

Date: April 14, 2025

Subject: Advancing Efficiency and Strategic Impact

University Leadership Council:

As we approach the end of this legislative session, our state leaders continue to stress the importance of our university system operating in an efficient, fiscally responsible manner, and we look forward to the opportunity to ensure we are maximizing value for students and providing a strong return on investment for Floridians. As many of you know, Governor DeSantis in February issued [Executive Order 25-44](#) to establish a DOGE Team, and we continue to work with the Governor's Office on this initiative.

With this important state priority in mind, I want to share details about a newly launched USF task force. I have charged the Advancing Efficiency and Strategic Impact Task Force with leading a comprehensive review to explore new opportunities for operational efficiency and innovation, including identifying strategic reallocations of resources that allow us to invest in outcomes that matter most: student success, faculty excellence, research and innovation, and institutional resilience. Through bold and responsible efficiency management we can deliver better outcomes without compromising quality or our strategic long-term goals.

I have asked the task force to work closely with teams in the following areas to consider:

- Consolidating operations across USF, beginning with Academic Affairs, by moving toward a shared administrative services model;
- Designing an Early Retirement Incentive Program (ERIP) for staff and administration, with an initial pilot for faculty in one of USF's colleges;
- Improving operational efficiencies in USF Research and Innovation in light of anticipated changes in indirect cost recovery;
- Creating a university-wide incentive program that rewards units for achieving targeted savings by reinvesting those funds into strategic priorities—for example, shifting resources from low-demand services into academic advising;
- Aligning and streamlining technology licenses, paired with employee training, to ensure efficient and effective use of available tools;
- Conducting a comprehensive assessment of our space utilization to ensure the highest and best use in support of our mission.

This work will be co-managed by Paige Geers, Vice President and Chief of Staff, and Gerard Solis, Senior Vice President for Legal Affairs and General Counsel, who will guide the process and ensure timely coordination across all units.

I have encouraged task force members to let their work be guided by the principles that we are stewards of a public trust and that every decision we make should help fuel Florida's future through academic excellence, innovation, and opportunity.

Sincerely,

Rhea F. Law
President