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

- Vision
- 6 Goals that realize the vision
  - Objectives for each goal
    - what will be done to accomplish goals
  - Actions for each Objective
    - How each objective will be accomplished
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.
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 advises 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](https://myusf.usfca.edu/president/usf-2027-strategic-plan)
  - Email: strategicplanning@usfca.edu
  - Slack Channel: usf-strategic-plan.slack.com
Thank You!
Any Comments or Questions?