Objectives

1. To affirm the national aspirations of USF

2. To define the distinctive and complementary role of Research Campus within USF System

3. To understand our roles and responsibilities for Research Campus with the context of the USF System
Trivia Pursuit

• Identify our current strategic goal
• Name 9 measures that make up the goal
• Name 3 areas of research excellence
• Name our top two graduate programs
• Name two initiatives that ensure student success
• What were the two areas of funding priority last year
• In which month, do we make our yearly budget
USF System
Students

- Tampa RC: 21,770, 79%
- Sarasota: 869, 3%
- St. Pete: 2,108, 8%
- Lakeland: 622, 2%
- Health: 2,076, 8%

2005/2006
Annual FTE: 27,446
USF System Research

Expenditures

- Tampa RC, 110.4, 42%
- Univ-wide, 22.8, 9%
- Lakeland, 0.2
- Sarasota, 0.4
- St. Pete, 0.5
- Health, 131.1, 49%

Indirect to Office of Research

- Tampa RC, 18.3, 63%
- Health, 10.8, 37%

2004/2005
USF System Faculty and Staff

- Tampa RC: 3,051, 69%
- Sarasota: 176, 4%
- St. Pete: 357, 8%
- Lakeland: 128, 3%
- Health: 707, 16%

FTE – E&G
2005/2006
USF System Budget

2005/2006 Budgeted Expend
Total $1.3 b

- Tampa RC: 796.9, 59%
- Fac Prac: 78.8, 6%
- DSO: 77.9, 6%
- Phos: 6.9, 1%
- Univ-wide: 74.4, 6%
- Sarasota: 18.0, 1%
- St. Pete: 43.5, 3%
- Lakeland: 17.7, 1%
- Health: 231.9, 17%
E&G FTE and Budget by Campus (excl USF Health)

**Annual FTE**
- Tampa RC, 21,770, 87%
- Sarasota, 869, 3%
- St. Pete, 2,108, 8%
- Lakeland, 622, 2%

**E&G Budget**
- Tampa RC, $290.7, 79%
- Univ-wide, $10.5, 3%
- Sarasota, $14.8, 4%
- St. Pete, $36.7, 10%
- Lakeland, $13.8, 4%

05-06 Budgeted Expenditures
Research Campus Budget by Source

- **E&G**: 290.7, 36%
- **Const**: 15.0, 2%
- **Finc Aid**: 241.7, 30%
- **C&G**: 165.6, 21%
- **Aux**: 83.8, 11%
- **Conces**: 0.1, 0%

Total: $796.9
Pressure Points

- Technology
- Research Infrastructure
  - Start-up
  - Centers/Institutes
  - Staff
- Student Success
- Faculty – Quality and Quantity
- Usable data/Actionable information
- Research and instructional space
- Branding the University
- Capital Campaign
- Lobbying
- Entrepreneurial actions
- Space
Pressure Points

- **Technology**
- **Research Infrastructure**
  - **Start-up**
  - **Centers/Institutes** *(mechanism for interdisciplinary research)*
  - **Staff**
- **Student Success**
- **Faculty – Quality and Quantity**
- **Usable data/Actionable information**
- **Research and instructional space**
- **Branding the University**
- **Capital Campaign**
- **Lobbying**
- **Entrepreneurial actions**
- **Space**

* from CoD
Pressure Points

- Technology
- Research Infrastructure
  - Start-up
  - Centers/Institutes
  - Staff
- Student Success
- Faculty – Quality and Quantity
- Usable data/Actionable information
- Research and instructional space
- Branding the University
- Capital Campaign
- Lobbying
- Entrepreneurial actions
- Space
Choice is ours

- Have clarity of vision, mission and goals
- Have strategies to achieve measurable goals
- Plan and budget
  - Direct existing resources toward agreed-upon strategies
  - Generate resources to fund strategies
- Hold ourselves accountable
- Celebrate SUCCESS
Clarity of Vision, Mission and Goal

Several Options as Ultimate Benchmark:

1. Carnegie Classification
2. Top American Research Universities (TARU)
3. Association of American Universities (AAU)
4. US News & World Report Rankings
5. World Rankings
6. …
7. ….
Clarity of Vision, Mission and Goal
Articulated as Strategic Imperatives

<table>
<thead>
<tr>
<th>Strategic Imperatives, 2004</th>
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</thead>
<tbody>
<tr>
<td><strong>USF</strong> UNIVERSITY OF SOUTH FLORIDA</td>
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</tbody>
</table>

### Faculty and Program Quality
1. National Academy members
   - USF Strategic Plan
   - Florida Board of Governors Performance Indicators
   - Florida Board of Governors Strategic Plan, Year
   - Top American Research Universities
   - American Association of Universities Membership

### Student Selectivity and Achievement
1. SAT scores
2. ACT scores
3. Number of first-time, full-time freshmen who enroll in the fall
4. Number of freshmen who enroll and complete a baccalaureate degree program
5. Percentage of students who graduate in 4 years
6. Percentage of students who graduate in 5 years
7. Percentage of students who graduate in 6 years
8. Number of freshmen who graduate and complete a baccalaureate degree program
9. Percentage of freshmen who graduate within 6 years
10. Percentage of freshmen who graduate within 8 years
11. Percentage of freshmen who graduate within 10 years
12. Percentage of freshmen who graduate within 12 years
13. Percentage of freshmen who graduate within 14 years
14. Percentage of freshmen who graduate within 16 years
15. Percentage of freshmen who graduate within 18 years
16. Percentage of freshmen who graduate within 20 years

### Research Quality and Productivity
17. Total research expenditures
18. Federal research expenditures
19. Number of patents pending
20. Number of patents issued
21. Number of citations
22. Number of publications
23. Number of conference presentations
24. Number of student publications

### Private Support
17. Endowment income
18. Annual giving
## USF – UF – FSU

<table>
<thead>
<tr>
<th>Total Research Expenditures</th>
<th>UF</th>
<th>USF</th>
<th>FSU</th>
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<tbody>
<tr>
<td>$430 million 15&lt;sup&gt;th&lt;/sup&gt;</td>
<td>$213 million 43&lt;sup&gt;rd&lt;/sup&gt;</td>
<td>$152 million 61&lt;sup&gt;st&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td>Federal Research Expenditures</td>
<td>$195 million 21&lt;sup&gt;st&lt;/sup&gt;</td>
<td>$106 million 45&lt;sup&gt;th&lt;/sup&gt;</td>
<td>$88 million 59&lt;sup&gt;th&lt;/sup&gt;</td>
</tr>
</tbody>
</table>

Plan and Budget

• A full picture of revenue
• A full picture of expenditure patterns
• Actions that allow us to
  – maximize our revenue,
  – redirect our existing resources toward the plan,
  – direct our new resources toward the plan
Actions underway...

- New budget format that will allow us to learn of expenditure patterns
- An all sources budget that will allow us to synergize our revenue
- Sharpening our strategic goals and strategies
  - Strategic plan for research
  - Strategic plan for education – undergraduate and graduate
  - Strategic plan for technology as a means, not an end
  - Strategic plan for enhancing our revenue sources
Revenue Sources

1. State Appropriations
   - Cost to continue (salary increases, utilities)
   - Enrollment growth
   - Special LBRs and initiatives
   - PECO allocations
2. Tuition and Fees
3. Federal appropriations
4. Research (F&A rebates)
   - IPO – patent/licensing revenue
   - F&A rebates
5. Private giving
6. Auxiliaries
Achieving Excellence

Path to Progress

1956

2006

Prestige

Great

Good

USF UNIVERSITY OF SOUTH FLORIDA