## REPORT Academic Year 2018-19



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**Our Mission** 

## 



## MISSION

The College of Arts and Sciences is the intellectual heart of the University of South Florida. We are a community of teachers and scholars united in the belief that broadly educated people are the basis of a just, free, and prosperous society. By focusing on the big questions facing all of humanity, we prepare students for successful personal and professional lives. By conducting innovative, interdisciplinary research and scholarship, we advance knowledge in ways that prepare us to address vexing social problems and enhance quality of life for people and communities.

# ACADEMIC SUCCESS

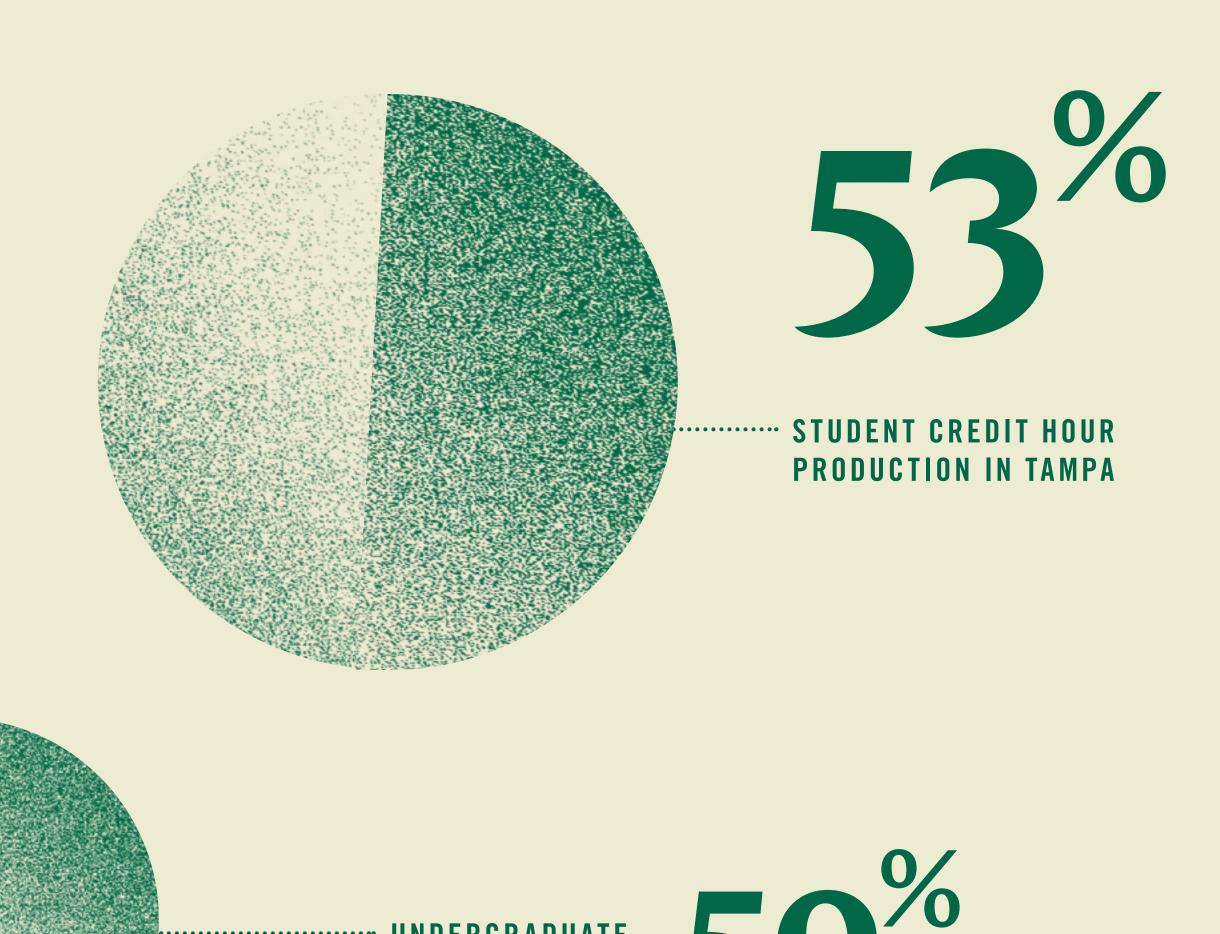
The College of Arts and Sciences aspires to be a national model for integrating the humanities, social sciences and natural sciences into a dynamic, trans-disciplinary entity focused on knowledge generation, global problem solving, skills development and real-world applications. We will nurture academic success for a diverse population by creating engaging, inclusive learning environments that prepare students for productive lives as global citizens. Through innovative, interdisciplinary research, creative activities and mutually beneficial community partnerships, the college is seeking to become a global leader in scholarship that enhances the quality of life for all.



# Strategic Priorities for AY 18-19

### ENROLLMENT

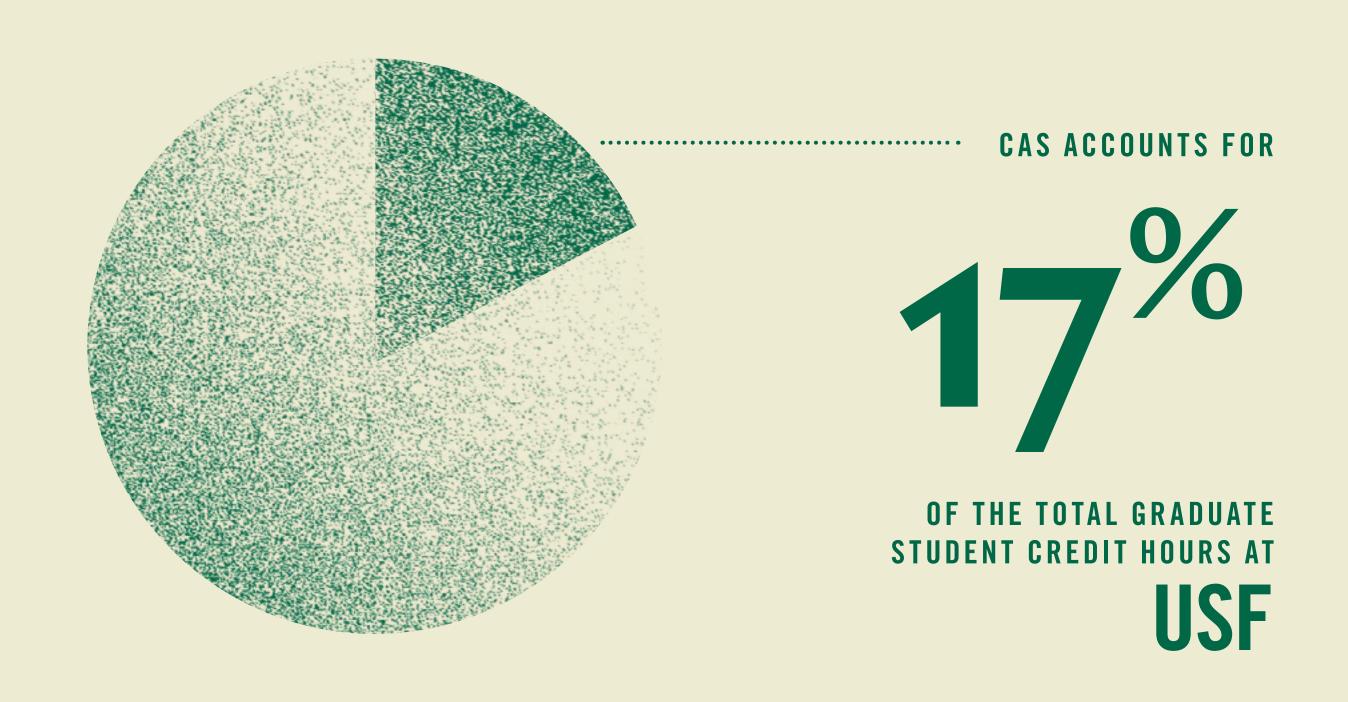
Enrollment in the College is strong at all levels. The College of Arts and Sciences (CAS) leads university enrollments at the undergraduate level with over 53% of the total student credit hour (SCH) production in Tampa and 50% of the undergraduate headcount. This is largely a reflection of the work of advisors and departments who are connecting academic majors more closely to a variety of career paths and alumni successes, while faculty are delivering rigorous and relevant curriculum embedded with career transferable skills.



HEADCOUNT

## GRADUATE ENROLLMENT

Graduate enrollments in CAS have remained relatively stable even while graduate enrollment has declined nationally. Overall, the College accounts for about 17% of the total graduate SCH at USF. Of note, our Masters level enrollment in Urban and Regional Planning, Library and Information Science Cybersecurity, and Intelligence Analytics continue to be strong. Growth at the doctoral level is stable and is largely limited by the availability of faculty mentors, research space and competitive graduate stipends. That said, opportunities to improve our competitive position do exist through faculty hires enabled by the Florida World Class Scholars program, emerging plans for research space renovation, and significant increases to graduate stipends.



## ONLINE ENROLLMENT

CAS accounted for nearly a third of all online gross SCH on USF Tampa campus and slightly more than 25% of all USF System online SCH. Our online offerings accounted for 21% of all CAS gross SCH both overall and at the UG level. This is a direct result of the College's continuing investment in the development of new online course offerings and our support for teaching assistants to expand the number of students served per course. In 2018-2019 CAS invested in refreshing or fully developing/redeveloping more than 15 courses, promoting sound pedagogical design and ensuring that said courses meet state standards of quality of online education. Of these, several redevelopments were for very high-enrolled service courses. These targeted improvements have had an immediate impact on the quality of students' online learning experiences.



## RETENTION AND PERFORMANCE

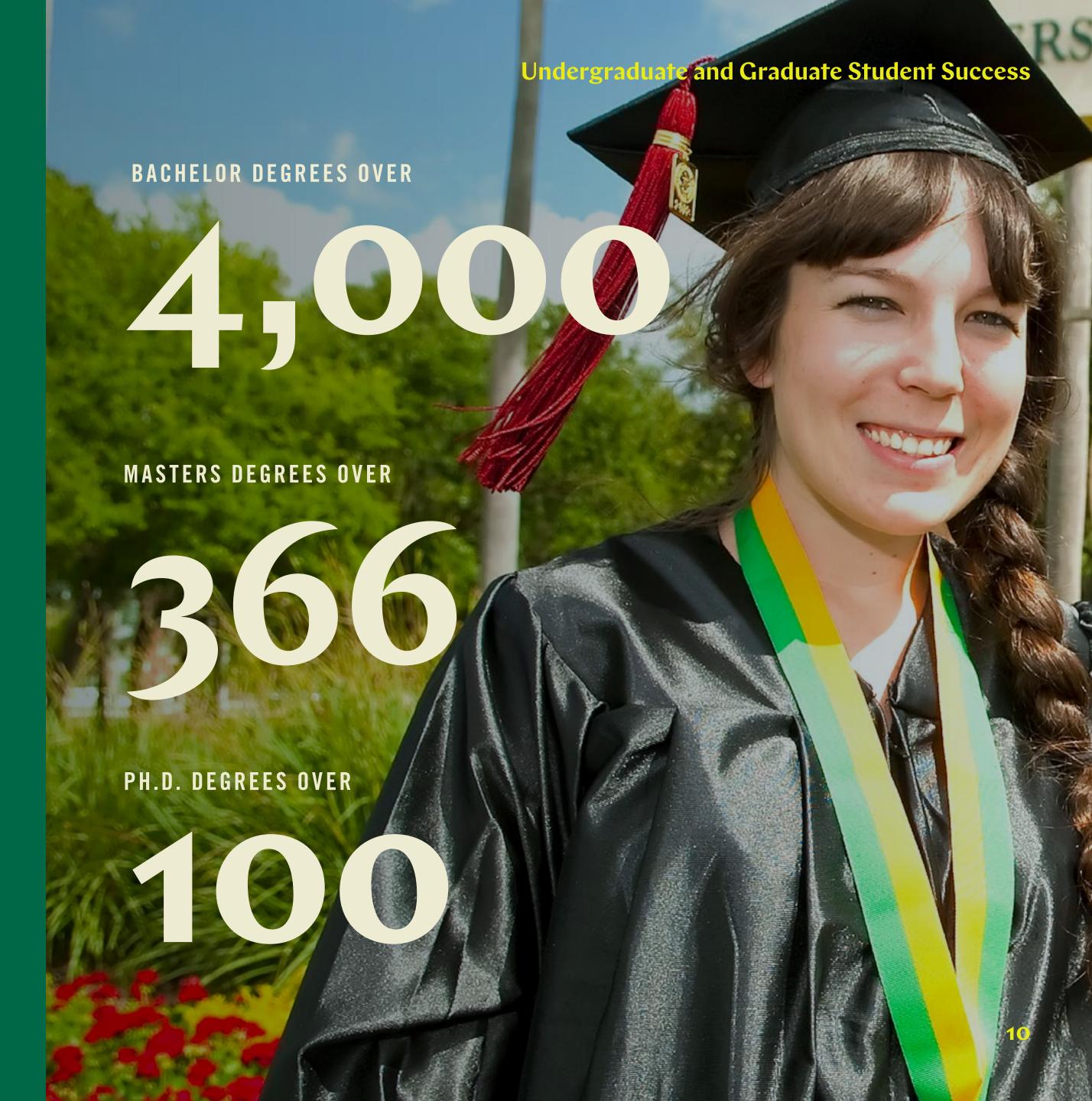
Freshmen retention rates continue to be outstanding and we are on track to retain over 90% of FTIC students, a direct reflection of the effort put forth by our advising team and faculty in our introductory courses. Four- and six-year graduation rates are on track to achieve over 70% (four year) and 75% (six year)—both above the overall university rates for the second year in a row. Similarly, two- and four-year transfer student graduation rates are over 30% and 70%, respectively. Over 77% of CAS students now graduate without state defined Excess Hours.



**Strategic Priorities for AY18-19** 

## DEGREES AWARDED

Degrees awarded at all levels have increased concomitant with the enrollment and progression success described above. While final numbers for this year will not be available until after spring graduation, Bachelor degrees awarded are once again trending over 4,000, Masters degrees are projected to match last year's numbers (366), while Doctoral degrees awarded are on track to well over 100 Ph.D.s again this year. Of note, CAS accounts for nearly half of the Tampa undergraduate degrees awarded in the Board of Governors Areas of Strategic Excellence and over 40% of the graduate degrees awarded in CAS meet this criterion.



# STUDENT ANARDS

Student Awards are not yet finalized, but this year's numbers are on trend to slightly exceed last year's. Our students are some of the best and brightest at the University of South Florida including Gilman and Goldwater scholars and many others.

Strategic Priorities fo

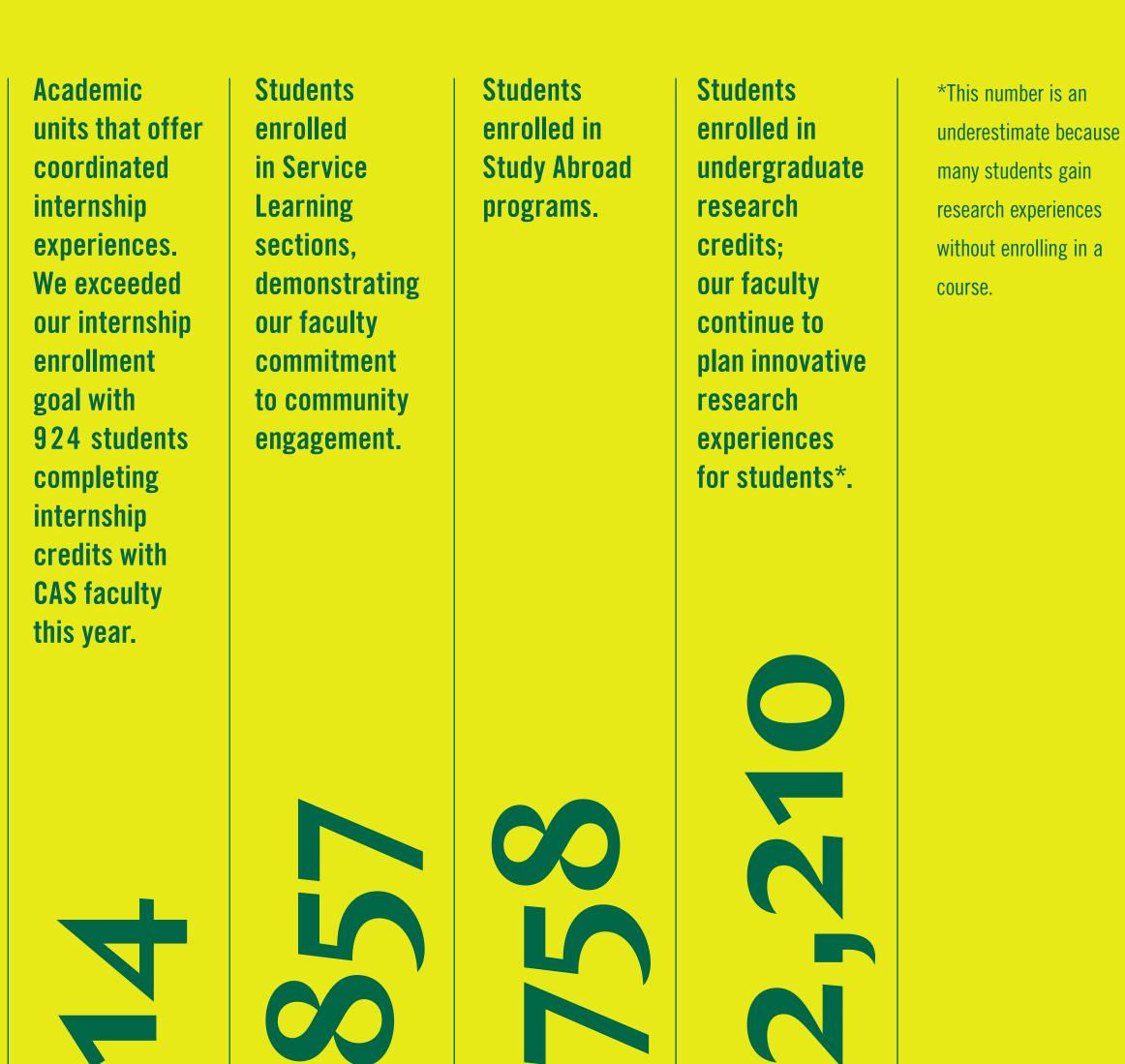
\*This number is an

without enrolling in a

## EXPERIENTIAL EDUCATION

#### and High-Impact Practices

The College has continued its commitment to providing high-quality experiential education opportunities for our students (including Internships/Practica, Service Learning, Undergraduate Research, Course-based Research, and Study Abroad).





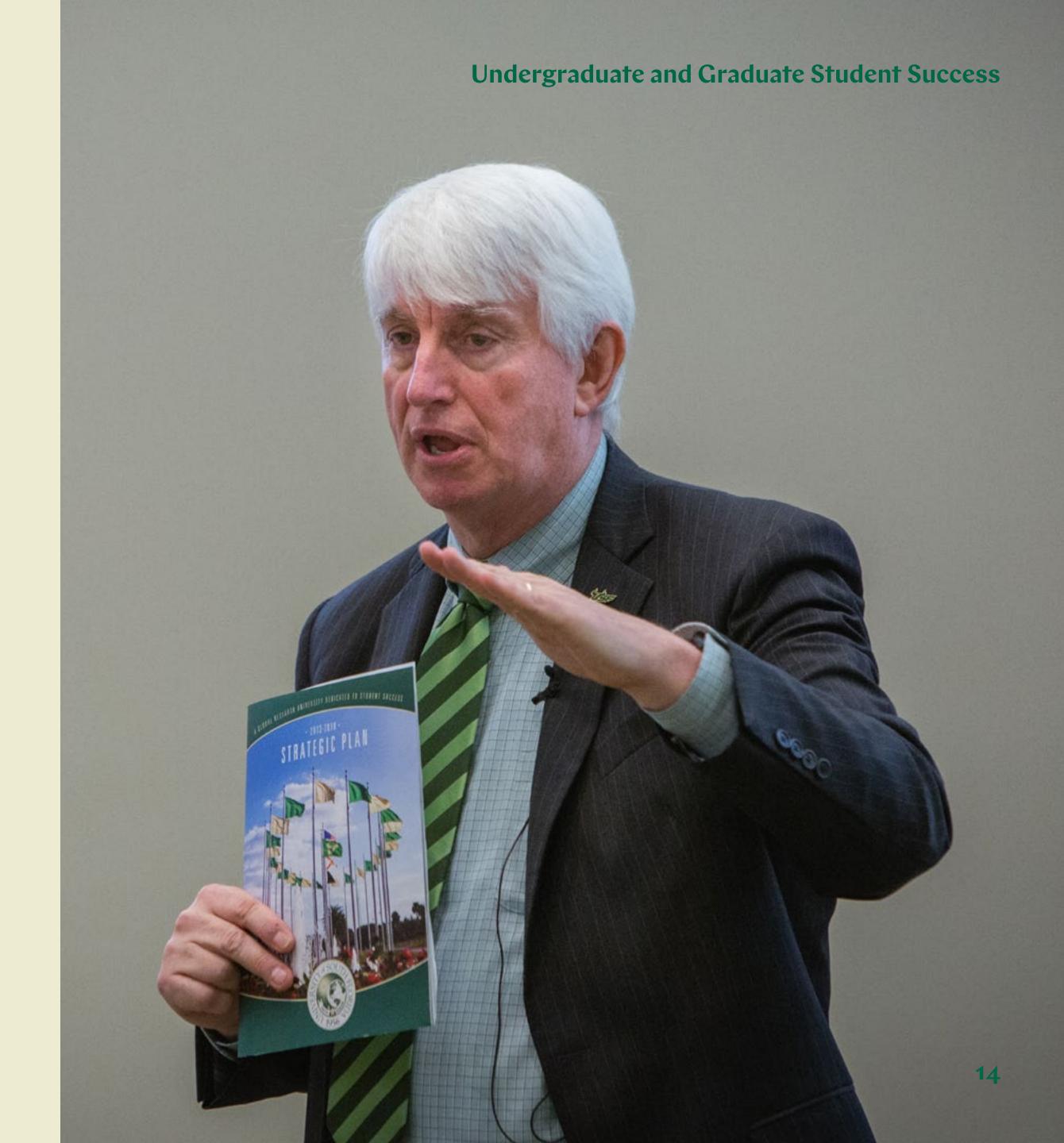
## TEXTBOOK AFFORDABILITY

#### and Cost Containment

The College has been a major driver at the university in reducing overall costs for students by working closely with the library and textbook companies to adopt free or lower cost online resources. The average price for all textbooks required per course section in CAS has been reduced to about \$28 per credit hour from over \$150 per credit hour a few years ago. The College continues to collaborate with the library and departments to further reduce instructional materials costs while maintaining course quality.

## UNDERGRADUATE CURRICULUM ASSESSMENT

While the curriculum moratorium imposed during consolidation has slowed most curriculum improvements, the College continues to actively propose new courses for the enhanced general education program. We have also processed a large number of changes transforming regularly taught special topics courses to independent courses with a title and number. Finally, we have continued the process of reviewing all undergraduate curriculum in every major to ensure the inclusion of high impact practices.



## Faculty Success

## FACULTY HIRING, TENURE AND PROMOTION

In 2018, 27 new faculty were hired in the College of Arts and Sciences (for a current total of 550 faculty). These include:



Strategic Priorities for AY18-19
Faculty Success

Effective August 2018, eight faculty were tenured and promoted from Assistant to Associate Professor, and 13 faculty were promoted to Full Professor. Information about tenure research records and gender/race/ethnicity tenure outcomes is updated each year and is available at the:

#### FACULTY AFFAIRS WEBPAGE:

<u>usf.edu/arts-sciences/faculty-staff/faculty-affairs/tenure-promotion/tenure-research-records-and-outcomes.aspx.</u>

Effective August 2018, 16 instructors were promoted to Instructor II; 7 instructors were promoted to Instructor III. The instructor promotion ladder has been in effect since 2011.

#### **ELEVEN FACULTY RETIRED IN 2018**

Danny Jorgenson, S. Elizabeth Bird, Linda Whiteford, Gordon Fox, Susan MacManus, Elaine Smith, Philip Motta, Robert Snyder, Cynthia Cimino, Joel Kevin Thompson, A. David Payne.



Strategic Priorities for AY18-19
Faculty Success

## FACULTY AWARDS

#### **External Awards**

CAS Faculty earned a total of 22 external awards in 2018. Internal to USF, 24 faculty received awards.

#### SOURCE

ORI Research Reporting Database.

FACULTY NAME

Abdelwahab Hechiche

Dario Arena

**Dean Martin** 

E. Christian Wells

Elizabeth Bird

Elizabeth Hordge-Freeman

Fenda Akiwumi

Fraser Ottanelli

Joshua Wilde

Linda Whiteford

Lukasz Wojtas

Myung Kim

Shengqian Ma

Solomon Weldegirma

Sylvain Charbonnier

Thomas Crisman

Toru Shimizu

Travis Bell

Wayne Guida

Wen-Xiu Ma

Xiaopeng Li

YIce Irizarry

Core Fulbright U.S. Scholar

AWARD

Core Fulbright U.S. Scholar

**AAAS Lifetime Member** 

**AAAS Fellow** 

Oral History Association Book Award

ASA Sociology of Body and Embodiment Best Publication

AAG Ham J. de Bilij Award for Excellence in Undergraduate Geography Teaching

Oral History Association Book Award

**IPUMS International Research Award** 

SFAA Sol Tax Distinguished Service Award

Highly Cited Researchers

SPIE Fellow

Highly Cited Researchers

Core Fulbright U.S. Scholar

NSF CAREER Award

AAAS Fellow

AAAS Fellow

NCA Best Dissertation Award

AAAS Fellow

Highly Cited Researchers

Fellow of the Royal Society of Chemistry

MLA Prize in United States Latina and Latino and Chicana and Chicano Literary

and Cultural Studies

Strategic Priorities for AY18-19
Faculty Success

#### **Internal Awards**

#### DISTINGUISHED UNIVERSITY PROFESSOR

Professor Tammy Allen, Psychology

Professor Natasa Jonoska, Mathematics & Statistics

#### KOSOVE DISTINGUISHED UNDERGRADUATE TEACHING AWARD

Johnny El-Rady, Cell Biology, Microbiology, and Molecular Biology

#### DISTINGUISHED SERVICE AWARD

Robin Ersing, School of Public Affairs

#### FACULTY OUTSTANDING RESEARCH ACHIEVEMENT AWARD

Elizabeth Aranda, Sociology and Office of Communication, Community & Global Engagement

Matthias Batzil, Physics

Jianfeng Cai, Chemistry

Michelle Hughes Miller, Women's & Gender Studies

Meredith Johnson, English

Davide Tanasi, History

Robert H. Tykot, Anthropology

E. Christian Wells, Anthropology

Lilia Woods, Physics

#### OUTSTANDING GRADUATE FACULTY MENTOR AWARD

Lindsey (Les) Shaw, Cell Biology, Microbiology, and Molecular Biology

#### OUTSTANDING GRADUATE FACULTY MENTOR AWARD HONORABLE MENTION

Manh-Huong Phan, Physics

#### OUTSTANDING UNDERGRADUATE TEACHING AWARD

Chantale Bégin, Integrative Biology

Judith B. Bryant, Psychology

Sara B. Dykins Callahan, Humanities & Cultural Studies

Aubrey A. Huber, Communication

Beth Jones-Mason, Cell Biology, Microbiology, and Molecular Biology

Laurie Lahey, School of Interdisciplinary Global Studies

Diane Wallman, Anthropology

Rong Zhang, Chemistry

#### OUTSTANDING UNDERGRADUATE COMMUNITY-ENGAGED TEACHING AWARD

E. Christian Wells, Anthropology

## FACULTY DEVELOPMENT

The CAS Travel Award Program supports foreign and domestic travel for faculty presenting a paper at a major conference. Travel funding requests are up to \$750. The CAS Faculty Development Committee manages the award program and this year awarded 35 faculty members with over \$25,800 in total funding to support their travel. A call for proposals occurs in the fall and spring of each year.





## PROPOSALS AND AWARDS

The College of Arts and Sciences continues to rise in research profile particularly with regard to external funding. Faculty within the College submitted 218 proposals (85 nonfederal and 133 federal proposals). Year-to-period, faculty have requested over \$108 million—over \$99 million in federal support and over \$19.8 million in non-federal support. Faculty within CAS have 165 awards year-to-period with 92 non-federal and 73 federal. The corresponding awards dollars received is \$14.7 million, with \$4.7 million non-federal and \$10 million federal. In addition, our active awards have secured over \$67 million award life-to-period. Active award dollars include the total amount of award dollars received thus far for a particular grant.

#### SOURCE:

ORI Reporting Database

	NON-FEDERAL	FEDERAL	TOTAL
PROPOSALS SUBMITTED	85	133	218
DOLLARS REQUESTED	19.8 MILLION	99 MILLION	108.8 MILLION
AWARDS	92	<b>73</b>	165
DOLLARS AWARDED	<b>4-7</b> MILLION	10 MILLION	14.7 MILLION

**Strategic Priorities for AY18-19** 

### RESEARCH EXPENDITURES

and F&A

As of the March 2019 closeout, CAS research expenditures have exceeded **\$13.5 MILLION** 

with federal comprising

OVER \$11 MILLION OF THESE EXPENDITURES.

The College has one of the LARGEST DISTRIBUTION OF FEDERAL EXPENDITURES IN ACADEMIC AFFAIRS.

The College of Arts and Sciences' effective F&A rate remains one of the HIGHEST AT USF WITH AN AVERAGE F&A RATE OF 28.65%.

## POST-DOCTORAL FELLOWS

The College of Arts and Sciences participates in post-graduate education by supporting: **55 POST-DOCTORAL FELLOWS.** 

## RESEARCH INSTRUMENTATION ACQUISITION

This year, CAS core facilities and shared facilities acquired over \$2.1 million in new research instrumentation and infrastructure. CAS submitted 18 requests for a new equipment call for proposals and secured funding for 11 of these requests.



## Innovations in the College

### EVOLUTION

#### of New Budget Model for FY2020

In response to shifting financial realities, CAS moved to a new budget model in FY2019 that eliminated our annual budget request process and instead challenged departmental leadership and faculty to *do better, without getting bigger*—to continue our journey toward excellence with the resources we have in hand. The new budget model was created in collaboration with department chairs, their staff, and College administrators. The initial launch of the new budget model provided departments an opportunity to consider reallocation scenarios triggered by faculty retirements and/or resignations effective in the current year. The early scenarios from departments generally focused on approving/initiating faculty searches to replacement hires in strategic areas of emphasis.

Going forward, the College will work with department chairs to expand opportunities by opening their window of opportunity to submit reallocation scenarios. This buys departments more time to carefully consider faculty retention issues in real time.

That includes counter offers for faculty being recruited by other institutions and pre-emptive counter offers for research-active faculty whose salary is compressed. The College has also entertained proposals tied to future dated resignations and retirements. This provides Deans and department chairs an opportunity to shift from year-to-year transactional thinking toward more strategic planning scenarios that involve the preparation of multi-year budgets.

The new budget model currently relies on home grown Excel spreadsheets that are exchanged between the College and departments to manage the recurring E&G Base Budget and the intitial approved FY2020 Operating Budget. We are instituting modifications in our FY2020 Operating Budget process to help prepare departments for the transition to the new software solutions, Axiom Planning and Analytics Suite for Higher Education, that are currently being implemented at USF. The College is engaged in the implementation project and piloting the new software solutions in FY2020.

## NEW INSTITUTION

CAS inaugurated a new institute: The *Center for the Advancement of Food Security and Healthy Communities* (directed by Dr. David Himmelgreen). The mission of the Center is to transform the conversation about hunger, food insecurity, and food sovereignty, using research and education, to facilitate social equity that results in healthier communities in Tampa Bay and beyond.





### NEW FACILITIES

#### for Shared Research

CAS established two new research facilities. *Access 3D Lab* directed by Dr. Laura Harrison, and the *Digital Humanities Labs* directed by Dr. Steven Jones.

The *Access 3D Lab* incubates and supports transformative research and teaching in STEM disciplines, the arts, and the humanities. 3D scanning presents countless opportunities for analytical and creative projects, such as virtual museum creation, machine parts design and phototyping, digital sculpting, and forensic analysis. As a shared user facility, the lab is open to USF faculty and students from all disciplines. We provide access to high-end 3D scanners, data processing software, training and workshops, project consultations, and a collaborative workspace.

The *Digital Humanities Labs* are new interdisciplinary spaces for research and creativity in the humanities. They are designed with a flexible, modular structure in which multiple self-governing teams can apply to share the spaces to work on research projects using a range of innovative tools and software.

## RESEARCH and Core Facilities

The College of Arts and Sciences is continuing to develop a new financial model for our research and core facilities by centralizing invoicing and billing processes.



## Student, Alumni and Community Engagement

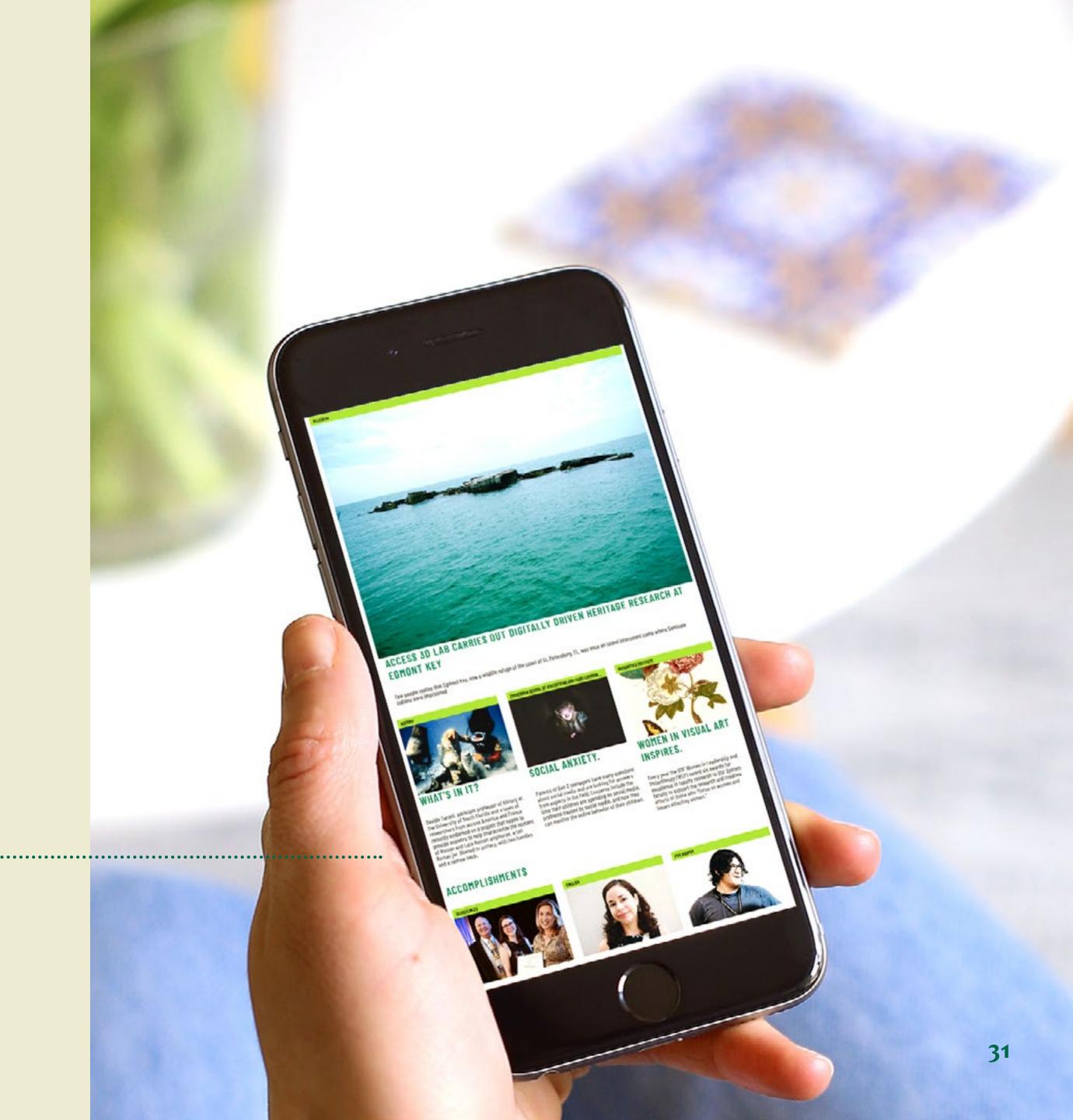
In Fall 2018 we formally launched a new unit in the College focused on Communication, Community, and Global Engagement (CCGE). Its mission is to better integrate our communication/marketing, events, technology, and development areas and their staff to better tell the story of the College. This new unit collaborated throughout the year to ensure that the College has an integrated branding strategy with a unified message and cohesive look across departments, centers, and institutes.

### NEW WAYS

#### of Telling Our Story

This spring we launched *The Hub*, an evolution of the former CAS News website where we feature high-impact stories that tell the College's story. We drew attention in this launch to the work conducted in our newly created *Access 3D Lab* on Egmont Key; work by Professor Davide Tanasi on the origins of olive oil, as well as supporting stories focused on faculty research and teaching accomplishments. In just five days of *The Hub's* launch, half of the emails sent were opened and about 20% of recipients delved deeper into the website. This far exceeds other standard benchmarking statistics for email campaigns. This is only the beginning.

FEATURE STORY





## ENGAGE

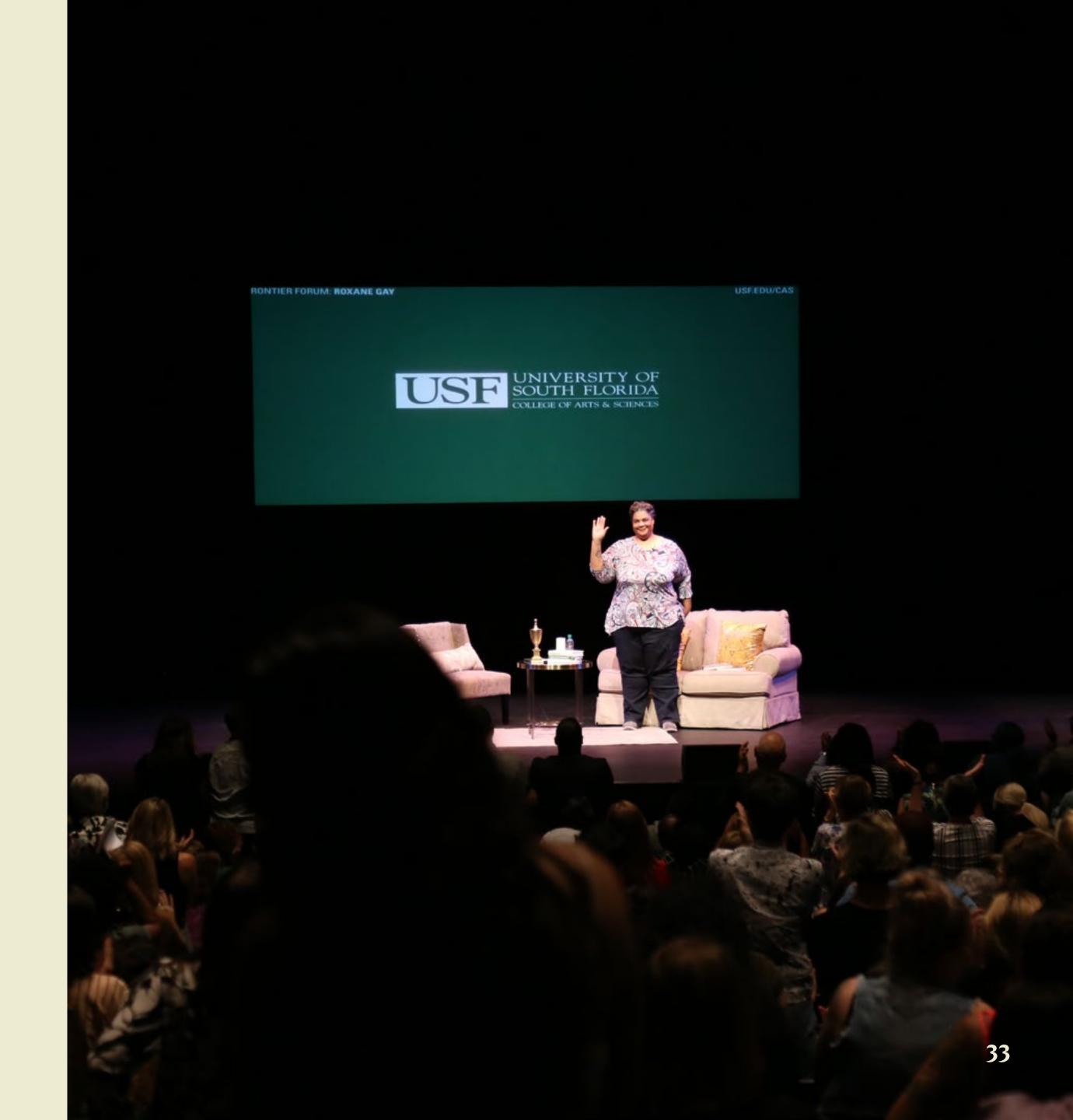
### New Opportunities for our Students and Alumni

The Office of Communication, Community and Global Engagement also launched the *Bulls in Action Alumni Speaker Series* to engage alumni and donors and support student success. In FY19 we hosted nine of our most successful alumni on campus for this "brunch and learn"-style series to share their professional path with some of our most successful students.

## EVENTS AND CONFERENCES

#### Opportunites to Tell Our Story

Our events continue to tell our story by supporting the operation and growth of the College and showcasing our extraordinary depth of knowledge across many disciplines, as well as our faculty, students, and alumni's accomplishments. This year alone, we supported over 60 events that included lectures, workshops, academic conferences, receptions, scholarship banquets, and alumni events.



#### **Student, Alumni and Community Engagement**

- The Frontier Forum series brought in Roxane Gay (best-selling author and cultural critic); John Douglas (former FBI profiler who applied the social sciences to profiling and best-selling author of "Mindhunter") and Paul Freedman (Yale Professor of Food Studies and cuisine history expert).
- The Trail Blazers lecture series (bringing distinguished CAS researchers into the community) featured Professors Charles Stanish, Jim Leahy, Michael DeJonge, and Camilla Vasquez.
- The R. Kent Nagle Lecture featured Peter Kuchment, Ph.D. and his work on why mathematics is useful in science and engineering this year's event grew to approximately 350 attendees and added activities to promote connections between scholarship donors and the student recipients of those awards.
- The Botanical Gardens continued their annual Taste of Honey and the new tradition
  of incorporating a garden luncheon into the event. New resources from the Provost's
  Office has enhanced the Gardens.
- The Institute on Russia (in its second year) continued its success, hosting several strategically targeted events, including: An Evening with Vladimir Kara-Murza at the Tampa Theatre, showing his documentary film *Nemtsov* to an audience of over 200 people.

- The Institute for the Study of Latin America and the Caribbean (ISLAC) hosted several conferences focusing on building partnerships with other universities and grassroots organizations to establish the institute as a hub for decolonizing the social sciences in the United States.
- The Institute on Black Life continued to build on the historic mission and support of USF's efforts to build a community of learners, increase visibility of the institution as a place that supports scholarly inquiry, diversity, student success and community engagement by hosting its annual conference.
- The Department of English hosted the 7<sup>th</sup> International Conference on Writing Analytics.
- The Physics Department hosted the Fundamental Physics of Ferroelectrics and Related Materials.
- The June Baumgardner Gelbart Lecture in Jewish Studies continued their lecture event by hosting Dr. Pamela S. Nadell, who spoke on "Antisemitism in America: Now and Then"; a very relevant topic for society today.

### TECHNOLOGY

#### The Face of the College

The Technology area of the Office of Communication, Community, and Global Engagement has migrated a total of 10 department/institute websites into the CMS during 2018-19. These sites include: the Institute on Russia, School of Public Affairs, School of Information, Department of English, Humanities Institute, Institute for the Advanced Study of Culture and the Environment, School of Interdisciplinary Global Studies, Department of Chemistry, Department of Anthropology, and the Department of Communication. With those sites that migrated, we have rewritten outdated applications to a secure environment, backed by up to date SSL. This means our applications are not only secure, but also up to date using the correct USF approved theme. We have also initiated multiple site wire-frames to be slated for production in 2019.

We also worked with Innovative Education and Jeanette Abrahamsen from the Zimmerman School of Advertising and Mass Communications on a CAS virtual tour that will be used for recruitment efforts targeting FTIC students. This allows prospective students to take a 3D virtual tour of our campus and exposes them to what the College has to offer.



## COMMUNICATIONS AND MARKETING

#### How We Tell Our Story

In late September, CCGE created and implemented an internal communication piece that reaches all CAS staff and faculty, entitled *Snapshot*. This gives everyone within the College a view on important information that needs to be communicated with one central College voice. Snapshot brings together all messages across the CAS Dean's offices together in one voice—a voice that is aligned with communications from UCM and other central administrative offices. Using Google Analytics, we have put basic metrics behind this communication to make sure our outreach is effective in its delivery—and current numbers indicate it is.



#### **Student, Alumni and Community Engagement**

We have created social media guidelines, best practices, defined a social media content calendar template, and content library, which help to streamline how we share information on social media. We also have created a press release request form (which is accessible via our CCGE website) and worked closely with two faculty members on a social media outreach plan - helping to get faculty members engaged on Twitter and other social media platforms, promoting not only themselves and their research, but the College and the university. By being engaged on social media, faculty can also form academic relationships that can increase awareness about the work we are doing. This helps to expand our reach, an effort that ultimately seeks to put USF on our aspirational peers' "maps", with the end result of influencing US News & World Report rankings. We have also standardized social media pieces (ranging from tone to identity), leveraged an enterprise-wide email marketing system (iModules), and are undergoing ways to use it strategically. This Office has also worked to define several post-event communication plans ranging from email, videos, and photos, all to promote excitement around the many College initiatives.

To take a more focused approach to influencing US News & World Report rankings, the Office created an initiative to reach out to raters of Schools of Public Affairs throughout the country for this publication with a marketing brochure highlighting new faculty and innovative school initiatives. We worked collaboratively with the School of Public Affairs (SPA) to target the raters just prior to when their rankings of schools was solicited to bring greater awareness to USF's SPA. SPA moved up 12 spots in the national rankings and advanced to fourth in in-state rankings.

The Office also has been actively working with our Development area to ensure their *Bulls in Action Alumni Lecture Series* is a success, ranging from invitations and photographic style, to promotion on social media following the event. This is part of an integrated approach to community engagement (in this case, alumni engagement) where the various areas within CCGE work collaboratively to enhance the return on investment of our initiatives.

## COMMUNICATIONS AND MARKETING

#### How We Tell Our Story

The CCGE office also created a campaign around commencement stories, entitled "Run with Us." In this campaign, the Office shares the inspiring stories of the College's graduating students, represented in a visual manner that can be promoted across various media.

ANDREA IS FROM COLOMBIA AND RECEIVED THE KING-O'NEAL AWARD, WHICH IS AN AWARD PRESENTED EACH SEMESTER TO THOSE STUDENTS WHO COMPLETE THEIR COURSEWORK WITH A 4.0 GPA.



### DEVELOPMENT

## Engaging with the Community Who Help Us Create Our Story

In fiscal year 2018, we exceeded our USF System \$1 billion goal for the USF Unstoppable Campaign. The generosity of our donors enables us to continue to more our College forward. As of April 9, 2019 the College of Arts and Sciences has raised \$2,113,890, which puts us at 70.46% of our \$3,000,000 fiscal year 2019 goal. 1,062 donors have contributed to the College to support student success and research. With projections of anticipated gifts, we are on target to exceed our goal this year.



## MAKING A DIFFERENCE

Below are several examples of philanthropic support making a difference in FY19.

**\$1,200,000** from Julian Newman in support of the Newman Endowed Fund that supports scholarships in History and English.

**\$150,000** gift from Frank and Mary Beth Almeda to establish the Robert William Long Herbarium Endowment Fund in the Department of Cell Biology, Microbiology, and Molecular Biology.

\$35,961 from 64 donors in support of the Frontiers of Knowledge Program.

THIS IS A 57% INCREASE IN GIFTS FROM FY18.

**\$15,000** grant from the Leonhardt Foundation in support of Cancer Cell Biology Research in the Department of Chemistry.

**\$8,000** from the Jacarlene Foundation to support the STEM for Scholars Program in the Department of Mathematics and Statistics.

**\$5,000** from Eileen Rodriguez and Steve Camp to support the Geology Field Station in Idaho.

**\$5,000** from the Ancient Order of Hibernians and Ladies Ancient Order of Hibernians to support the Department of History's Irish Studies.

### CONGRATULATIONS

to all CAS Faculty, Staff, Students, Alumni and Supporters for another tremendous year!

