6	80.2	80.3

10. BOT Choice:

PREEMINENT RESEARCH UNIVERSITY FUNDING METRICS (for Tampa Only)

1a. Average GPA

PREEMINENT RESEARCH UNIVERSITY FUNDING METRICS (for Tampa Only)

5. National Academy Memberships

	2014	2015	2016	2017	2018	2019	2020	2021	2022
ACTUAL	6	9	8	11	13	.	.	.	.
APPROVED GOALS	.	.	.	9	10	10	10	10	.
PROPOSED GOALS	.	.	.	.	.	13	13	13	13

6. Science & Engineering Research Expenditures ($M)

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	$411	$438	$420	$448	$502	.	.	.	.
APPROVED GOALS	.	.	.	$421	$427	$434	$440	$447	.
PROPOSED GOALS	.	.	.	.	.	$503	$504	$505	$506

7. Non-Medical Science & Engineering Research Expenditures ($M)

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	$193	$239	$229	$229	$288	.	.	.	.
APPROVED GOALS	.	.	.	$230	$233	$237	$241	$245	.
PROPOSED GOALS	.	.	.	.	.	$289	$290	$291	$292

8. Number of Broad Disciplines Ranked in Top 100 for Research Expenditures

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
ACTUAL	5 of 8	7 of 8	7 of 8	7of 8	7 of 8	.	.	.	.
APPROVED GOALS	.	.	.	7 of 8	8 of 8	8 of 8	8 of 8	8 of 8	.
PROPOSED GOALS	.	.	.	.	.	8 of 8	8 of 8	8 of 8	8 of 8

PREEMINENT RESEARCH UNIVERSITY FUNDING METRICS (for Tampa Only)

KEY PERFORMANCE INDICATORS

Teaching & Learning Metrics (from the 2025 System Strategic Plan that are not included in the PBF)

KEY PERFORMANCE INDICATORS (CONTINUED)

Teaching & Learning Metrics

Time to Degree for FTICs in 120hr programs

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	5.1	4.7	4.5	4.3	4.2	.	.	.	.
APPROVED GOALS	.	.	.	4.5	4.3	4.3	4.2	4.2	.
PROPOSED GOALS	.	.	.	.	.	4.2	4.2	4.2	4.2

Six-Year FTIC Graduation Rates

KEY PERFORMANCE INDICATORS (CONTINUED)

Scholarship, Research and Innovation Metrics

Total Research Expenditures ($M)

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	$467	$497	$494	$515	$568	.	.	.	.
APPROVED GOALS	.	.	.	$495	$510	$525	$541	$557	.
PROPOSED GOALS	.	.	.	.	.	$569	$570	$571	$572

Percentage of Research Expenditures Funded from External Sources

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	59	60	55	55	57	.	.	.	.
APPROVED GOALS	.	.	.	56	57	58	59	60	.
PROPOSED GOALS	.	.	.	.	.	58	59	60	60

Utility Patents Awarded [from the USPTO]

	2013	2014	2015	2016	2017	2018	2019	2020	2021
ACTUAL	98	110	90	114	120	.	.	.	.
APPROVED GOALS	.	.	.	.	69	93	117	72	.
PROPOSED GOALS	.	.	.	.	.	121	122	122	122

Number of Licenses/Options Executed Annually

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	75	91	119	133	122	.	.	.	.
APPROVED GOALS	.	.	119	120	121	122	123	.	.
PROPOSED GOALS	.	.	.	.	.	123	123	123	123

Number of Start-up Companies Created

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	9	11	11	9	10	.	.	.	.
APPROVED GOALS	.	.	8	8	9	10	11	.	.
PROPOSED GOALS	.	.	.	.	.	10	11	11	11

ENROLLMENT PLANNING

Headcount Enrollment by Student Type

ACADEMIC PROGRAM COORDINATION
New Programs For Consideration by University in AY 2018-19
The S.U.S. Council of Academic Vice Presidents (CAVP) Academic Program Coordination Work Group will review these programs as part of their on-going coordination efforts. The programs

New Programs For Consideration by University in 2019-20
These programs will be used in the 2017-18 Accountability Plan list for programs under consideration for 2019-20.

PROGRAM TITLES	CIP CODE 6 digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME

2. Outline the implementation of a proactive financial aid program to enable full-time students with financial need to take at least 15 credit hours in the fall and spring semesters.

In the summer of 2017, the University of South Florida Tampa initiated Finish in Four (FIF), a pilot program designed to accelerate four-year degree completion. Financial incentives were offered to FTIC students in the 2013 cohort who were within reach of graduating within four years if they enrolled in the requisite coursework in the summer 2017 term. This pilot program demonstrated that a combination of financial incentives and targeted support could contribute to a significant increase in graduation rates. In this case, the FIF program helped to raise the USF Tampa IPEDS graduation rate from 55% in 2016 to 60% in 2017.

In 2017, the University of South Florida St. Petersburg began to offer one-time, two-semester completion grants ranging from $500 to $1000. Forty-seven USFSP students have been awarded a completion grant and were on track to graduation in the spring 2018 semester.

These experiences and initiatives place the USF System in position to respond positively and effectively to the requirement to implement a proactive financial aid program to enable full-time students with financial need to take at least 15 credit hours in the fall and spring semesters, including assurances that there will be no increased cost to students.

Starting with the 2018 entering FTIC class, the University of South Florida System will consider students for the "Take 15 Grant" if they:
1. Are Pell Grant eligible (excluding Green to Gold Scholars whose total costs are already subsidized);
2. Are not receiving Florida Bright Futures, which pays based on hours enrolled;
3. Have enough remaining need to qualify for the Take 15 grant; and
4. Have not already received 8 semesters of Take 15 grant support.
5. Maintain a minimum GPA of 2.0, the academic benchmark used for need-based financial aid programs.

The students targeted for this Take 15 grant have met USF System admissions criteria for college readiness but fall just below the criteria for a Bright Futures grant. By providing additional grant support, we expect that these students will work fewer hours off campus and enroll in more credit hours. The grant will provide $600 per semester if the student registers for 15 hours in fall or spring. This amount covers the average cost for an additional 3 hours of tuition and fees for Florida resident students enrolled across the USF System. To earn the grant in subsequent years, a student must earn 30 credit hours in fall/spring/summer and be on track to graduate in four years.

GLOSSARY

Performance Based Funding

1. Percent of Bachelor's
Graduates Enrolled

10c. National Rank Higher than

**Adult (Aged 25+)
Undergraduates Enrolled**
Fall term

This metric is based on the age of the student at the time of their Fall term enrollment not their age upon entry. As a proxy, age is based on birth year not birth date. Note: Unclassified students with a HS diploma (or GED) and above are included in this calculation. Source: State University Database System (SUDS).

Full time Equivalent (FTE) student is a measure of instructional activity that is based on the number of credit hours

**Percent of Undergraduate
FTE Enrolled in Online Courses**