

# BOG Preeminence Metrics

- A. **Average GPA and SAT Score for incoming freshman for Fall semester** (*4.0 GPA/1800 SAT – 3 Part or 1200 SAT– 2 Part*)
- B. **Public University National Ranking** (*at least two in top 50*)
- C. **Freshman Retention Rate (Full-time, FTIC)** ( $\geq 90\%$ )
- D. **6-year Graduation Rate (Full-time, FTIC)** ( $\geq 70\%$ )
- E. **National Academy Memberships** ( $\geq 6$ )
- F. **Total Annual Research Expenditures (\$M) (including Federal R&D)** ( $\geq \$200M$ )
- G. **Total Annual Research Expenditures in Diversified Non-Medical Sciences (\$M)** ( $\geq \$150M$ )
- H. **National Ranking in S.T.E.M. Research Expenditures** (*Top 100 in 5 or more disciplines*)
- I. **Patents Awarded (over most recent 3-year period)** ( $\geq 100$ )
- J. **Doctoral Degrees Awarded Annually (Includes Professional doctoral degrees in medical and healthcare disciplines)** ( $\geq 400$ )
- K. **Number of Postdoctoral Appointees** ( $\geq 200$ )
- L. **Endowment Size (\$M)** ( $\geq \$500M$ )



ATTACHMENT A													
MASTER SHEET - USF TAMPA													
ENROLLMENT & PERFORMANCE PLANNING, 2016-2017													
Metric	PBF	PE	AAU	Metric	2015-2016 Performance			2016-2017 Goal			2016-2017 Progress to Goal - #1		
<b>I. Enrollment</b>													
1				Lower Level UG FTE	11370			11402			5122		
2				Upper Level UG FTE	16510			16543			6911		
3				GR I Level FTE	5259			5353			2322		
4				GR II Level FTE	2079			2116			974		
5				<b>Total FTE</b>	35217			35415			15328		
<b>II. Online Enrollment</b>													
6				Lower Level UG SCH/% of total	18.8%			19.4%			19.6%		
7				Upper Level UG SCH/% of total	24.5%			25.2%			28.1%		
8				GR I Level SCH/% of total	24.9%			25.6%			29.7%		
9				GR II Level SCH/% of total	4.6%			4.7%			6.1%		
10				Total Online SCH/% of total	21.6%			22.2%			24.0%		
<b>III. Education Abroad</b>													
11				Number/% of Unduplicated Student Participation in Education Abroad: by College (Credit experiences ONLY)	TBD			TBD			982		
12				Number/% of Unduplicated Student Participation in Education Abroad: by College (includes non-credit experiences)	1216 (4%)			1492			1184		
<b>IV. Net Tuition</b>													
13				UG: In-state	\$97,455,686			TBD			\$55,626,276		
14				UG: Out-of-state	\$32,458,161			TBD			\$19,922,036		
15				UG: Total	\$129,913,847			\$132,078,191			\$75,548,312		
16				GR: In-state	\$20,908,895			TBD			\$12,815,336		
17				GR: Out-of-state	\$19,541,607			TBD			\$12,539,537		
18				GR: Total	\$40,450,502			\$41,376,158			\$25,354,872		
19				<b>Grand Total</b>	\$170,364,349			\$173,454,350			\$100,903,184		
<b>V. Performance</b>													
<b>A. Student Access</b>													
		*	*	Average GPA and SAT Score for Incoming Freshmen (Fall)	4.10 / 1223			4.00 / 1220			4.08/1226		
			*	Freshmen in Top 10% of High School Graduating Class for Incoming Freshmen (Fall)	0.34			0.35			33		
			*	Freshman Acceptance Rate for Incoming Freshmen (Fall)	44.60%			45.00%			39.92%		
	*			University Access Rate (Percent of Undergraduates with a Pell Grant)	40.00%			40.00%			39.70%		
	*			Average Cost Per Undergraduate Degree to the Institution* <i>To be modified</i>				Tracked at the USF System Level					
<b>B. Student Success</b>													
Academic Retention/Progress Rate					S/F 2014 Cohort	n	%	S/F 2015 Cohort	n	%	S/F 2015 Cohort	n	%
20				Freshman Retention Rate (Full-time, FTIC): SAME COLLEGE	ONLY REPORTED AT THE USF TAMPA LEVEL			4117			3263		79.3%
21				Academic Progress Rate (2nd Year Retention with GPA above 2.0): SAME COLLEGE	ONLY REPORTED AT THE USF TAMPA LEVEL			4117			3207		77.9%
22		*	*	Freshman Retention Rate (Full-time, FTIC): USF	4109	3623	88.2%	4105	3694.5	90.0%	4117	3703	89.9%
23	*			Academic Progress Rate (2nd Year Retention with GPA above 2.0): USF	4117	3525	85.6%	4121	3564.67	86.5%	4117	3629	88.1%
4-year Graduation Rate					S/F 2012 Cohort (n)	n	%	S/F 2013 Cohort (n)	n	%	S/F 2013 Cohort (n)	n	%
24				4-year Graduation Rate (Full- and Part-time, FTIC): SAME COLLEGE	ONLY REPORTED AT THE USF TAMPA LEVEL			3897			416		10.7%
25				4-year Graduation Rate (Full-time, FTIC): SAME COLLEGE	ONLY REPORTED AT THE USF TAMPA LEVEL			3857			415		10.8%
26		*	*	4-year Graduation Rate (Full- and Part-time, FTIC): USF	3869	1861	48.1%	3921	2195.76	56.0%	3897	470	12.1%
27				4-Year Graduation Rate (Full-time, FTIC): USF	3805	1840	48.4%	3835	2147.6	56.0%	3857	468	12.1%
6-year Graduation Rate					S/F 2010 Cohort (n)	n	%	S/F 2011 Cohort (n)	n	%	S/F 2011 Cohort (n)	n	%
28				6-year Graduation Rate (Full-time, FTIC): SAME COLLEGE	ONLY REPORTED AT THE USF TAMPA LEVEL			3446			1578		45.8%
29				6-year Graduation Rate (Full- and Part-time, FTIC): SAME COLLEGE	ONLY REPORTED AT THE USF TAMPA LEVEL			3473			1581		45.5%
30		*	*	6-Year Graduation Rate (Full-time, FTIC): USF	4451	2964	66.6%	3432	2402.4	70.0%	3446	2297	66.7%
31	*			6-year Graduation Rate (Full- and Part-time, FTIC): USF	4517	2988	66.2%	3481	2436.7	70.0%	3473	2303	66.3%
2-year Graduation Rate for Transfers					S/F 2014 Cohort (n)	n	%	S/F 2015 Cohort (n)	n	%	S/F 2015 Cohort (n)	n	%
32				2-year Graduation Rate (AA Transfers): SAME COLLEGE	ONLY REPORTED AT THE USF TAMPA LEVEL			1969			9		0.5%
33				2-year Graduation Rate (Other Transfers): SAME COLLEGE	ONLY REPORTED AT THE USF TAMPA LEVEL			2242			72		3.2%
34				2-year Graduation Rate (AA Transfers): USF	2014	473	23.5%	1969	1051.85	53.4%	1969	9	0.5%
35				2-year Graduation Rate (Other Transfers): USF	2117	491	23.2%	2242	1021.46	45.6%	2242	75	3.3%
Degree Productivity											AY 2016-2017		
36				Bachelors Degrees Awarded	7,700			7,800			1,316		
37				Masters Degrees Awarded	2,933			2,900			418		
38		*	*	Doctoral Degrees Awarded	645			650			103		
39				Total Degrees Awarded	11,278			11,350			1,837		
40	*			Percent of Bachelor's Degrees Awarded in STEM and Health	44.3%			45.0%			74.0%		
				Bachelor's Degrees Awarded in Areas of Strategic Emphasis (includes STEM) (%)	57.0%			57.0%			62.0%		
				Percent of Graduate Degrees Awarded in STEM and Health	64.0%			65.0%			82.7%		
41	*			Graduate Degrees Awarded in Areas of Strategic Emphasis (includes STEM) (%)	76.3%			76.3%			78.0%		
	*			Percent of Bachelor's Graduates Employed and/or Continuing their Education 1 Year after Graduation	0.7			0.72			TBD		
	*			Median Average Wages of Undergraduates Employed in Florida 1 Year after Graduation	37500			38000			TBD		
42	*			Percent of Bachelors Degrees Without Excess Hours	67.5%			70.0%			72.6%		
43				Student Awards (ONS)	50			92			3		
<b>C. Value</b>													
	*			Public University National Ranking (in more than one national ranking)	4			5			TBD		
<b>D. Faculty Excellence</b>													
44		*	*	National Academy Memberships	8			9			8		
45		*	*	Faculty Awards	9			10			36		
46	*	*	*	Number of Postdoctoral Appointees	277			285			277		
47				Number of PhDs on Non-Faculty Research Appointments	6			16			6		
48				Student-to-Faculty Ratio	24			24			TBD		
				Number of Full-time Instructional Faculty	1110			1132			1109		
<b>E. Research: Productivity</b>					n	\$	n	\$	n	\$			
49				Grant Proposals Submitted: #/\$	1030	\$393,674,031	1102.1	\$421,231,213	211	\$101,353,353			
50				Grant Proposals Awarded: #/\$ (new and continuing)	847	\$120,637,348	889.35	\$126,669,216	241	\$50,061,150			
51		*		Total Research Expenditures (\$M)	\$486			\$501			\$27,677,352		
52				Federal Research Expenditures (\$M) (Sum of Federal Expenditures + Federal Flow Through Expenditures)	\$82,777,800			\$86,118,199			\$20,740,648		
53		*		Overall F&A Rate (%): College	16.7%			17.3%			15.1%		
	*			Total Annual Research Expenditures (\$M) (Science & Engineering only)	421			427			TBD		
	*			Total Annual Research Expenditures in Diversified Non-Medical Sciences (\$M) (Science & Engineering only)	230			233			TBD		
	*			National Ranking in STEM Research Expenditures (includes public & private institutions)	8			8			TBD		
				Total R&D Expenditures per Full-Time Tenured, Tenure Earning Faculty Members	486000			501000			TBD		
		*		Citation Impact	TBD			TBD			TBD		
<b>F. Research: Innovation &amp; Commercialization</b>													
	*			Patents Awarded (over 3 year period)	273			276			TBD		
54				Invention Disclosures Received	104			TBD			22		
55				U.S. Patents Issued	48			TBD			17		
56				Licenses/Options Executed	120			121			16		
57				Licensing Revenue Received	\$333,683			TBD			\$167,907		
58				Number of Start-up Companies	8			9			1		
<b>G. Philanthropic Support</b>													
	*			Endowment (\$M)	\$395			\$412			\$395,324		
59				Gifts Received (\$1000s) (total commitment)	\$25,049,951			\$19,450,000			\$45,583		



# PATH TO PREEMINENCE

Ralph Wilcox

Provost and Executive Vice President

&

Valeria Garcia

Associate Vice President, Office of Decision Support

**Council of Deans Spring Semester Retreat**

January 5, 2017

# Emerging/Preeminence - What is it and why is it important?

- FS 1001.7065 (Amended 2016) – Preeminent State Research Universities Program
- Purpose: “To elevate the academic and research preeminence of Florida’s highest-performing state research universities”
- Emerging/Preeminence Classification:
  - *Emerging preeminence* = must meet at least 6 of the 12 academic and research excellence standards ✓
  - *Preeminence* = must meet at least 11 of the 12 academic and research excellence standards ✗
- Emerging/Preeminence Funding:
  - “Each designated emerging preeminent state research university... shall receive an amount of funding that is equal to one-half of... each designated preeminent state research university”.
- The Importance of Emerging/Preeminence:
  - Affirmation of USF’s national standing as a top tier research university and alignment with USF’s bold vision for the future
  - Eligibility for additional strategic funding

# Preeminence: The Metrics

## Student profile and Student Success

- (a)** An average HS GPA of 4.0 and an average SAT score of 1200 for incoming freshman in Fall semester
- (c)** A freshman retention rate of 90% for full-time, FTIC students
- (d)** A 6-year graduation rate of 70% for full-time, FTIC students
- (j)** 400 doctoral degrees awarded annually including professional doctoral degrees awarded in medical and health disciplines

## Faculty Quality and Postdoctoral Fellows

**(e)** 6 faculty members at the state university who are members of the national academy

**(k)** 200 postdoctoral appointees annually

# Preeminence: The Metrics

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## Research and Innovation:

- (f) Total annual research expenditures of \$200 M
- (g) Annual research expenditures in diversified nonmedical sciences of \$150 M
- (i) 100 total patents for the most recent 3-year period

# Preeminence: The Metrics

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## Rankings

**(b)** Top 50 ranking on 2 well-known and highly respected national public rankings

**(h)** Top 100 national ranking for research expenditures in 5 of 8 STEM fields of study (includes public & private institutions)

# Preeminence: The Metrics

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## Philanthropy

(I) An endowment of \$500 M

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# USF's Path to Preeminence

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1. USF exceeds 10 of 12 Preeminence metric performance thresholds.
2. USF falls short in 2 of 12 Preeminence metric performance thresholds:
  - (d) 6-year graduation rate – currently at 67.3% need to grow to 70%+
  - (i) Endowment – currently at \$395 M need to grow to \$500 M+

# Metric A: Average GPA and SAT Score

		2014	2015	2016	2017	2017	2018	2019	2020
Preeminence Metrics	BENCHMARKS	ACTUAL	ACTUAL	ACTUAL	PRELIM ACTUALS	GOALS	GOALS	GOALS	GOALS
Metrics Common To All Universities									
		Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2016	Fall 2017	Fall 2018	Fall 2019
Average GPA and SAT Score for incoming freshman in Fall semester	4.0 GPA / 1200 SAT	4.0 / 1772	4.0 / 1770	4.1 / 1223	4.08 / 1227	4.0 / 1220	4.05 / 1222	4.075 / 1224	4.10 / 1226

**How can colleges contribute to enhanced performance?**

**Deans, chairs and faculty members must engage more actively in recruiting the best and brightest FTIC students to USF.**

# Metric B: Public University National Ranking

		2014	2015	2016	2017	2017	2018	2019	2020
Preeminence Metrics	BENCHMARKS	ACTUAL	ACTUAL	ACTUAL	PRELIM ACTUALS	GOALS	GOALS	GOALS	GOALS
Metrics Common To All Universities									
		4/2014	4/2015	4/2016	4/2017	4/2017	4/2018	4/2019	4/2020
Public University National Ranking (in more than one national ranking)	Top 50	1	1	4	4	5	5	5	5

## How can colleges contribute to enhanced performance?

Deans, chairs and faculty members must become more attuned to organizational behaviors essential to achieving and maintaining top national and international institutional rankings.

# Metric B: Public University National Ranking – Cont.

## Florida Statute 1001.7065 - Preeminent State Research Universities Program

### Criteria B

A top-50 ranking on at least two well-known and highly respected national public university rankings, using most recent rankings.

Publication	Month Available	Publication Year	Ranking Among US Public Institutions Only *	Overall Ranking Among All Institutions *
Washington Monthly - National Liberal Arts Colleges <sup>‡</sup>				
US News and World Report - Liberal Arts Colleges <sup>‡</sup>				
<a href="#">Kiplinger Best College Value (In-state students) - Public Only</a>	January	2017	66	
<a href="#">Princeton Review - Colleges That Pay You Back</a>	February	2016	Not on list	
<a href="#">TARU - Center for Measuring University Performance - Public Only</a>	March	2015	<b>26-50</b>	
Fiske Guide - Best Buy - Public Colleges	July	2015	Not rated	
<a href="#">Forbes - America's Top Colleges</a>	July	2016	120	388
<a href="#">Academic Ranking of World Universities</a>	August	2016	<b>42</b>	201-300
<a href="#">Washington Monthly - National University Rankings</a>	August	2016	<b>46</b>	74
<a href="#">QS World University Rankings</a>	September	2016	56	491-500
<a href="#">US News and World Report - National Universities - Overall Only</a>	September	2017		159
<a href="#">US News and World Report - National Universities - Public Only</a>	September	2017	83	
<a href="#">Times Higher Ed - World University Rankings</a>	October	2016-17	<b>33</b>	201-250

USF ODS Rankings Hub: [//usfweb.usf.edu/ODS/Data/Rankings/RankingsHub.aspxww](http://usfweb.usf.edu/ODS/Data/Rankings/RankingsHub.aspxww)

# Metric C: Freshman Retention Rate

		2014	2015	2016	2017	2017	2018	2019	2020
Preeminence Metrics	BENCHMARKS	ACTUAL	ACTUAL	ACTUAL	PRELIM ACTUALS	GOALS	GOALS	GOALS	GOALS
Metrics Common To All Universities									
		2012-13	2013-14	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19
Freshman Retention Rate (Full-time, FTIC)	90%	89%	89%	88%	90%	90%	91%	92%	93%

## How can colleges contribute to enhanced performance?

Deans, chairs and faculty members must fully engage, through partnership with other university stakeholders, in the implementation of USF's comprehensive *Student Success Initiative*.

# Metric D: 6-Year Graduation Rate

		2014	2015	2016	2017	2017	2018	2019	2020
Preeminence Metrics	BENCHMARKS	ACTUAL	ACTUAL	ACTUAL	PRELIM ACTUALS	GOALS	GOALS	GOALS	GOALS
Metrics Common To All Universities									
		2007-13	2008-14	2009-15	2010-16	2010-16	2011-17	2012-18	2013-19
6-year Graduation Rate (Full-time, FTIC)	70%	63%	67%	68%	67.3%	66.5%	70.0%	72.0%	74.0%

## How can colleges contribute to enhanced performance?

Deans, chairs and faculty members must fully engage, through partnership with other university stakeholders, in the implementation of USF's comprehensive *Student Success Initiative*.

# Metric E: National Academy Memberships

		2014	2015	2016	2017	2017	2018	2019	2020
Preeminence Metrics	BENCHMARKS	ACTUAL	ACTUAL	ACTUAL	PRELIM ACTUALS	GOALS	GOALS	GOALS	GOALS
Metrics Common To All Universities									
		2014 (2013-14)	2015 (2014-15)	2016 (2015-16)	2017 (2016-17)	2017 (2016-17)	2018 (2017-18)	2019 (2018-19)	2020 (2019-20)
National Academy Memberships	6	5	9	8	11	9	10	10	10

## How can colleges contribute to enhanced performance?

Deans, chairs and faculty members must participate in the identification, nurturing and recruitment of prospective national academy members and support the retention and nomination of prestigious national award recipients and prospective national academy members.

# Metric E: National Academy Memberships – Cont.

Last Name	First Name	National Academy	Affiliation	USF Tampa Affiliation
Berman	Richard	NAM	USF Tampa	<b>Global Sustainability</b> ; Institute for Advanced Discovery & Innovation
Cain	Harry	NAM	USF Tampa	<b>Public Health</b> ; Institute for Advanced Discovery & Innovation
Cavanaugh	William	NAE	USF Tampa	Institute for Advanced Discovery & Innovation
Chacour	Selim	NAE	USF Tampa	Institute for Advanced Discovery & Innovation
Eddy	David	NAM	USF Tampa	Institute for Advanced Discovery & Innovation
Gitlin	Richard	NAE	USF Tampa	<b>Engineering</b> ; Institute for Advanced Discovery & Innovation
Hansen	Barbara	NAM	USF Tampa	<b>Medicine</b>
Keck	Donald	NAE	USF Tampa	Institute for Advanced Discovery & Innovation
Lockwood	Charles	NAM	USF Tampa	<b>Medicine</b> ; Institute for Advanced Discovery & Innovation
Poirier	Victor	NAE	USF Tampa	Institute for Advanced Discovery & Innovation
Schwartz	Lyle	NAE	USF Tampa	Institute for Advanced Discovery & Innovation

(N=11, FY 2017)

Updated 1-3-2016

# Metric F: Total Annual Research Expenditures (\$M)

		2014	2015	2016	2017	2017	2018	2019	2020
Preeminence Metrics	BENCHMARKS	ACTUAL	ACTUAL	ACTUAL	PRELIM ACTUALS	GOALS	GOALS	GOALS	GOALS
Metrics Common To All Universities									
		2012-13	2013-14	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19
Total Annual Research Expenditures (\$M) (Science & Engineering only)	\$200 M	\$410 M	\$437 M	\$420 M	TBD	\$421 M	\$427 M	\$434 M	\$440 M

## How can colleges contribute to enhanced performance?

Deans, chairs and faculty members must continue to compete successfully for research funding awards (from federal, state, industry and other sources).

# Metric G: Total Annual Research Expenditures in Diversified Non-Medical Sciences (\$M)

		2014	2015	2016	2017	2017	2018	2019	2020
Preeminence Metrics	BENCHMARKS	ACTUAL	ACTUAL	ACTUAL	PRELIM ACTUALS	GOALS	GOALS	GOALS	GOALS
Metrics Common To All Universities									
		2012-13	2013-14	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19
Total Annual Research Expenditures in Diversified Non-Medical Sciences (\$M) (Science & Engineering only)	\$150 M	\$192 M	\$238 M	\$229 M	TBD	\$230 M	\$233 M	\$237 M	\$241 M

## How can colleges contribute to enhanced performance?

Deans, chairs and faculty members must continue to compete successfully for research funding awards (from federal, state, industry and other sources).

# Metric H: National Ranking in S.T.E.M Research Expenditures

		2014	2015	2016	2017	2017	2018	2019	2020
Preeminence Metrics	BENCHMARKS	ACTUAL	ACTUAL	ACTUAL	PRELIM ACTUALS	GOALS	GOALS	GOALS	GOALS
Metrics Common To All Universities									
		2011-12	2012-13	2013-14	2014-15	2014-15	2015-16	2016-17	2018-19
National Ranking in S.T.E.M. Research Expenditures (includes public & private institutions)	Top 100 in 5 of 8 disciplines	5	7	7	7	7	8	8	8

## How can colleges contribute to enhanced performance?

Deans, chairs and faculty members must continue to compete successfully for research funding awards (from federal, state, industry and other sources).

# Metric H: National Ranking in S.T.E.M Research Expenditures – Cont.

## Criteria H

A top-100 national ranking for research expenditures in five or more science, technology, engineering, or mathematics fields of study, as reported annually by the National Science Foundation (NSF).

Publication	Month Available	Publication Year	Ranking Among US Public Institutions Only *	Overall Ranking Among All Institutions *
<a href="#">NSF STEM R&amp;D Rankings - Computer Sciences</a>	November	2015		68
<a href="#">NSF STEM R&amp;D Rankings - Engineering</a>	November	2015		61
<a href="#">NSF STEM R&amp;D Rankings - Environmental Sciences</a>	November	2015		43
<a href="#">NSF STEM R&amp;D Rankings - Life Sciences</a>	November	2015		46
<a href="#">NSF STEM R&amp;D Rankings - Mathematical Sciences</a>	November	2015		74
<a href="#">NSF STEM R&amp;D Rankings - Physical Sciences</a>	November	2015		104
<a href="#">NSF STEM R&amp;D Rankings - Psychology</a>	November	2015		37
<a href="#">NSF STEM R&amp;D Rankings - Social Sciences</a>	November	2015		17

**USF ODS Rankings Hub:** [usfweb.usf.edu/ODS/Data/Rankings/RankingsHub.aspx](http://usfweb.usf.edu/ODS/Data/Rankings/RankingsHub.aspx)

SUS Institution	Computer Sciences	Engineering	Environmental Sciences	Life Sciences	Mathematical Sciences	Physical Sciences	Psychology	Social Sciences	Ranking
<b>USF Tampa</b>	<b>68</b>	<b>61</b>	<b>43</b>	<b>46</b>	<b>74</b>	<b>104</b>	<b>37</b>	<b>17</b>	<b>7 of 8</b>
<b>FSU</b>	70	70	40	148	43	17	2	50	<b>7 of 8</b>
<b>UCF</b>	22	58	76	158	46	37	71	42	<b>7 of 8</b>
<b>UF</b>	51	29	56	19	101	50	70	40	<b>7 of 8</b>

2015 Publication  
(released December 2016)

# Metric I: Patents Awarded (most recent 3-year period)

		2014	2015	2016	2017	2017	2018	2019	2020
Preeminence Metrics	BENCHMARKS	ACTUAL	ACTUAL	ACTUAL	PRELIM ACTUALS	GOALS	GOALS	GOALS	GOALS
Metrics Common To All Universities									
		2011-13	2012-14	2013-15	2014-16	2014-16	2015-17	2016-18	2017-19
Patents Awarded (over 3 year period)	100	265	292	297	310	291	273	276	279

## How can colleges contribute to enhanced performance?

Deans, chairs and faculty members must continue to work closely with the USF Office of Research, Innovation and Economic Development in filing for patents to protect discoveries and inventions that show promise of future commercial benefit.

# Metric J: Doctoral Degrees Awarded Annually

		2014	2015	2016	2017	2017	2018	2019	2020
Preeminence Metrics	BENCHMARKS	ACTUAL	ACTUAL	ACTUAL	PRELIM ACTUALS	GOALS	GOALS	GOALS	GOALS
Metrics Common To All Universities									
		2012-13	2013-14	2014-15*	2015-16	2015-16	2016-17	2017-18	2018-19
Doctoral Degrees Awarded Annually	400	295	330	601	704	645	650	655	660

## How can colleges contribute to enhanced performance?

Continue efforts of recruitment, support, mentoring and timely graduation of research and professional doctoral students; Deans, chairs and faculty members must continue to grow the number of doctoral degrees awarded through the development, delivery and assessment of world class doctoral degree programs.

# Metric K: Number of Postdoctoral Appointees

		2014	2015	2016	2017	2017	2018	2019	2020
Preeminence Metrics	BENCHMARKS	ACTUAL	ACTUAL	ACTUAL	PRELIM ACTUALS	GOALS	GOALS	GOALS	GOALS
Metrics Common To All Universities									
		Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Number of Post-Doctoral Appointees	200	293	304	289	321	321	298	277	285

## How can colleges contribute to enhanced performance?

Deans, chairs and faculty members must continue to compete successfully for research funding awards (from federal, state, industry and other sources) to support the appointment of postdoctoral fellows.

# Metric L: Endowment

		2014	2015	2016	2017	2017	2018	2019	2020
Preeminence Metrics	BENCHMARKS	ACTUAL	ACTUAL	ACTUAL	PRELIM ACTUALS	GOALS	GOALS	GOALS	GOALS
Metrics Common To All Universities									
		2012-13	2013-14	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19
Endowment (in Millions)	\$500	\$364	\$417	\$417	\$395	\$395	\$412	\$432	\$448

## How can colleges contribute to enhanced performance?

Deans, chairs and faculty members must continue to work hand-in-hand with the USF Foundation to identify and “cultivate” private (individual and corporate foundations) donors who see the value of long-term strategic philanthropic investment in USF.

# USF's Path to Preeminence

## 1. USF meets 10 of 12 Preeminence metric performance thresholds:

- We must ensure that our current performance does not fall short of preeminence benchmarks in each of the 10.
- We need to redouble our focus on continuing improvement in performance through strategic investment of emerging preeminence funds – as well as through PBF investments and a disciplined strategic focus on USF's Work Plan goals.

## 2. USF falls short in 2 of 12 Preeminence metric performance thresholds:

**(d)** 6-year graduation rate – currently at 67.3% and needs to grow to 70%+

Goal-setting, strategy and investment through PBF and the USF Work Plan.

**(i)** Endowment – currently at \$395 M and needs to grow to \$500 M+

Goal-setting through the USF Work Plan and the *Unstoppable* campaign strategy.



## PATH TO PREMINENCE

*“Dig deeper, work smarter, and go further than ever before”.*

President Judy Genshaft

BOARD & TRUSTEES

### FIVE KEY QUESTIONS THAT WE MUST ASK OURSELVES

1. Are we raising our own performance standards to reflect those of a preeminent institution?
2. Are we surrounding ourselves with the very best talent?
3. Are we recruiting the highest level of professionals in our unit?
4. Are we positioning ourselves as **THE** national model in our key areas of expertise?
5. What are we going to stop doing within our unit that doesn't contribute to a preeminent institution?

# University of South Florida

## Emerging Preeminence Plan: A 5-Year Plan for National Excellence

### Vision

The University of South Florida is a global research university dedicated to student success and positioned for membership in the Association of American Universities (AAU).

*University of South Florida Strategic Plan, 2013-18*

**Background.** In 2013, the Legislature and Governor Scott approved SB 1076<sup>1</sup>, creating the Preeminent State Research Universities Program, specifying 12 benchmarks and providing added resources and benefits to those eligible universities who meet 11 out of those 12 benchmarks. In 2016, the program was expanded through HB 7029<sup>2</sup> with a second designation for “Emerging Preeminent State Research Universities” for those institutions that meet six of the 12 preeminence benchmarks.

Meeting nine preeminence benchmarks (see Table 1) the University of South Florida (USF), a Carnegie-classified Doctoral Research University, Highest Research Activity<sup>3</sup>, now qualifies for the Emerging Preeminent designation from the State University System’s Board of Governors (SUS BOG). Investments granted to USF through this program will target areas that will most effectively and efficiently position the university to reach the full preeminent designation, advance its sharply focused 2013-18 Strategic Plan vision for student success and further development of a research profile consistent with eligibility for membership in the Association of American Universities (AAU)<sup>4</sup>. USF strives to become a Top 50 national university.

Through this Emerging Preeminence plan, USF will:

- Raise its stature among the nation’s top public research universities,
- Enhance research productivity,
- Make greater contributions to the national and global prominence of the State of Florida and SUS, and
- Support innovation and economic development in the Tampa Bay region and the State of Florida.

Table 1. Preeminence Metrics from the 2016-17 BOG Work Plan.

	MEASURE	BENCHMARK	USF
A	Average GPA and SAT Score for 2 subsets for incoming freshman in Fall semester	4.0 GPA 1200 SAT	4.1 GPA 1223 SAT
B	National Public University Ranking	Top 50 in 2 or more publications	4
C	Freshman Retention Rate (Full-time, FTIC)	≥ 90%	88%
D	6-year Graduation Rate (Full-time, FTIC)	≥ 70%	68%
E	National Academy Memberships	6	8
F	Total Annual Research Expenditures (Science & Engineering only)	≥ \$200 M	\$420
G	Total Annual Research Expenditures in Diversified Non-Medical Sciences (Science & Engineering only)	≥ \$150 M	\$229
H	National Ranking in Research Expenditures in at least 5 STEM disciplines as reported by NSF (includes public & private institutions)	5 in Top 100	7
I	Patents Awarded (over 3 year period)	≥ 100	297
J	Doctoral Degrees Awarded Annually includes Research Doctoral Degrees and Medical/Health Professional Doctoral Degrees	≥ 400	601
K	Number of Post-Doctoral Appointees	≥ 200	289
L	Endowment Size (\$M)	>\$500 M	\$417
NUMBER OF CRITERIA ABOVE THE BENCHMARK:			9

**Quality Indicators.** The foundation of USF’s strategy is accountability, guided by its 2013-18 Strategic Plan and the BOG’s 2025 Strategic Plan. The USF Board of Trustees and university leadership consistently track progress towards meeting AAU membership eligibility, the SUS preeminence designation, and other contributions to the SUS strategic plan. Table 2 shows the 27 metrics most important to our emerging preeminence plan and to USF’s AAU aspirations.

<sup>1</sup> <http://www.flsenate.gov/Session/Bill/2013/1076>  
<sup>2</sup> <https://www.flsenate.gov/Session/Bill/2016/7029>  
<sup>3</sup> <http://carnegieclassifications.iu.edu/>  
<sup>4</sup> <http://www.aau.edu/>

Table 2. Metrics tracked for National Excellence, SUS BOG Preeminence, & AAU Eligibility.

METRIC		SOURCE	BENCHMARK	2016 PERFORMANCE	2017 GOALS	2018 GOALS	2019 GOALS	2020 GOALS	2021 GOALS
<b>A. Student Access</b>									
				Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
1	Average GPA and SAT Score for incoming freshman in Fall semester	Preeminence	4.0 / 1200	4.1/ 1223	4.0 / 1220	4.05 / 1222	4.075 / 1224	4.10 / 1226	4.15 / 1228
				Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
2	Freshman in Top 10% of Graduating High School Class for incoming freshman in Fall semester*	AAU	31.5% (Fall 2014)	34%	35%	35%	36%	36%	37%
				Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
3	Freshman Acceptance Rate for incoming freshman in Fall semester	SUS Research Institutions	51.7% (Fall 2014)	44.6%	44.5%	44.4%	44.3%	44.2%	44.1%
<b>B. Student Success</b>									
				2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
4	Freshman Retention Rate (Full-time, FTIC)	Preeminence	90%	88%	90%	91%	92%	93%	94%
				2011-15	2012-16	2013-17	2014-18	2015-19	2016-20
5	4-year Graduation Rate (Full- and Part-Time, FTIC)	SUS Research Institutions	40% (2011-15)	51%	54%	56%	58%	60%	62%
				2009-15	2010-16	2011-17	2012-18	2013-19	2014-20
6	6-year Graduation Rate (Full-time, FTIC)	Preeminence	70%	68%	67%	70%	72%	74%	76%
				2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
7	Percent of Bachelor's Degrees Awarded in STEM and Health	SUS Research Institutions	34% (2014-15)	43.0%	44.3%	45.0%	46.0%	47.0%	48.0%
				2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
8	Percent of Graduate Degrees Awarded in STEM and Health	SUS Research Institutions	45% (2014-15)	61.0%	64.0%	65.0%	66.0%	67.0%	68.0%
<b>C. Value</b>									
				4/2016	4/2017	4/2018	4/2019	4/2020	4/2021
9	Public University National Ranking (in more than one national ranking)	Preeminence	2	4	5	5	5	5	5
<b>D. Faculty Excellence</b>									
				2016 (2015-16)	2017 (2016-17)	2018 (2017-18)	2019 (2018-19)	2020 (2019-20)	2021 (2019-20)
10	National Academy Memberships*	Preeminence	6	8	9	10	10	10	11
				2013	2014	2015	2016	2017	2018
11	Faculty Awards*	AAU	12 (2013)	8	7	8	9	10	12
				Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017
12	Number of Post-Doctoral Appointees*	Preeminence	200	289	321	298	277	285	290
				Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017
13	Number of PhDs on Non-Faculty Appointments*	AAU	150 (Fall 2013)	126	126	119	100	110	120
				Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2019
14	Student-to-Faculty Ratio	AAU	16 (Fall 2014)	24	23	22	21	20	19

Table 2. Continued

				2016	2017	2018	2019	2020	2021
METRIC		SOURCE	BENCHMARK	PERFORMANCE	GOALS	GOALS	GOALS	GOALS	GOALS
<b>E. Research: Productivity</b>									
				2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
15	Total Research Expenditures (\$M)*	AAU	\$386 (2012-13)	\$485	\$486	\$501	\$516	\$531	\$547
				2014-15	2015-16	2016-17	2017-18	2018-19	2019-2020
16	Federal Research Expenditures (\$M)	AAU	\$205 (2012-13)	\$218	\$219	\$222	\$226	\$229	\$232
				2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
17	Total Annual Research Expenditures (\$M) (Science & Engineering only)	Preeminence	\$200	\$420	\$421	\$427	\$434	\$440	\$447
				2014-15	2015-16	2016-17	2017-18	2018-19	2019-2020
18	Total Annual Research Expenditures in Diversified Non-Medical Sciences (\$M) (Science & Engineering only)	Preeminence	\$150	\$229	\$230	\$233	\$237	\$241	\$244
				2013-14	2014-15	2015-16	2016-17	2018-19	2019-20
19	National Ranking in S.T.E.M. Research Expenditures (includes public & private institutions)	Preeminence	Top 100 in 5 of 8 disciplines	7	7	8	8	8	8
				2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
20	Total R&D Expenditures per Full-Time Tenured, Tenure-Earning Faculty Members	SUS Research Institutions	\$231,150 (2013-14)	\$484,763	\$491,000	\$486,000	\$501,000	\$516,000	\$531,000
				2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
21	Doctoral Degrees Awarded Annually*	Preeminence	400	601	645	650	655	660	665
				2013-15	2014-16	2015-17	2016-18	2017-19	2018-20
22	Citation Impact	AAU	1.47 (2012-14)	1.59	1.60	1.62	1.64	1.65	1.67
<b>F. Research: Innovation and Commercialization</b>									
				2013-15	2014-16	2015-17	2016-18	2017-19	2018-19
23	Patents Awarded (over 3 year period)	Preeminence	100	297	291	273	276	279	282
				2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
24	Licenses/Options Executed*	AAU	47 (2012-13)	91	119	120	121	122	123
				2014-15	2015-16	2016-17	2017-18	2018-19	2019-2020
25	Number of Start-up Companies*	AAU	4 (2012-13)	11	8	9	10	11	12
<b>G. Philanthropic Support</b>									
				2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
26	Endowment (in Millions)	Preeminence	\$500	\$417	\$395	\$412	\$432	\$448	\$460
				2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
27	Gifts Received (\$1000s)	AAU	\$103,033 (2012-13)	\$59,903	\$65,000	\$70,000	\$75,000	\$80,000	\$85,000

The metrics in Table 2 are grouped according to seven areas in which USF seeks to achieve national excellence: (1) student access; (2) student success; (3) value; (4) faculty excellence; (5) research productivity, (6) research innovation and commercialization; and, (7) philanthropic support. The preeminence metrics are highlighted in blue and the benchmark values are shown in the fourth column. While many preeminence benchmarks are important for AAU eligibility, as indicated with an asterisk, for those not benchmarked in preeminence, the value is based on the 25<sup>th</sup> percentile performance for the 34 U.S. public AAU institutions. The remaining metrics in Table 2 were selected as they contribute to the SUS BOG Strategic Plan goals and are often utilized in mathematical formulae for external ranking systems. For gauging our performance in the remaining metrics, we have calculated the most recently available average performance of the SUS designated research universities (i.e., FAMU, FAU, FIU, FSU, UCF, UF, and USF) as our benchmark value.

While USF will continue to balance its priorities to meet the performance goals for our 2013-18 Strategic Plan vision for AAU eligibility and all of the SUS BOG's 2025 Strategic Plan goals, the remainder of this discussion focuses on our plan to meet and sustain at least 11 of the 12 preeminence benchmarks through careful planning, strategic investments, disciplined execution and transparent accountability.

Critical to our current and planned performance for meeting preeminence is recruiting and retaining high quality, research productive faculty talent. The role of faculty in support of the preeminence goals is exemplified by consideration of *student-to-faculty ratio*, a metric that is often utilized in national rankings. As shown for Metric 9, to meet the preeminence benchmark for national rankings a university must be in the top 50 of at least two. USF is proud that it has risen into the top 50 of four rankings: *Kiplinger's Best Public College Value*, *Washington Monthly – National Universities*, *Times Higher Education World University Rankings*, and the *Center for Measuring University Performance (TARU)*. USF will strive to be in the top 50 of at least one more ranking in this planning period.

USF has invested heavily to improve its *student-to-faculty ratio* to achieve its current value of 24:1. However, this falls short of the 25<sup>th</sup> percentile benchmark derived from AAU public institutions of 16:1. While USF will continue to serve a large undergraduate population, even a small improvement in our *student-to-faculty ratio* will show a large return on investment, positively impacting several preeminence metrics including, but not limited to, *freshman retention rate*, *6-year graduation rate*, and the *number of doctoral degrees awarded annually*. USF currently meets the preeminence benchmark only for the last of these.

The *freshman retention rate* metric will be positively impacted by improving the *student-to-faculty ratio*. USF has made steady incremental progress for this goal, with current performance at 88%. We must, however, do a better job with student retention, not only to meet the preeminence benchmark of 90%, but because continuing their undergraduate education is a key element in students realizing their future dreams. We expect to reach this performance threshold by next year.

Linked to retention rates are the *4-year* and *6-year graduation rates*, the latter of which is a preeminence metric. USF has realized remarkable success in graduation rates under the stewardship of Dr. Judy Genshaft and her leadership team. For example, the *6-year graduation rate* for the 2004 cohort (graduating in 2010) was 51%, and our current performance (2009 cohort, graduating in 2015) is 68%. While we celebrate this 17 percentage point increase, we are not satisfied. We will continue our current pattern of strategic investments, particularly those realized

through performance-based funding<sup>5</sup>, to support our current and future student success initiatives. Our present trajectory suggests that we will meet the preeminence benchmark of 70% with the 2011 cohort projected to graduate in 2017.

Students will always remain USF's primary *raison d'être*, a fact supported by USF's proven ability to attract a talented pool of undergraduate and graduate students. Indeed, USF meets the *Average GPA and SAT* score preeminence benchmark with a profile of 4.1 GPA and 1223 SAT for its current freshman class and continued gains are fully anticipated. While 34% of our talented fall freshmen graduated in the *top 10% of their High School Class*, placing us above the 25<sup>th</sup> percentile of public AAU institutions and contributing to the SUS BOG's Strategic Plan goal of 50% for the system, we must balance seeking high-achieving students with our commitment to providing access to a diversified pool of talented young men and women, many of whom are first-generation in college. Not only are many USF undergraduates the first in their families to achieve the dream of attending university, a significant number (40% in Fall 2015) are low-income PELL recipients. In order to provide adequate support for a talented and economically diverse student population, USF must strive to achieve the preeminence *Endowment Size* benchmark of \$500 million. Although we do not anticipate meeting this benchmark by 2021, we firmly believe that we will continue to see progress in achieving our philanthropic goals, particularly with the continued success of the USF *Unstoppable* campaign which is on target to meet its \$1 billion goal within the next year<sup>6</sup>. We remain proud of the fact that only two other public institutions founded after 1950 (the University of California – San Diego and the University of California – Irvine) have reached an endowment value higher than that of USF's (based on FY 2015 nationally published data<sup>7</sup>).

While USF's dedication to student success is unwavering, we believe that it is our proven commitment to research and innovation that differentiates us from so many other colleges and universities across Florida and the nation. This dedication is responsible for USF leading the SUS in *Total R&D Expenditures per Full-time Tenured and Tenure-Earning Faculty Members* (\$484,763 in FY2014) as reported in the BOG Annual Accountability Reports. Further, the commitment has resulted in USF's enviable recent trajectory in research related metrics, including meeting or exceeding performance benchmarks for the remaining preeminence metrics: *National Academy Members*; *Science & Engineering Research Expenditures*; *Non-Medical Science & Engineering Research Expenditures*; *National Ranking in S.T.E.M. Research Expenditures*, *Patents Awarded*, and the *Number of Post-Doctoral Appointees*. USF ranks 4<sup>th</sup> worldwide for organizations with the most Fellows of the American Association for the Advancement of Science (AAAS) named this year. USF is ranked 110<sup>th</sup> among all the world's universities in a ranking of faculty publications, according to *High Impact Universities* (2010). USF ranks 10<sup>th</sup> nationally and 13<sup>th</sup> among universities worldwide for U.S. patents granted in 2014, according to a report released by the National Academy of Inventors (NAI) and the Intellectual Property Owners Association (IPO). In 2015, USF was named an Innovation & Economic Prosperity University by the Association of Public and Land-grant Universities (APLU), in recognition of its strong commitment to economic engagement. These are no small achievements, yet we must continue to "raise our game", competing more successfully for external funding to support basic and applied work, together with exploring innovative pathways for taking important discoveries to the marketplace. In order for our research enterprise to flourish USF's leadership must build a sustainable plan to expand, equip and support state-of-the-art research space, and most importantly link our aims to improve *faculty-to-student ratio*, with strategic

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<sup>5</sup> [http://www.flbog.edu/about/budget/performance\\_funding.php](http://www.flbog.edu/about/budget/performance_funding.php)

<sup>6</sup> [http://unstoppable.usf.edu/fnd\\_web/default.aspx](http://unstoppable.usf.edu/fnd_web/default.aspx)

<sup>7</sup> <http://chronicle.com/article/Sortable-Table-College-and/235074>

and laser-focused faculty recruitment, through careful stewardship of the emerging preeminence funding.

**Solution: Strategic Faculty Hires.** President Genshaft and her senior leadership team, including the Provost and the Senior Vice President for Health, will personally steward Emerging Preeminence funding by earmarking the State's investment for Strategic Faculty Hiring in key areas of research focus. The President and her senior team will serve as a selection committee to which Deans and Center directors can petition for recruitment support for pre-identified nationally and globally prominent faculty. Areas that are believed to offer the greatest reputational and scientific return on investment include:

- **Brain and Spinal Cord:** neuroscience, aging, hearing loss, Alzheimer's Disease, brain, prosthesis, neuromorphic computing, cognitive sciences, spinal cord injury prevention and mitigation;
- **Data Science:** including data analytics, financial data analysis, and electronic health record generation and security;
- **Heart:** basic, translational and clinical research, and cardiovascular disease-related care including integrated cell and organ physiology, pharmacology, nanotechnology and drug discovery, cardiac regeneration and surgery, molecular biology, genomics and personalized medicine, bioinformatics, and medical engineering;
- **Security:** cybersecurity, global security, spread and control of infectious diseases, and social networks;
- **Water:** purification, ocean ecology, marine and coastal issues, and sustainability; and
- **Research Translation:** the translation of research into products, processes, and policies that improve the human condition.

**Future Steps.** USF's commitment to strategic investment in targeted faculty hires will result in significant gains in our current 25<sup>th</sup> place National Science Foundation (NSF) ranking among public research universities for total research expenditures, while furthering student success. In addition, our plan supports the BOG's 2025 Strategic Plan goals for strengthening quality and reputation in teaching, research, and public service. The strategic faculty hires will allow us to foster research connectivity, collaboration, and entrepreneurial, problem-solving approaches to focus on complex issues where society needs innovation and change. We anticipate USF will meet 11 of the 12 preeminence metrics by 2018. Such an accomplishment will enhance the State of Florida's competitive position in the global marketplace and bring greater prominence to USF and the SUS.

**Conclusion.** Through thoughtful, metric-driven planning, USF has been successful in its relentless pursuit of excellence and enhanced performance. This strategy has led to our qualification for emerging preeminence status just a few years after the Florida Preeminence program was launched, and it will continue to drive our progress toward even higher gains in the years to come. The additional investments made available for this effort by our state leaders and supplemented with philanthropic support, will boost that progress exponentially, and we look forward to reporting back with more details of that inevitable success. USF is proud to work alongside the BOG, the Legislature and the Governor to provide the highest quality education to our tens of thousands of students, to enhance the national reputation of the State University System of Florida, and ultimately bolster the foundation of Florida's knowledge-based economy.