



# **USF Strategic Plan 2027**

**Alumni Board of Directors Meeting, September 24, 2022**



UNIVERSITY OF SAN FRANCISCO

Golden T. Venters, Director of Organization Effectiveness, Student Life

# Quick Overview of the Development Process for the Plan

---

- USF 2027 is the university's first-ever Strategic Plan
- Created through a year-long planning process conducted from fall 2020 through fall 2021 (Accepted by the Board of Trustees in December 2021)
- Developed through an inclusive and iterative process involving hundreds of stakeholders (students, faculty, librarians, staff, alumni, and community partners.).
- Developed in the midst of a global health pandemic, a national racial reckoning, an environmental crisis, and political upheaval.
  - Accentuating the importance of attending to the holistic care of our people, institution, resources, and our mission in the world.
- USF 2027 articulates a vision for USF as a **dynamic university, deeply engaged in institutional transformation** and **focused on equity, excellence, global community engagement**, and **social and environmental justice impact**.

## VISION of USF 2027

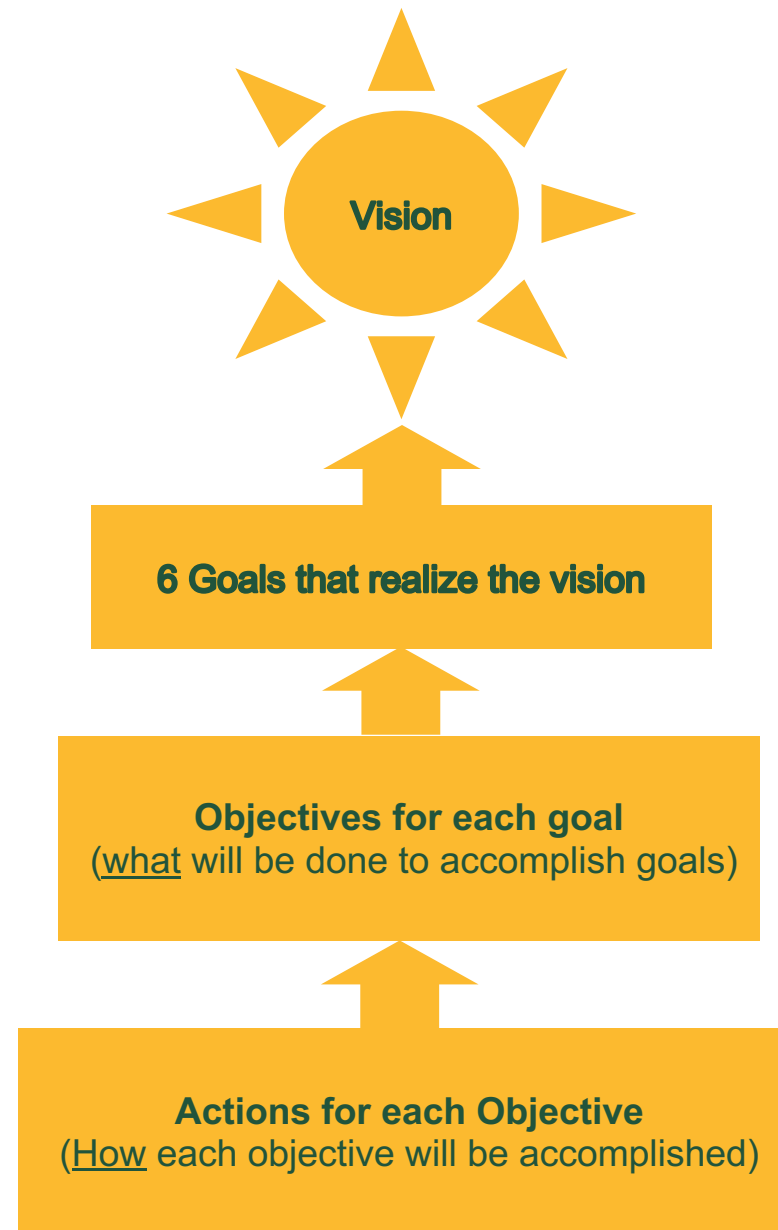
---

USF will be the leading Jesuit university for diversity, inclusiveness, academic excellence, and innovation, distinguished by our experiential and civically-engaged education; our caring, equitable, and global community; and our contributions to social and environmental justice. We will be:

- An innovator in designing an education that drives scholarly, creative, and professional competencies.
- A destination for emerging lifelong learning opportunities.
- A global and diverse university where all community members are supported to thrive holistically.
- An ethical and engaged partner with our local, national, and global communities, ***and our alumni.***
- A dynamic institution that is able to respond rapidly and transparently to a changing world.

# Structure of the Plan

---





# Six Driving Goals to Realize the Vision

---

- 1. Reimagine Jesuit Education**  
to accelerate the achievement of a more just and sustainable world.
- 2. Invest In and Promote Scholarly, Creative, and Community-Focused Endeavors**  
that advance justice and address the pressing challenges of our time.
- 3. Provide a Radically Inclusive, Global, and Welcoming Campus Experience**  
that propels students to realize their full potential as leaders, social change agents, creators, practitioners, and lifelong learners.
- 4. Extend Our Visibility, Prominence, and Accessibility**  
through strategic partnerships, public programming, and community outreach that extend our reach as people for and with others.
- 5. Ensure USF is an Equitable and Extraordinary Place to Work**  
through developing an agile, highly-motivated, collaborative, and growth-oriented workforce.
- 6. Develop Inclusive and Participatory Shared Governance Structures**  
to harness the creativity, vision, and brilliance of our students, staff, faculty, and librarians.

# Alumni Specific Alignments & Opportunities

- 4 Goals
- 7 Objectives
- 10 Specific Actions

## Goal 2: Invest In and Promote Scholarly, Creative, and Community-Focused Endeavors

---

**Objective 1:** Advance scholarly, creative, community-focused work that **generates social action and leads to positive impact aligned with USF's mission.**

- **Action 1:** Create fora where faculty, librarians, and staff **engage with *alumni*** and community members within and across disciplines in transformative community interaction.

**Objective 3:** Elevate the public profile of scholarly and creative achievements through proactive media outreach, social media, and USF's communication platforms.

- **Action 3:** Improve mechanisms for promoting the scholarly, creative, and community activities of USF faculty, staff, librarians, students, and ***alumni***.

## Goal 3: Provide a Radically Inclusive, Global, and Welcoming Campus Experience

---

**Objective 4:** Measure and improve the return on investment on a USF education and enhance the **upward social and economic mobility of USF graduates.**

- **Action 1:** Improving how we gather and leverage data related to ***post-graduation outcomes and alumni careers.***
- **Action 3:** ***Leverage alumni***, industry, and government connections for mentoring, externships and employment opportunities that enhance the value of a USF education.

**Objective 5:** **Expanding our enrollment** through creative, responsive and collaborative data-driven strategies.

- **Action 3:** Launching an international board of advisors to expand USF's global network, presence, and visibility, and support international student recruitment and ***international alumni engagement.***



## Goal 4: Extend Our Visibility, Prominence, and Accessibility

---

**Objective 1:** A comprehensive awareness campaign and strategic investments in facilities and technologies, and community outreach.

- **Action 3:** Re-envisioning physical and digital technology **spaces that welcome visitors, prospective students, alumni, and the broader community** to our campuses, with design and services that are accessible, responsive, and showcase USF's mission, identity, and contributions.

**Objective 5:** Leveraging reciprocal partnerships to advance the common good, access to USF's programs, and enhance civic engagement and professional development for **students, alumni, and community members**.

- **Action 2:** *Extending the Alumni Mentor Program* and *developing a Digital Alumni Hub technology* to increase mentorships and experiential learning opportunities between students and alumni, focused on solutions to the world's most critical challenges.
- **Action 4:** Leverage and enhance our community-based organizations' data and **alumni digital technology infrastructure** to increase community stakeholder access and **foster collaborations between students, faculty, staff, alumni, and community partners**.

## Goal 5: Ensure USF is an Equitable and Extraordinary Place to Work

---

**Objective 5**: Fostering **holistic wellness and the mental and spiritual health of USF and surrounding communities**, with special attention to the **needs of those impacted by injustice**.

- **Action 3**: Provide training focused on timely mental and spiritual health topics (e.g., trauma, anxiety, depression, substance use)  
[For students, faculty, librarians, staff, *alumni*, and community partners.]
- **Action 5**: Develop professional development opportunities on restorative justice, just culture, and trauma-informed approaches.  
[For faculty, librarians, staff, *alumni*, and community partners]

# Implementation Structure & Points for Alumni Engagement

---

## Oversight and Coordination

- The **Office of the Provost** holds oversight and ensures continuity of strategic planning as a transparent and inclusive institutional practice.
- A widely **representative Strategic Plan Advisory Council** has been established to advise the provost and coordinate the implementation process.
  - Establishing structures, processes, and tools
  - Ensuring community-wide participation and transparent communication
  - Supporting alignment of key processes and unit level planning (academic and administrative units)
  - Reviewing, tracking, and reporting on progress
- **Representative Working Groups** are being established for each of the 6 goals
  - To facilitate ongoing community-wide dialogue, develop ideas and collaborations, make recommendations for continuous improvement and effective implementation.

# Implementation Structure & Points for Alumni Engagement

---

## Points for Alumni Engagement and Information

- **Working Groups** (membership and/or advising and providing recommendations)
  - Working Groups for Goals 5 and 6 have been formed and begin work this month
  - Remaining working groups will launch in October
    - Nomination forms are now live with a due date of September 30
    - Targeted recruitment is also happening to ensure representation and expertise
- **Monthly Public Forums** (focused on one of the 6 goals)
  - First forum = October 18; Goal #5 (Ensuring USF is an Equitable and Extraordinary Place to Work)
- **Communication Channels**
  - New Webpage: <https://myusf.usfca.edu/president/usf-2027-strategic-plan>
  - Email: [strategicplanning@usfca.edu](mailto:strategicplanning@usfca.edu)
  - Slack Channel: [usf-strategic-plan.slack.com](https://usf-strategic-plan.slack.com)



**Thank You!**  
**Any Comments or Questions?**

