Student Success, Academic Programs & Campus Identity Subcommittee

October 18, 2018
1:30 PM – 4:30 PM
USF St. Petersburg – Davis Hall 130

Subcommittee Members: Mike Griffin, Chair; Rick Piccolo, Dr. Tonjua Williams
Staff Liaison: Paige Beles

A G E N D A

I.   Call to Order   Mike Griffin

II. New Business – Action Items

   a. Approval of September 19, 2018 Meeting Notes   Mike Griffin

III. New Business – Information Items

   a. Introduction   Mike Griffin

   b. Testimony

   - Workforce Demand
     o Kyle Barr, Chief Team Resources Officer, BayCare Health System
     o Kristi Hoskinson, Training and Development Lead, FCCI Insurance Group.

   - Developing the Research Capacity
     o Dr. Paul Sanberg, Senior Vice President for Research, Innovation & Knowledge Enterprise, USF System
     o Dr. Paul Kirchman, Dean of the College of Science & Mathematics, Co-Chair of the Consolidation Implementation Committee Research Committee, USF Sarasota-Manatee
     o Dr. Robert Deschenes, Associate Dean, College of Medicine Molecular Medicine, Co-Chair of the Consolidation Implementation Committee Research Committee, USF Health

   - Shaping Unique Campus Identities in the Context of Consolidation
     o Dr. Ralph Wilcox, Provost and Executive Vice President, USF System
     o Dr. Martin Tadlock, Regional Chancellor, USF St. Petersburg
     o Dr. Karen Holbrook, Regional Chancellor, USF Sarasota-Manatee

- Student Success in the Context of Consolidation
  - Dr. Paul Dosal, Vice President for Student Affairs and Student Success, USF Tampa
  - Dr. Patti Helton, Regional Vice Chancellor for Student Affairs, USF St. Petersburg
  - Dr. Brett Kemker, Regional Vice Chancellor for Academic and Student Affairs, USF Sarasota-Manatee

c. Public Comment

d. Discussion   All

IV.   Adjournment   Mike Griffin

Student Success, Academic Programs and Campus Identity Subcommittee Meeting
September 19, 2018
USF CAMLS
NOTES

I.   Call to Order

Chair Griffin called the meeting to order at 1:00 pm.

II.   New Business – Action Items

   a. Approval of August 28, 2018 Meeting Notes

Meeting Notes from the August 28, 2018 Subcommittee meeting were approved.

III.   New Business – Information Items

   a. Introduction

Chair Griffin noted the subcommittee is about halfway through their work, and looking forward to their third and final hearing.

   b. Academic Programming in the Context of Consolidation

Mike Stallworth and Franca Nurczynski of Huron Consulting Group provided a presentation on academic programming in the context of consolidation at the request of the Student Success, Academic Programs and Campus Identity subcommittee during their August 28th Hearing. The presentation provided information on several topics including an overview and approach to their proposal, the current state at USF, data from peer and aspirational institutions, an introduction to the proposed future state and finally the proposed future proposal.

Mr. Stallworth emphasized this proposal is preliminary and for discussion purposes only – representing a framework for moving forward that will continue to be refined. The proposed academic structures outlined are supported by various quantitative and qualitative inputs, from internal and external sources. There are still several ongoing discussions with deans, faculty, staff and students across all three USF campuses and at this time, no definitive decisions have been reached. Finally, Mr. Stallworth noted that Huron is looking forward to hearing feedback from the USF community on the preliminary proposal.

Mr. Stallworth began the presentation by discussing a set of guidelines Huron developed to help inform the draft recommendations on USF's academic structure and organization. The intention is to increase student access to programs, align programs with campuses in a strategic fashion, and increase efficiencies across the university. Mr. Stallworth stressed Huron guidelines related to providing students access to, and success in, a broader array of integrated degree programs by discipline, level, mode of delivery and location; aligning colleges by

academic discipline across one university; establishing realistic and manageable-sized college units. To inform the decision-making, Huron looked at comparable public institutions from among the State University System in Florida (SUS), AAU institutions and other systems whose consolidations Huron has supported. Mr. Stallworth also emphasized the Guiding Principles for USF Consolidation set forth by the USF Board of Trustees. Additionally, relevant SACSCOC guidance, key terms including definitions for college and school and home and hosted were covered. Mr. Stallworth highlighted the advantages of "one" USF and covered the analytical inputs Huron examined when developing the proposal. Information on projected labor market needs, institutional data and themes from internal and external stakeholder forums was also provided.

There was discussion regarding the timeline and legislative charge for the Student Success / Academic Programs / Campus Identity subcommittee as well as questions regarding SACSCOC guidelines and flexibility. Additionally, there was discussion regarding the structure at other SACSCOC institutions. A question was raised on if a school had to report through a college per SACSCOC guidelines.

A brief overview on USF's current academic state was provided - highlighting total enrollment, faculty headcount and Carnegie classifications.

Ms. Nurczynski provided an overview of benchmark institutions, noting Huron conducted benchmarking among SUS and AAU institutions to address questions regarding structure and size of academic units at the request of the subcommittee chair, Mr. Griffin. Several institutional examples were covered including Florida International University, Purdue University, University of Washington, Florida Atlantic University, Georgia Tech and The Ohio State University. Ms. Nurczynski noted there are various examples of schools reporting into colleges among SUS and AAU peer institutions and on average 3.33 schools report into the one college. Furthermore, data showed on average there are 32 programs in a college.

The benchmarking section of the presentation concluded with a discussion regarding faculty headcount in a school. Ms. Nurczynski noted that on average, there are 40 faculty members in a school among SUS and AAU peers. The subcommittee members discussed faculty head count at the college level and noted it was important to distinguish between departments, schools and colleges.

Mr. Stallworth illustrated the intended outcomes for USF students noting that the reimagined academic structure provides students increased access to, and success in, a wider array of program offerings and presents various opportunities for students at USF Tampa, St. Petersburg and Sarasota-Manatee. Specific examples regarding areas of unique strength for potential expansion and potential opportunities to broaden student access were presented. There was discussion regarding the potential of offering doctoral programs across all three campuses and the mode of delivery for certain degree programs.
The subcommittee requested that future presentations highlight the maximum potential degree programs that could be offered in the future. It was also recommended that Huron

consider state colleges in their research, as many are offering baccalaureate degrees that could be built upon at the university level.

Mr. Stallworth closed the presentation by discussing the proposed future academic structure. The draft academic structure outlined preliminary recommendations at the program-level for six colleges in the future state, including potential home and hosted schools, departments and programs. Mr. Stallworth noted that various conversations are still ongoing, however the subcommittee requested the proposal in draft form to be considered, studied, and revised over the next several months. It was emphasized that each campus would continue to offer the degree programs that currently exist, while potentially gaining access to a much wider array of degree programs, which will ultimately help students gradate faster and be better prepared to meet the needs of communities across the Tampa Bay region.

There was further discussion regarding doctoral programs, as well as how the proposed structure would impact administrative structures and alignment. Mr. Piccolo was concerned that while the student may benefit from increased access to degree programs, having no "home" colleges at USF Sarasota-Manatee might be perceived negatively by the community. Dr. Williams stressed the importance of presenting recommendations that will help the campuses maintain their identities and also grow. Researching specific degree programs that will yield high-paying jobs for graduates will also assist with the development of recommendations.

The subcommittee requested Huron reflect the potential doctoral programs that could be possible at USF St. Petersburg and USF Sarasota-Manatee in their next presentation as research is an important component of the subcommittee's charge.

Chair Griffin explained that the goal of this presentation was to begin the conversation. It will be important to continue to engage with the USF community as the final recommendations are defined. He noted that it was important to continually reference the benchmarking data as the subcommittee continues through the process and put the opportunities for students at the center of the discussion.

Chair Griffin encouraged the other members of the subcommittee to reach out to Paige should they have any questions and begin to think of presenters they would like to invite to the final hearing. Dr. Williams recommended that the Committee discuss the student experience and student success during the October 18th Hearing.

   c. **Public Comment**

- **Deborah Read (Regional Vice Chancellor for Advancement, USF St. Petersburg):**
  o Stressed that due to diminishing public support, it is becoming increasingly important to offer relevant academic programming in each community to attract private support. Noting the need to be entrepreneurial in our offerings and deliver Research and Doctorate programs across the system.

- **Magali Michael (Dean, College of Arts &Sciences, USF St. Petersburg)**:
  - Asked the Huron team where the place for the Humanities is at USF St. Petersburg and USF Sarasota-Manatee. Huron responded that this is an understood omission in the document as the conversations among the Colleges of Arts & Sciences are still taking place.

- **Sri Sundaram (Dean, College of Business, USF St. Petersburg):**
  - Explained that Huron's benchmarking was useful and will be important to distinguish the Kate Tiedemann School of Finance and Entrepreneurship at USF St. Petersburg from the Department of Finance, which is proposed to be housed at USF Tampa.

- **Allyson Watson (Dean, College of Education, USF St. Petersburg):**
  - Stressed that the College of Education at St. Petersburg needs to have a substantial program to address the teaching shortage. While the number of faculty and students is low, they are working effectively to grow the program.

- **James Moy (Dean, College of the Arts, USF Tampa):**
  - Noted excitement around collaborating with USF St. Petersburg in the Arts. There is a deeply invested Arts community in St. Petersburg and currently five of his faculty live in St. Petersburg and would likely love to work there. Had envisioned "Arts networks" to extend access across campuses.

- **Jackie Dixon (Dean, College of Marine Science, USF Tampa):**
  - Requested a conversation with Huron. The College of Marine Science is a graduate-only program, which necessitates that it be located at Tampa due to their reliance on the research infrastructure but they are committed to partnering with USF St. Petersburg. What the college should be called and how it could be combined goes beyond just CIP codes.

- **Eric Eisenberg (Dean, College of Arts & Sciences, USF Tampa):**
  - Many of the problems graduates are asked to solve these days are of an interdisciplinary nature. His faculty want to continue to build connections between disciplines and have resisted splitting the College of Arts & Sciences in the past.

- **Ralph Wilcox (Provost and Executive Vice President, USF System):**
  - We need to put self-interest aside and focus on the benefit to students. Our Office of Research & Innovation is a system office that will expand in the future state to enable the embedding of Master's and Doctoral programs at USF St. Petersburg and USF Sarasota-Manatee. A potential split of Arts & Sciences does not need to negatively impact collaboration across disciplines. This framework is a starting point for us to build from.

Healthcare Workforce Landscape

USF Consolidation Task Force: Subcommittee on Student Success / Academic Programs / Campus Identity

Kyle Barr, Chief Team Resources Officer, BayCare Health System
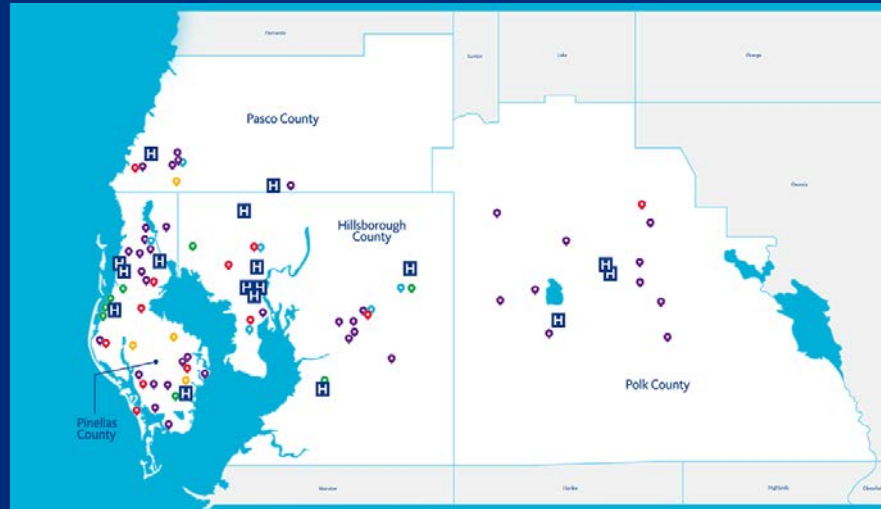October 18, 2018
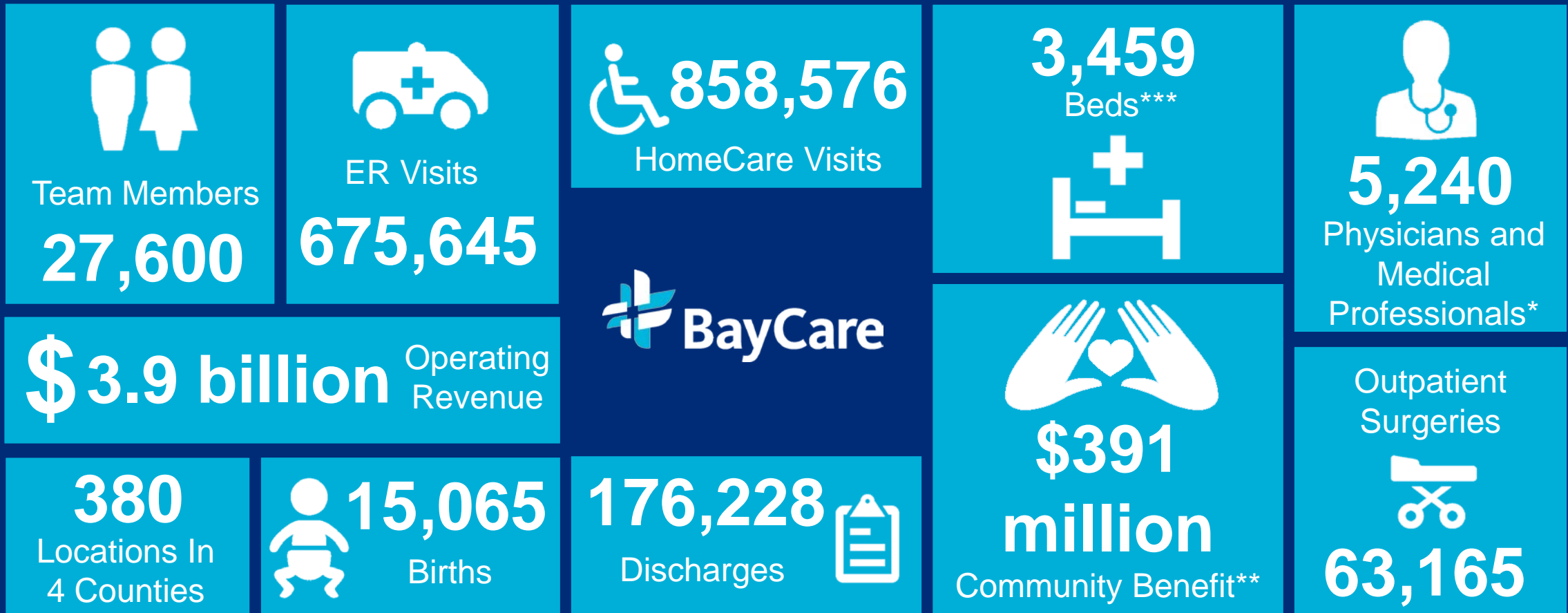
BayCare

About Us

$4 Billion Revenue

27,600 Team Members

36% Market Share

AA$_2$ Credit Rating

By the Numbers - 2017

Team Members
27,600

ER Visits
675,645

858,576
HomeCare Visits

3,459
Beds***

5,240
Physicians and Medical Professionals*

$3.9 billion
Operating Revenue

BayCare

$391 million
Community Benefit**

Outpatient Surgeries
63,165

380
Locations In 4 Counties

15,065
Births

176,228
Discharges

*Includes employed, credentialed and community-based physicians, and medical professionals (PAs, ARNPs, CRNAs, etc.)
**Represents unreimbursed costs for traditional charity care, Medicaid and other means-tested programs and unbilled community services
*** Includes beds at St. Joseph's Hospital Behavioral Health Center and Morton Plant North Bay Hospital Recovery Center

3
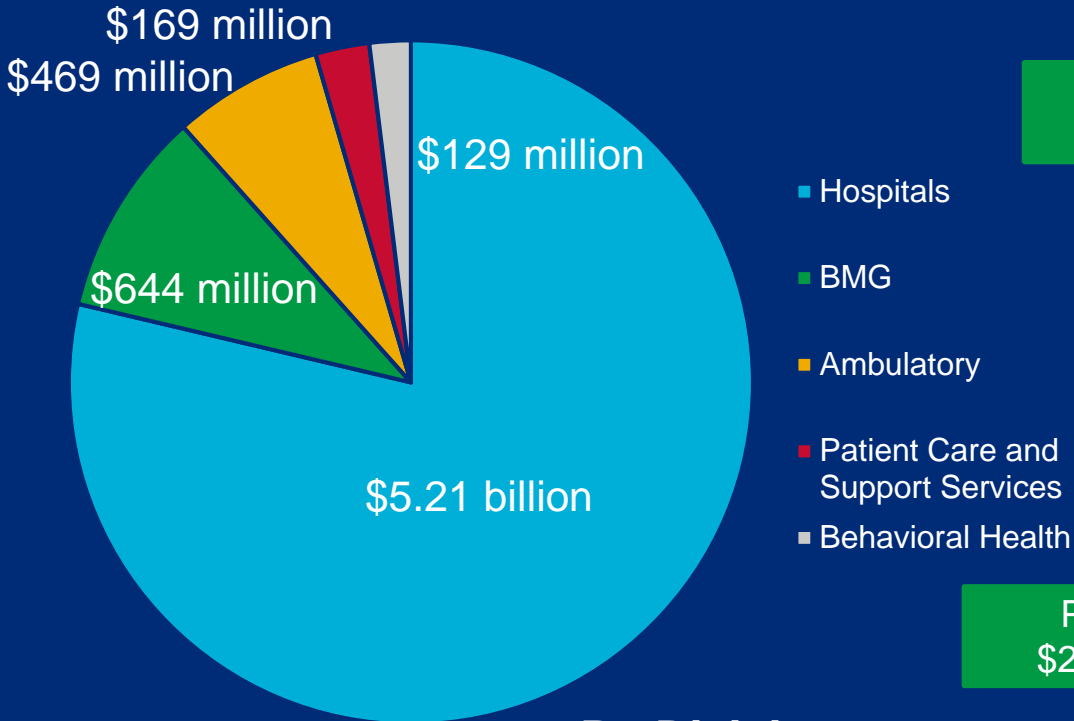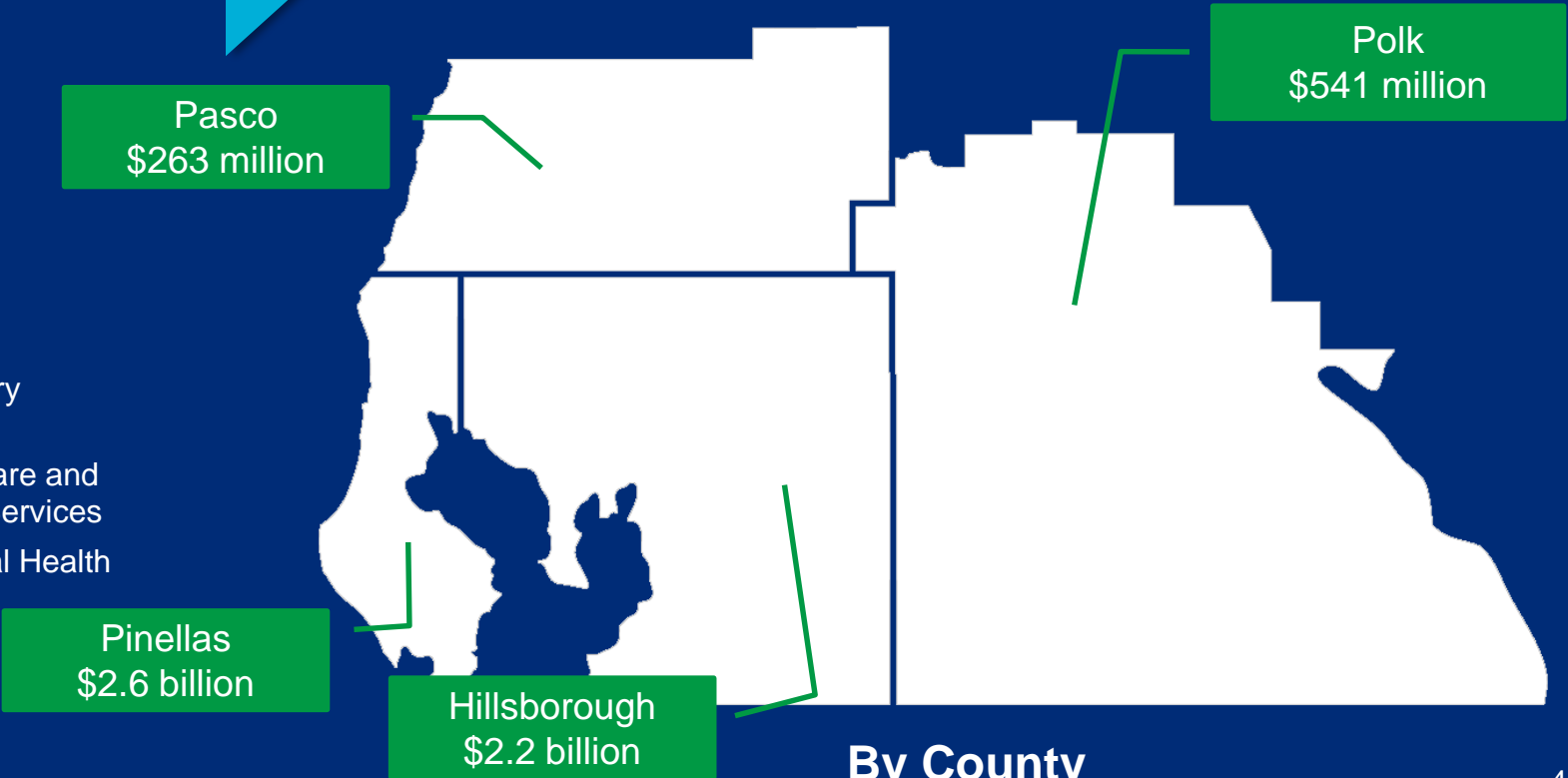
Community Benefit - $391 Million In 2017

Medicaid/Income-Based Programs – Underinsured patients with some insurance but not enough to cover their medical bills

Charity Care – Underinsured and uninsured patients with no insurance

$121,000,000

$246,000,000

$24,000,000

Unbilled Community Services – Health professional education, community health services, cash and contributions to community groups

5
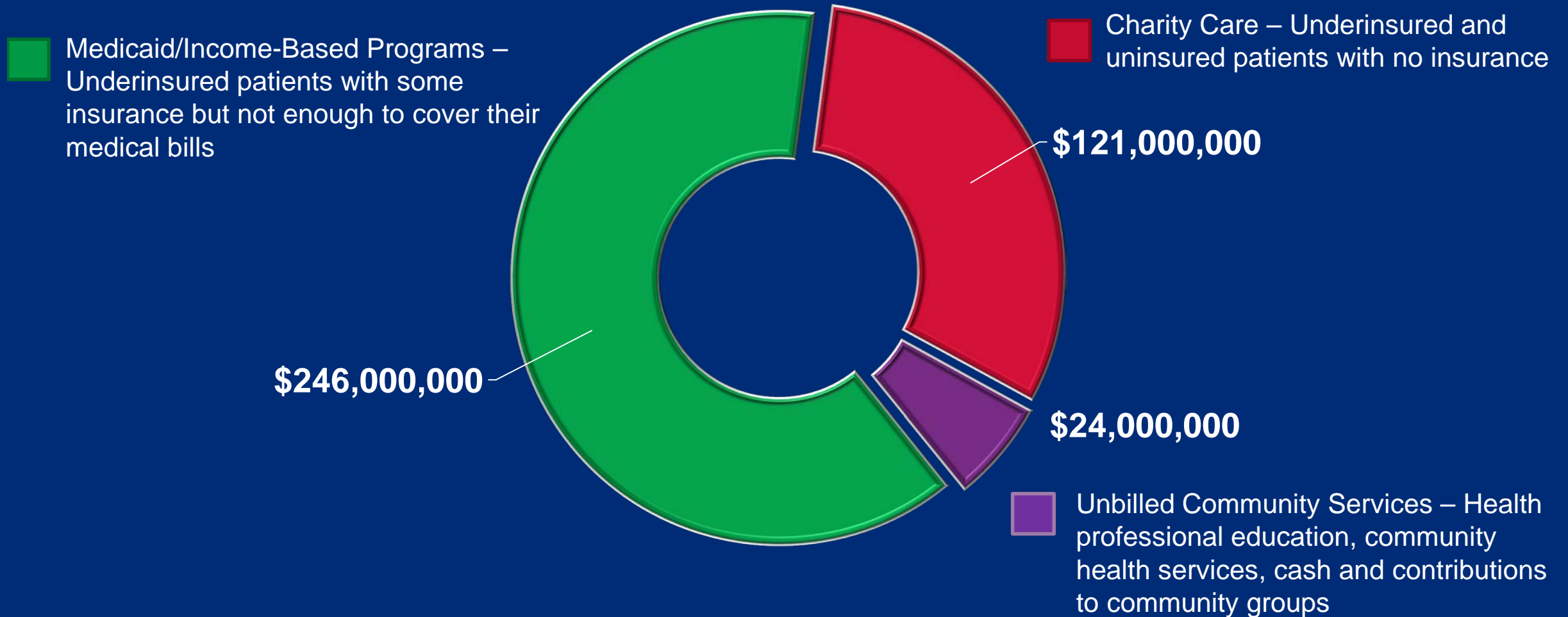
Our Network and Hospitals

Our Network

BayCare Behavioral Health
BayCare HomeCare
BayCare Laboratories
BayCare Medical Group
BayCare Outpatient Imaging
BayCare Surgery Centers
BayCare Urgent Care

Our Hospitals

Bartow Regional Medical Center
Founded 1925 - 72 beds

BayCare Alliant Hospital
Founded 2008 - 48 beds

Mease Countryside Hospital
Founded 1985 - 311 beds

Mease Dunedin Hospital
Founded 1937 - 120 beds

Morton Plant Hospital
Founded 1916 - 613 beds

Morton Plant North Bay Hospital
Founded 1965 - 150 beds

St. Anthony's Hospital
Founded 1931 - 393 beds

St. Joseph's Hospital
Founded 1934 - 465 beds

St. Joseph's Children's Hospital
Founded 1990 - 207 beds

St. Joseph's Women's Hospital
Founded 1976 - 108 beds

St. Joseph's Hospital-North
Founded 2010 - 108 beds

St. Joseph's Hospital-South
Founded 2015 - 114 beds

South Florida Baptist Hospital
Founded 1953 - 147 beds

Winter Haven Hospital
Founded 1926 - 458 beds

Winter Haven Women's Hospital
Founded 1987 - 61 beds

2018 Recognitions
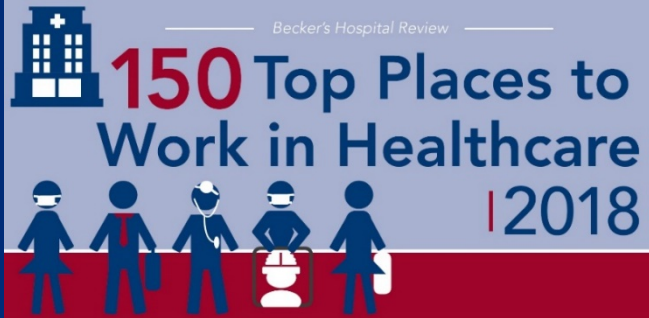
BayCare Funds $6.6 Million Annually

Top Five Schools 2017 – 2,274 Students = $3,135,038

St. Petersburg College

University of South Florida

Hillsborough Community College

Polk State College

Pasco Hernando State College

BayCare – USF: Clinical Partnerships

RN Clinicals (Inpatient and Home Care)

RN to BSN leadership practicum

MS in Education

APRN

Physical and Speech Therapy

Pharmacy

Residency and Fellowship Programs

Physician Clinical Staffing

Public Health Training

A Region Rich with Great Healthcare

- Multiple health care systems
- Hospitals
- Skilled Nursing Facilities
- Surgery Centers
- Physician Practices
- Insurance Companies
- Veteran's Affairs

High concentration of healthcare employers!

Healthcare Observations

- **160,763** healthcare workers employed in the Tampa Bay MSA

- More than **60,000** openings over the next 5 years

- **6,500+** postings right now
  - 75% require < 2 years of experience
  - 40% require a bachelor's degree or higher

- Talent pipeline shows strong interest in health science careers
  - Are they choosing the right programs?
  - How many are leaving the region?

Health Science Demand and Supply

Tampa Bay Partnership, Regional Talent Report, 2018

12
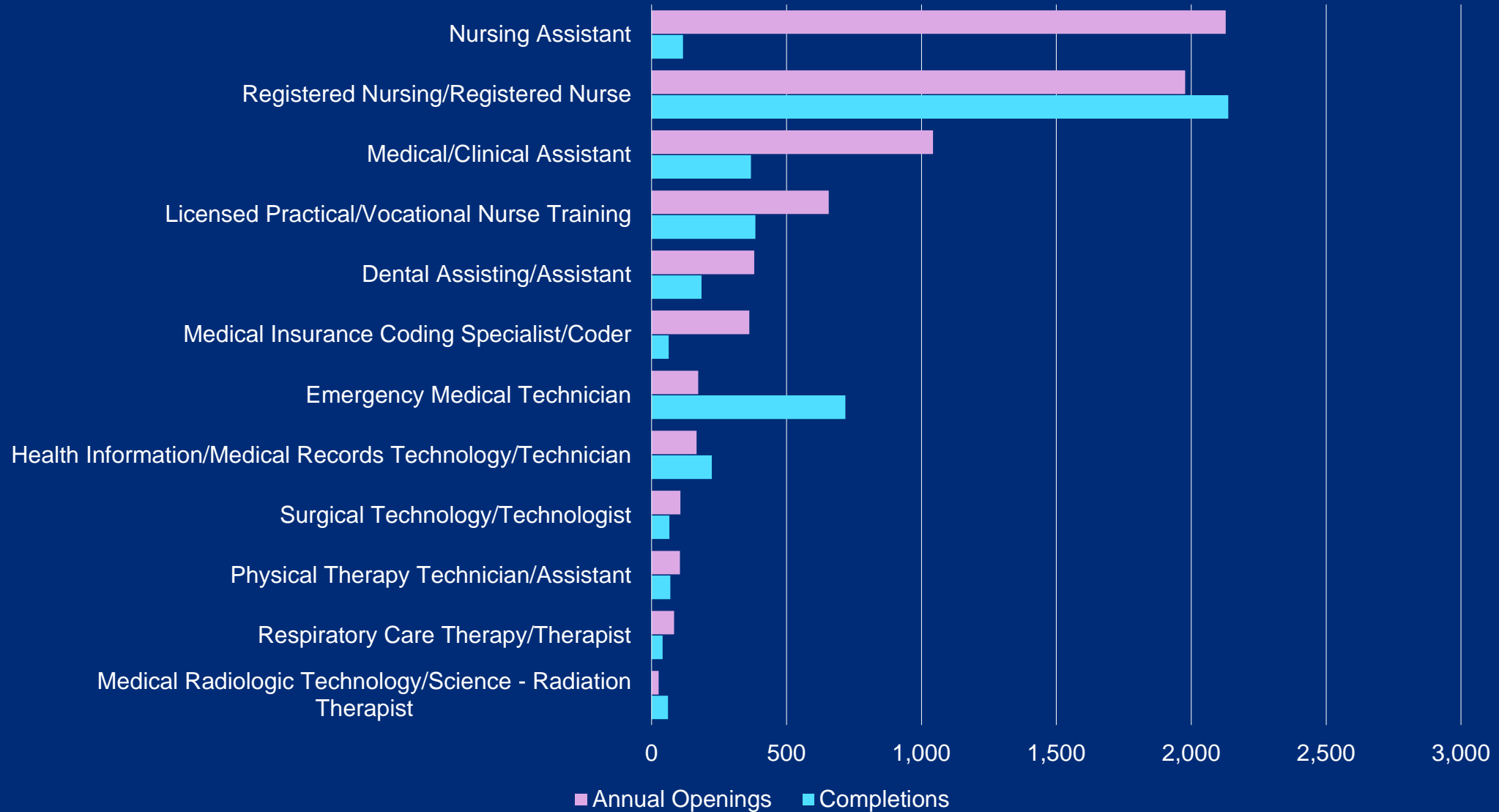
Health Care is a City

- Hospitality
- Trades
- Clerical
- Clinical: nursing, laboratory, respiratory, imaging, cardiology
- Leadership
- Business functions – HR, Finance, Marketing, Real Estate
- Transportation
- Construction

Community Partnerships are Critical

- Tampa Bay Partnership Regional Talent Committee

- Local Workforce Boards

- Relationships between employers and schools and universities
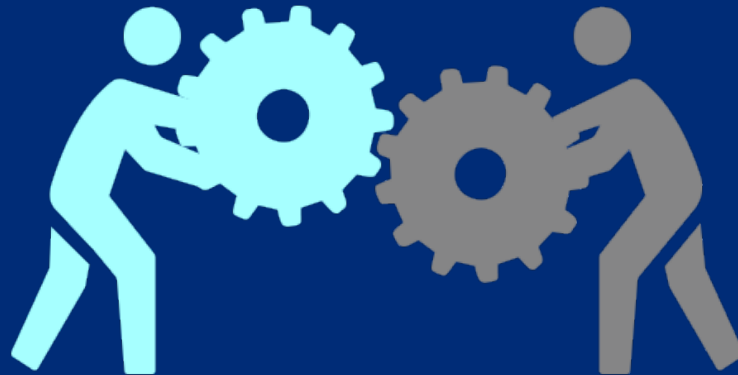
Partnerships Examples

University of South Florida

- USF Medical Residents and Fellows at BayCare's Turley Family Health Center

Hillsborough Community College

- Advanced Technical Certificate - Medical Laboratory Scientist

St. Petersburg College

- BayCare ADN Pre-Licensure Program On-site
- BayCare Earn As You Learn ADN Pre-Licensure Program

USF Residents and Fellows at BayCare's Turley Family Health Center

2018 Graduating Class

St. Petersburg College and USF Grad
Mary Curtis ARNP-CHFN
Heart Function Clinic

"I am so grateful for the experience these local schools have given me and the generosity of BayCare and the Morton Plant Mease Foundation in my career path and look forward to many years of service to our community. As I am sure you realize, when one nurse graduates, so many people are helped by that one nurse."

Mary Curtis

Entela Ademi, RN
RN Program with St. Petersburg College

BayCare is Growing

Year	Team Members
2014	23,497
2015	25,297
2016	26,721
2017	27,576
YTD 10/2018	28,186

+ 4689 team members in past 5 years

+ 1,554 Bedside RNs

12/31/14 = 5,138
10/1/18 = 6,692
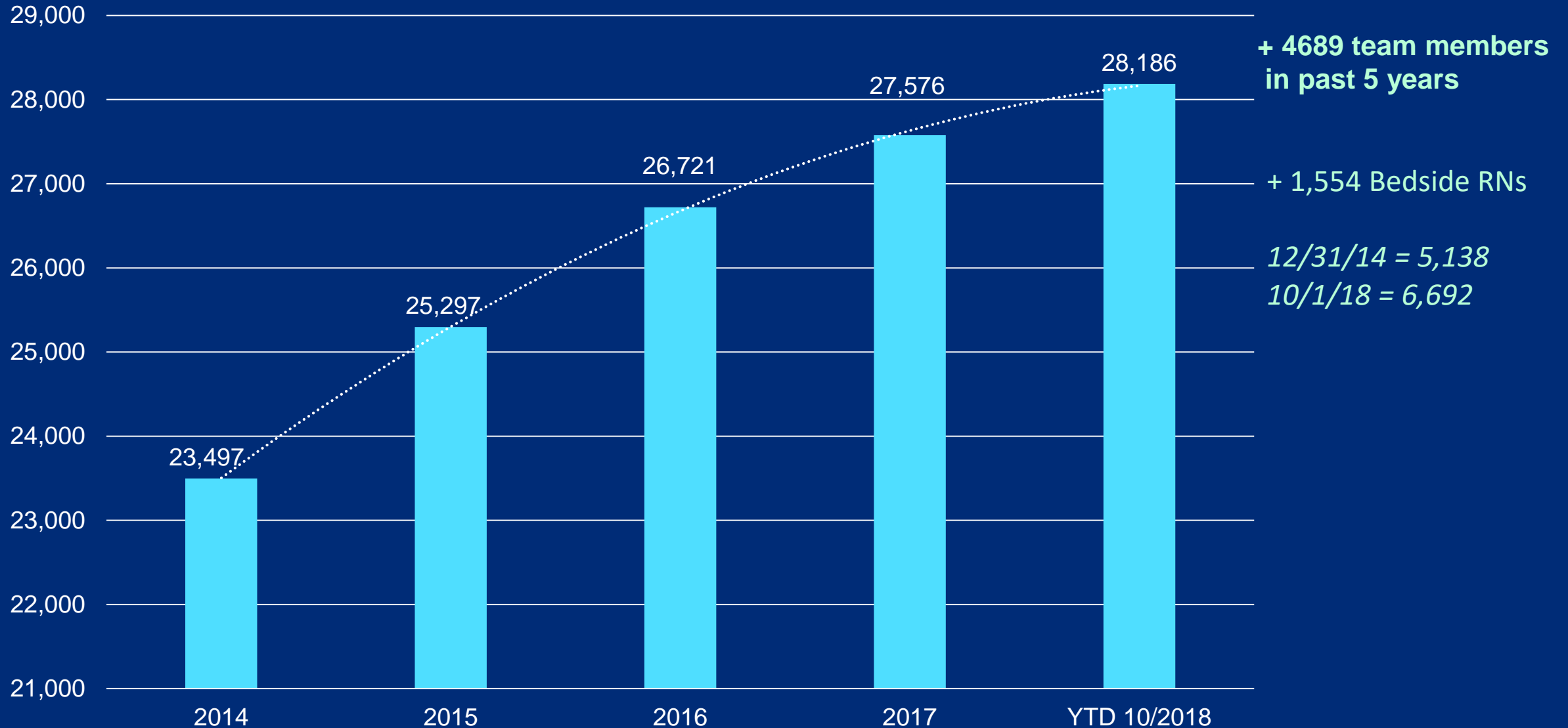
Healthcare is Recession Proof

- McKinsey Study shows healthcare in Florida is one of the few recession proof industries.

- Good investment: improves economy, health, and can weather financial storms.

The Work Ahead:
Regional Shortages for BayCare

- Laboratory: Medical Technologist Associates and Bachelors

- Clinical Nursing and Advanced Registered Nurse Practitioner (Behavioral Health)

- Catheterization Laboratory Technologist

- Certified Medical Assistant

- Surgical Technician

- Mental Health Technicians

- Medical Records Coder

- Primary Care Physician

- Psychiatry and Psychology

What we hear from our Team:

Career Pipelines:
- Certificates, Associates, Bachelors …..

Flexibility:
- Payment Plans
- Online access
- Individualized program pace

Work/School Balance:
- Need to work AND attend school; NOT one or the other
- Classes need to be offered when I'm not working

Opportunity to Take Action

- **Partner with employers**
  - What are the needs
  - Serve on curriculum/program advisory councils

- **Consider combining efforts in an educational consortium**
  - Pool resources for hard-to-fund programs like neurodiagnostic, cytotechnology, or medical lab scientists

- **All ADN and BSN Programs**
  - Work with us to increase your capacity to train more entry level nurses

- **All Schools: more workforce certificate programs needed**
  - Medical Assistant
  - Sterile Processing Technician
  - Surgical Technician
  - Medical Record Coding

Opportunity to Take Action:
3 Biggest Needs

- **Nursing**
  - Certified NA, Certified Medical Assistant, Patient Care Tech
  - Registered Nurse Associates
  - Registered Nurse Bachelors, Masters Degree Nurse Leaders
  - Advanced Registered Nurse Practitioner /Psychiatric Nurse Practitioner

- **Laboratory Science**
  - Lab assistant/Phlebotomist
  - Clinical Laboratory Scientists Associates
  - Clinical Laboratory Scientists Bachelors

- **Physicians**
  - Primary Care and Family Practice Physicians
  - Psychiatry

Follow Up Questions

Kyle Barr

Chief Team Resources Officer

BayCare Health System

Kyle.Barr@BayCare.org

Industry concerns

Shifts in talent; maturing workforce

Availability of quality candidates

Leadership skills of emerging workforce

USF/SM and FCCI Partnership

- Strong collaboration built a successful program
- Broad coalition includes all representatives of the insurance industry
- Florida Association of Insurance Agents involved in the development course curriculum
- FCCI provides guidance
  - Advisory Committee: College of Business
  - Facilitating introductions to major industry partners

Career opportunities

Actuarial Science

Medical

Data Science and Technology

Legal

Digital and Media Advertising

Claims Adjustment

Corporate Communications & Marketing

Risk Management

Big Data Analytics

Business Operations

Accounting/Auditing

Finance/Investments

Human Resources

Underwriting

Business Development

Special Investigations Unit

Marketing

Benefits of insurance careers

Multiple disciplines

Competitive income

Opportunities for continuing education

Career growth/path opportunities

Why insurance – graduates' comments:

- "Possibilities/ Opportunities"
- "Lifespan of career is solid"
- "Job security"
- "Work with smart people"
- "Lucrative career"
- "Honorable work"
- "Mobility/ work remotely"
- "It's not boring"
- "Professional gambling" (described by an Underwriter)

6

FCCI
INSURANCE GROUP

Student Success, Academic Programs & Campus Identity Subcommittee

SR. VICE PRESIDENT PAUL R. SANBERG

RESEARCH, INNOVATION & KNOWLEDGE ENTERPRISE

OCT. 18, 2018

USF Research & Innovation Serving the System

Senior Leadership
Judy Genshaft, Ph.D.
CEO/Corporate Secretary

Paul R. Sanberg, Ph.D., D.Sc.
USF System Senior Vice President
For Research, Innovation & Knowledge Enterprise
President & CEO
USF Research Foundation, Inc.
Distinguished University Professor

Office of Corporate Partnerships	USF Research Foundation USF Research Park	Sponsored Research/ Research Integrity & Compliance	Technology Transfer	USF Connect TB Tech/SII Incubator	Outreach & Engagement

All three institutions participated in creating the USF Research Strategic Plan, the first of its kind in Florida
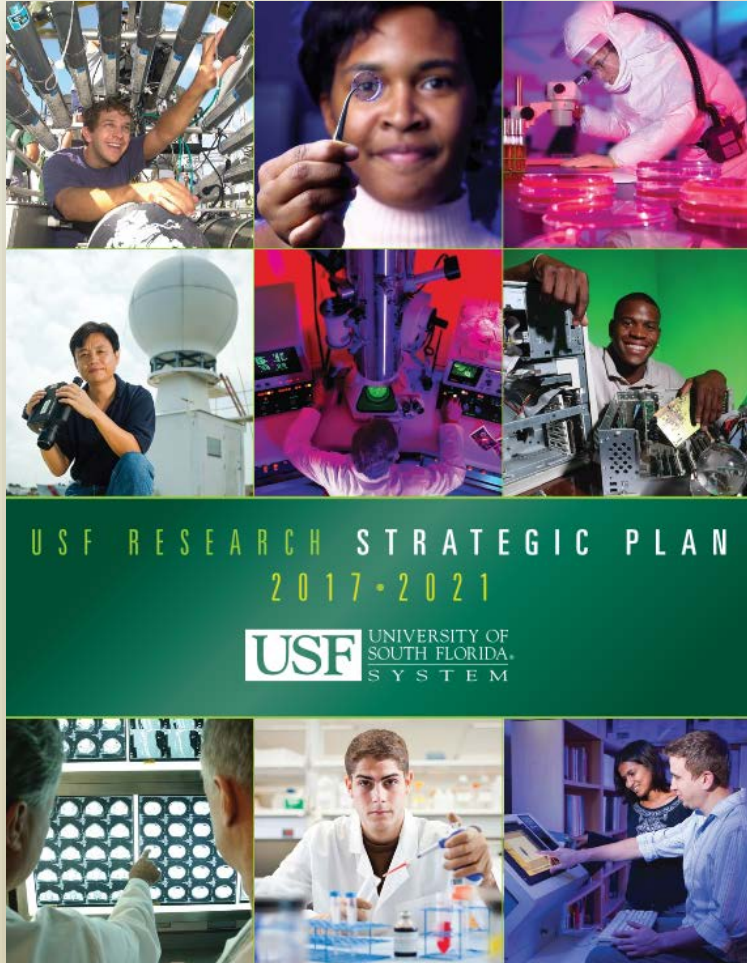
SIX FOCUS AREAS:

1. Brain and spinal cord, including aging, cognitive sciences, Alzheimer's, Parkinson's and other neurodegenerative disorders.

2. Data Science, including big data, data visualization and health infomatics.

3. Heart, including cardiovascular disease-related care.

4. Human Security, including cybersecurity, military research and food security.

5. Research Translation, including intellectual property, startups and supporting economic development.

6. Water, including marine science, fresh water sustainability, natural hazards and coastal ecosystems.

Research Matters in Preeminence Metrics

- $502 million in annual research expenditures

- 324 utility patents awarded

- 721 doctoral degrees awarded annually

- 13 faculty members in the National Academy

- $288 million spent on non-medical science & engineering research

- 7 of 8 broad disciplines ranked in Top 100 for research expenditures
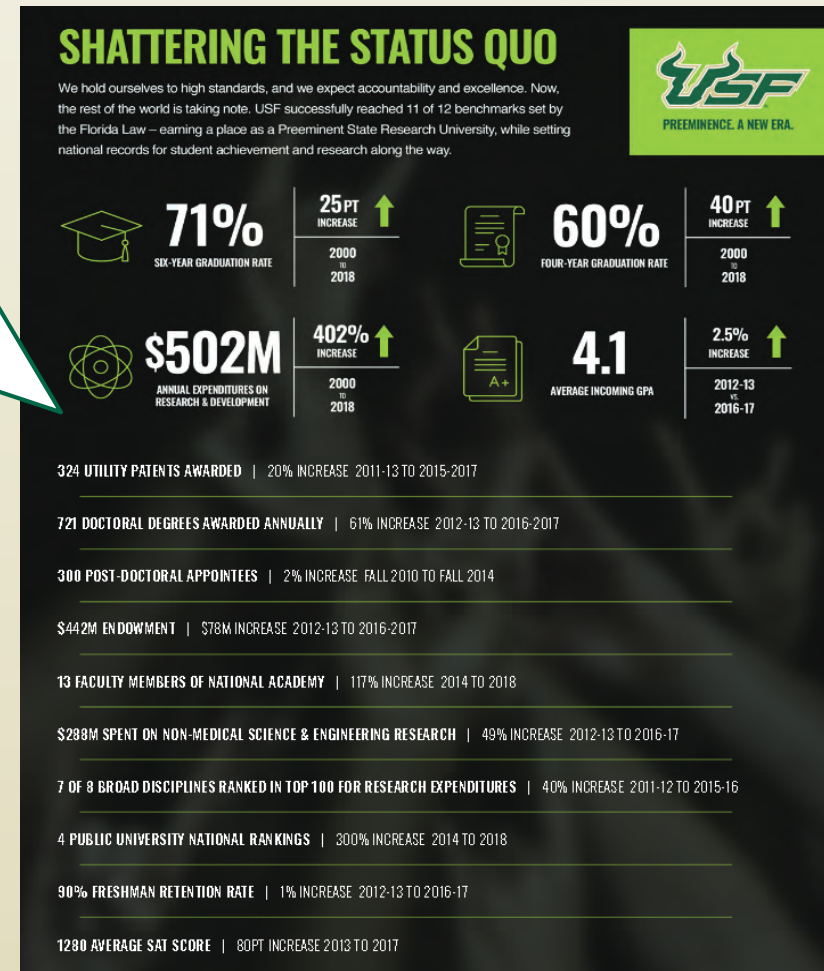
Research Administration Training Allows us to Speak the Same Language

The Academy of Certified Research Administrators at USF recognizes the shared professional standards of research administration across the USF System.

Research Expenditures FY 2017

USF System $568,433,000

USF Sarasota-Manatee $1,883,000
USF St. Petersburg $8,661,000
USF Tampa $557,889,000

NSF Higher Education Research & Development Survey (HERD) Ranking
393 Public Research Institutions, 2017*

USF St. Petersburg   USF Sarasota-Manatee   USF Tampa
#258   #345   #29

* Based on 2016 expenditures
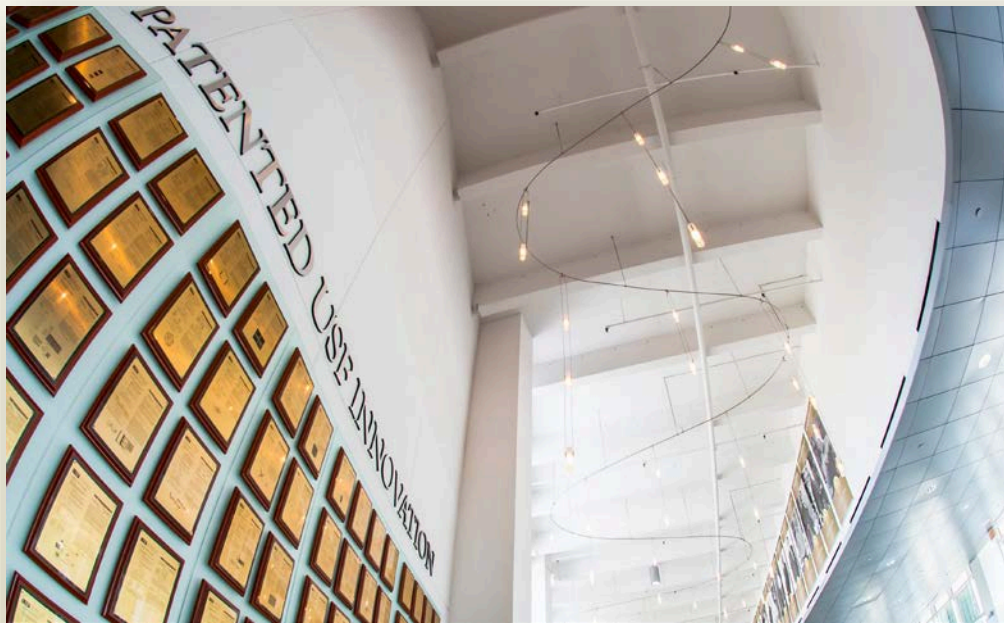
Preeminence Metric: 100+ U.S. patents over the most recent three-year period.

Patents Awarded to USF in the past three years:
324

28 USF startup companies were founded in the past three years; ranked in the Top 25% nationally per the Association of University Technology Managers.

67 products are currently available for consumer use that were developed at USF.

The Office of Corporate Partnerships Creates a Single Entry Point for Engaging with USF

http://www.research.usf.edu/ocp/

Thank you!

USF CIC SUBCOMMITTEE – RESEARCH

CO-CHAIRS

Bob Deschenes, PhD
Chair, Molecular Medicine
Sr. Associate Dean Research
and Graduate Education
Morsani College of Medicine

Paul Kirchman, PhD

Dean, College of Science &
Mathematics

University of South Florida
Sarasota-Manatee

USF
UNIVERSITY OF
SOUTH FLORIDA.

A   Develop a **unified organizational structure** that identifies Home and Host campuses for particular **research initiatives and associated academic programs**

B   Make recommendations for **research-aligned Centers of Excellence** and how they relate to departments and colleges

C   Align **Graduate Programs** that support research PhD, MS, and Postdoctoral students with the research architecture and propose potential new ones

D   Define an implementation roadmap for **Tenure and Promotion/Workload models that support the research mission**

E   Review and recommend policies for **equitable resource allocation for research infrastructure and space**

F   Develop consistently **applied internal and external funding allocations, as well as indirect (F&A) recovery and distribution to support research**

|		Benchmark	Timeframe	USF System	USF T	USF SP	USF SM
1	Average GPA and SAT Score	4.0/1200	Fall 2017	4.07/1266	4.12/1280	3.82/1208	3.92/1192
2	Public University National Ranking (Top 50 rankings based on BOG's official list of publications)	2 publications	2018	4	4	-	-
3	Freshman Retention Rate (Full-time students as reported to IPEDS)	≥ 90%	2016-17	88.6%	90.2%	77.5%	81.3%
4	Six-year Graduation Rate (Full-time students as reported to IPEDS)	≥ 70%	2011-17	69.2%	70.9%	35.2%	-
	(Note: Starting next year 4-year rates (FT)	≥ 60%	2013-17	57.3%	59.6%	30.0%	34.9%
5	National Academy Memberships	6	2018	13	13	-	-
6	Science & Engineering Research Expenditures ($M)	≥ $200 M	2016-17	$505	$502	$2	$0
7	Non-Medical Science & Engineering Research Expenditures ($M)	≥ $150 M	2016-17	$291	$288	$2	$0
8	Number of Broad Disciplines Ranked in Top 100 for Research Expenditures (includes private univ.)	5 in Top 100	2015-16	7 of 8	7 of 8	-	-
9	Utility Patents Awarded (over three calendar years)	≥ 100	2015-17	324	324	-	-
10	Doctoral Degrees Awarded Annually	≥ 400	2016-17	721	721	-	-
11	Number of Post-Doctoral Appointees (Note: statute requires a source with time lag)	≥ 200	Fall 2015	282	277	0	5
12	Endowment Size ($Millions)	≥ $500 M	2016-17	$442	$442	-	-

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*   **Research Metrics Met**
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Research is central and critical to everything we do

		Benchmark	Timeframe	USF System	USF T	USF SP	USF SM	
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Research Metrics Met

USF RESEARCH STRATEGIC PLAN
2017 · 2021

Focused investment of resources in these areas is recommended. The Six Focus Areas, which were determined by the 51-member, system-wide Research Strategic Planning Committee, are presented in alphabetical order.
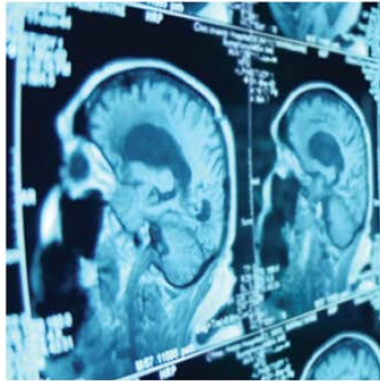
Focus Area #1
Brain and Spinal Cord

Focus Area #2
Data Science

Focus Area #3
Heart

Focus Area #4
Human Security

Focus Area #5
Research Translation

Focus Area #6
Water

A Develop a **unified organizational structure** that identifies Home and Host campuses for particular **research initiatives and associated academic programs**

B Make recommendations for **research-aligned Centers of Excellence** and how they relate to departments and colleges

C Align **Graduate Programs** that support research PhD, MS, and Postdoctoral students with the research architecture and propose potential new ones

D Define an implementation roadmap for **Tenure and Promotion/Workload models that support the research mission**

E Review and recommend policies for **equitable resource allocation for research infrastructure and space**

F Develop consistently **applied internal and external funding allocations, as well as indirect (F&A) recovery and distribution to support research**

A. Develop a **unified organizational structure** that identifies Home and Host campuses for particular **research initiatives and associated academic programs**

- Look for opportunities for the regional campuses to align research to the six strategic initiatives (brain & spinal cord, heart, data science, human security, water). Data Science, Human Security and Water are sufficiently inclusive.

- Promote growth of strategic initiative #5 (research translation) to the regional campuses. Increase entrepreneurial initiative by incentivizing patent applications and research licensing opportunities.

- Support the growth of regional campus-specific research initiatives/strengths such as a Fermentation Science lab at Sarasota-Manatee and Marine Science at St. Petersburg.

B. Make recommendations for **research-aligned Centers of Excellence** and how they relate to departments and colleges

- Tampa has an extensive array of Centers and Research Cores. Create a web-based portal describing capabilities, fee structures, and scheduling.

- Sarasota-Manatee – Has the Florida Center for Partnerships for Arts Integrated Teaching (PAInT), and proposes a Global Center for Critical Thinking and Creativity to align with the proposed campus structure of Inter/Multidisciplinary Research.

- St. Petersburg – Joint Institute for Gulf of Mexico Studies to align with the campus identity, Center for Florida Studies, Center for Child Health and Advocacy.

C. Align **Graduate Programs** that support research PhD, MS, and Postdoctoral students with the research architecture and propose potential new ones

- Without extensive investment in infrastructure, science PhD and postdoctoral not currently advisable in Sarasota-Manatee in STEM disciplines. Master's possible Interdisciplinary Science.
    - PhD in Hospitality & Tourism Leadership
    - Master's or clinical Doctorate in Speech-Language Pathology
- Joint appointments for Sarasota-Manatee or St. Petersburg faculty in Tampa departments to allow graduate students in appropriate disciplines.
    - Expand Conservation Biology MS to PhD
    - Expand Florida Studies MA to PhD
- Graduate Nursing programs on both regional campuses.

D. Define an implementation roadmap for **Tenure and Promotion/Workload models that support the research mission**

- In progress. We need more information on the final college/campus structures.
- Any plan should consider:
    - Access to facilities
    - Start-up funding
    - Teaching loads
- "System Sabbaticals" for regional campus faculty to work in Tampa labs.
- Collaborative research seed grants.

E. Review and recommend policies for **equitable resource allocation for research infrastructure and space**

- An inventory of Tampa campus space is underway, but extensive.

- Sarasota-Manatee has 8 spaces ~3600 sq. ft. and 800 under construction dedicated to research.

- St. Petersburg has 17 spaces dedicated to research, not including the College of Marine Science.

- Establish and support a state-of-the-art teleconferencing capability to join campuses.

- Space is an issue across the system. Extensive infrastructure investments are needed on the Sarasota-Manatee campus which currently has very limited infrastructure, considering all space it has less than 100 sq. ft./ student vs. > 200 sq. ft./ student in St. Petersburg and Tampa.
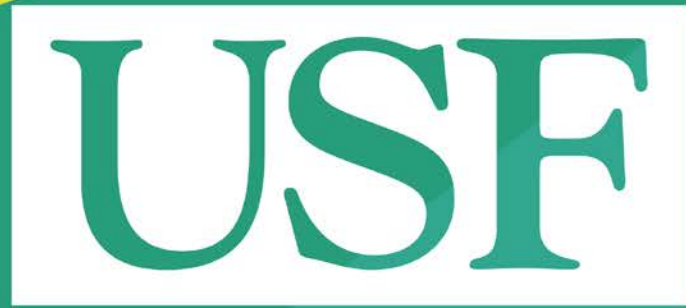
F. Develop consistently **applied internal and external funding allocations, as well as indirect (F&A) recovery and distribution to support research**

USF Research & Innovation, as a System office, will continue to follow the methodologies and practices that consistently apply internal and external funding allocations, as well as indirect (F&A) recovery and distribution to support research.

- Recommend Tampa as the home campus for most strategic research initiatives (brain & spinal cord, heart, data science, human security, water) with collaboration from regional campuses.

- Promote growth of strategic initiative #5 research translation across the system. Create incentives for patent and licensing activities on the regional campuses.

- Support the growth of regional campus research initiatives/strengths

    - Fermentation Science lab at Sarasota-Manatee

    - Marine Science/Sustainability at St. Petersburg

- Align regional campus Centers with their unique identities: Sarasota-Manatee – PAInT and Global Center for Critical Thinking and Creativity; St. Petersburg – Joint Institute for Gulf of Mexico Studies, Center for Florida Studies, Center for Child Health and Advocacy.

- Add a PhD in Hospitality & Tourism Leadership and a master's or Clinical Doctorate in Communication Sciences & Disorders on the Sarasota-Manatee campus.

- Joint appointments for Sarasota-Manatee or St. Petersburg faculty in Tampa departments to allow graduate students in appropriate disciplines. Graduate Nursing programs on both regional campuses.

- Expand Conservation Biology MS to PhD and expand Florida Studies MA to PhD on the St. Petersburg campus.

- "System Sabbaticals" for regional campus faculty to work in Tampa labs and Collaborative research seed grants.

- Establish and support a state of the art teleconferencing capability to join campuses.

- Extensive infrastructure investments are needed on the Sarasota-Manatee campus which currently has very limited infrastructure, considering all space it has less than 100 sq. ft./ student vs. > 200 sq. ft./ student in St. Petersburg and Tampa.

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Snapshot of Three Campuses

	TAMPA	ST. PETERSBURG	SARASOTA-MANATEE
Undergraduate Enrollment*	31,389	4,102	1,842
% Identified as Non-White	52.9%	38%	33%
% Pell	40%	41%	41%
% Residential	20%	15%	N.A.
Retention Rate (2016 cohort)	90%	77%	79%
4-Year Grad Rate (2013 cohort)	60%	30% 41% (swirl)	35% 46% (swirl)

Fall 2018, Drop-Add, http://usfweb.usf.edu/dss/eProfiles/

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Academic Progress Rate
By Campus, With Swirl

SYSTEM   **TAMPA**   **ST. PETERSBURG**   **SARASOTA-MANATEE**

SWIRL

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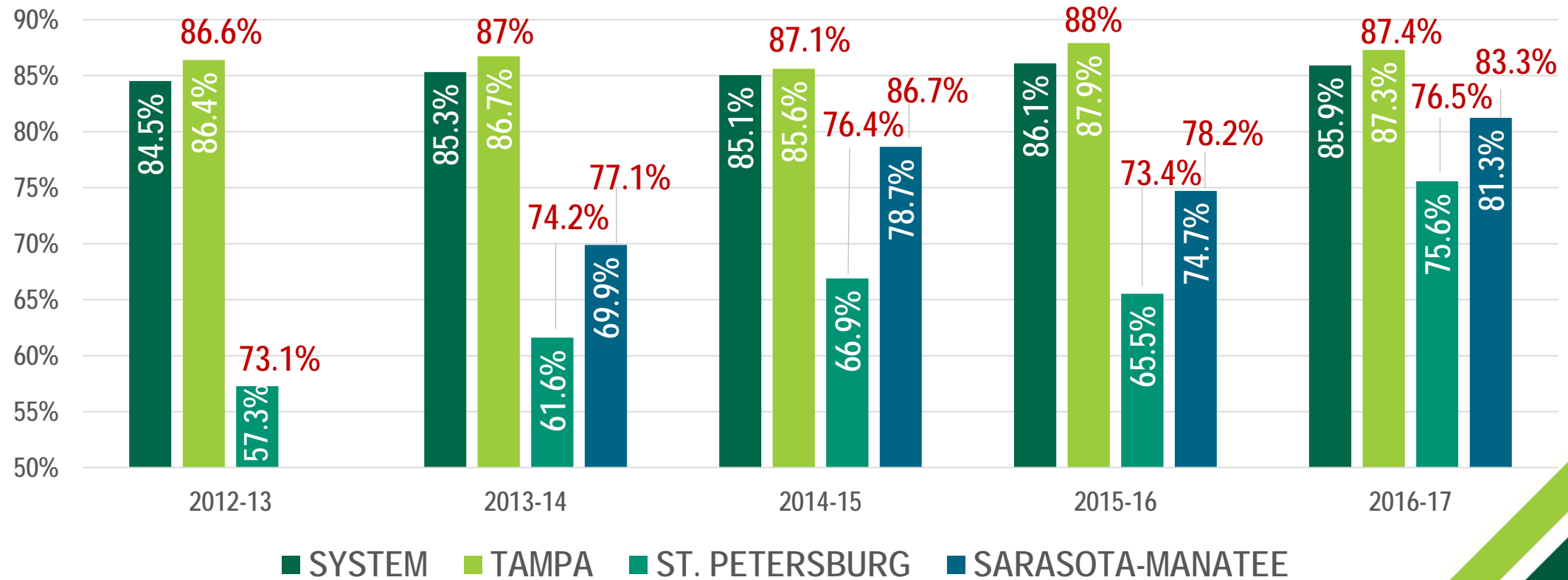
Four-Year Graduation Rate
By Campus, With Swirl
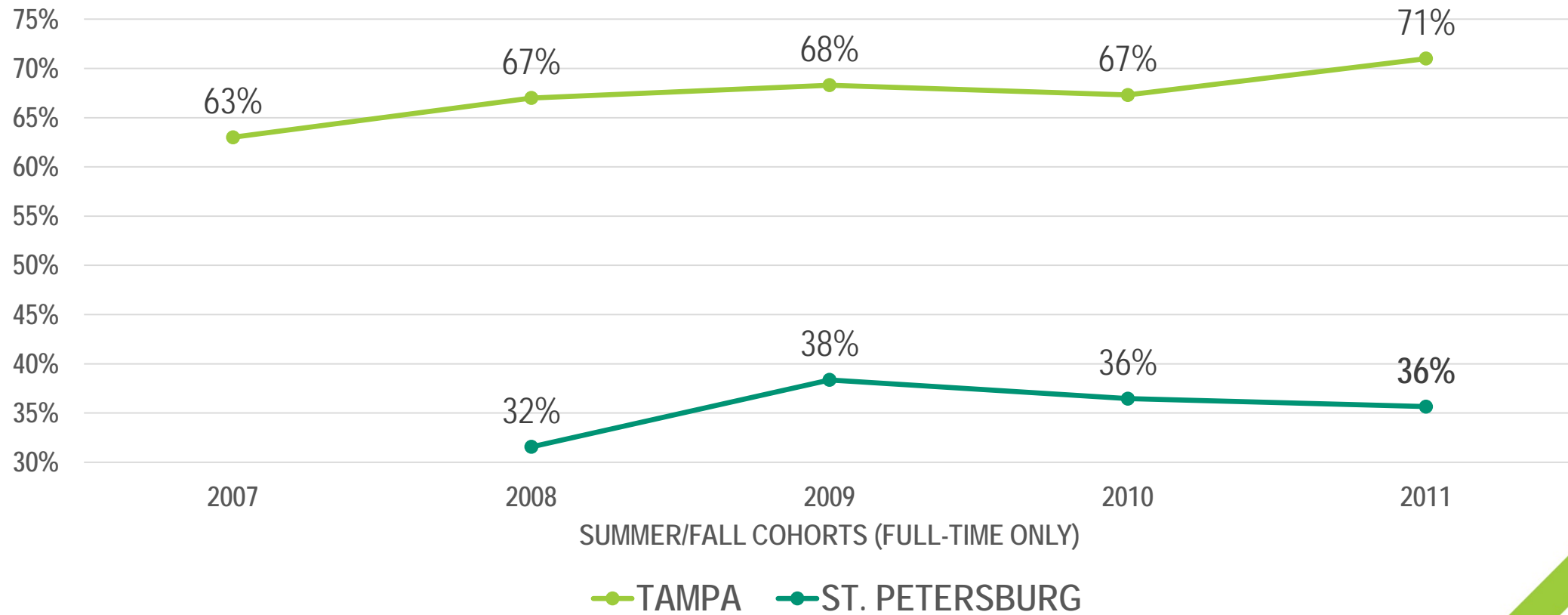
Six-Year Graduation Rate: Race & Ethnicity
By Campus, 2011-2017 Cohort

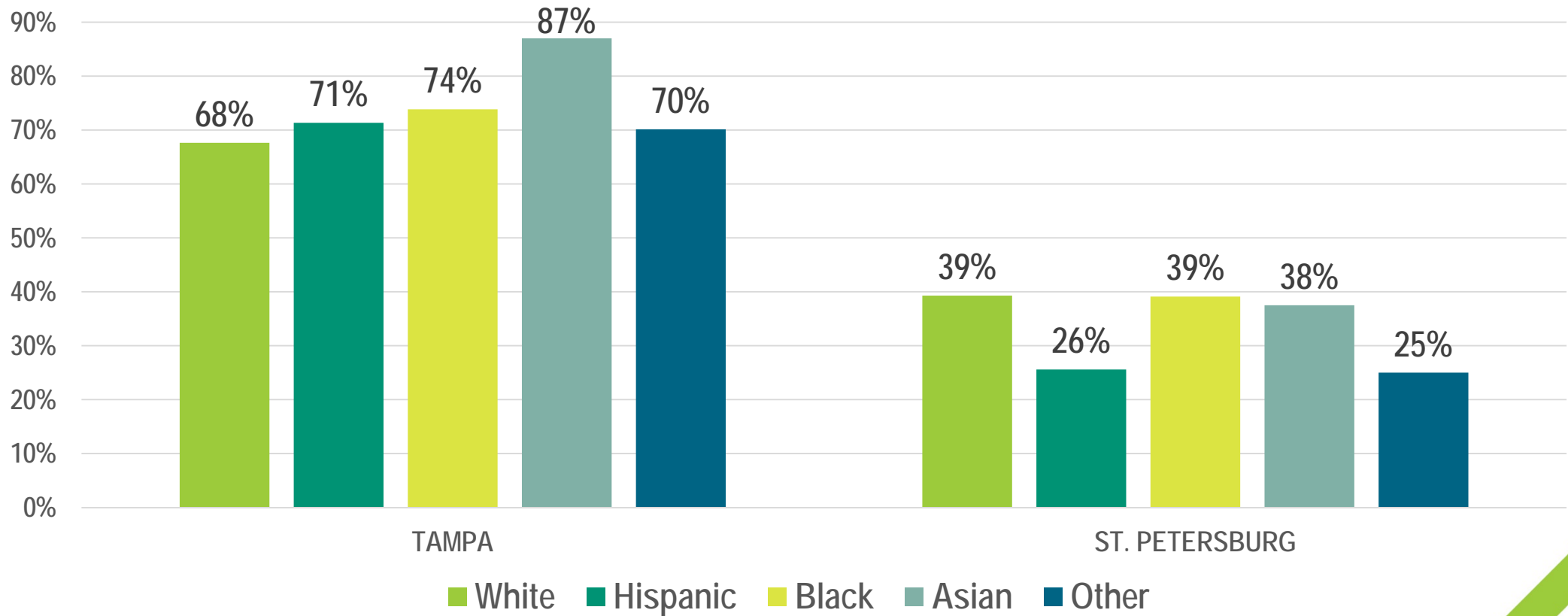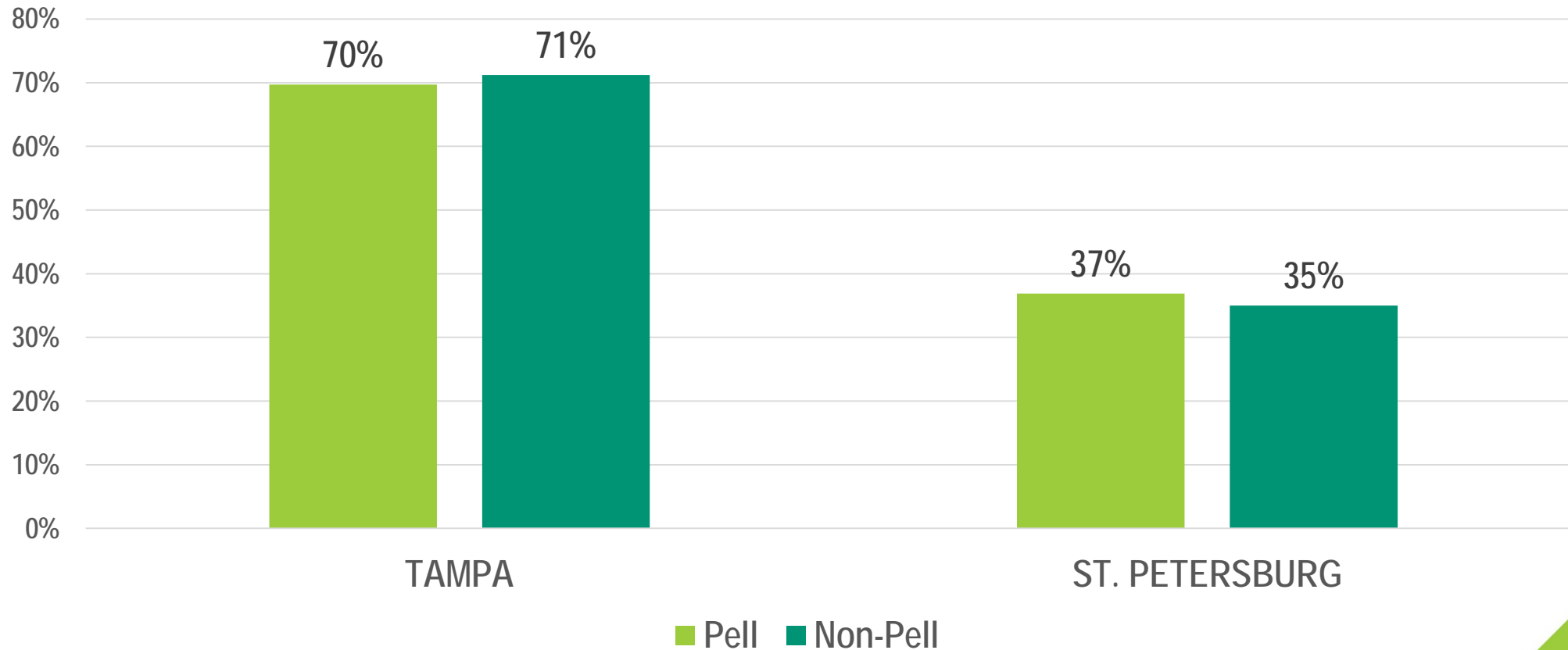Note: Other category includes Native American, Multi-Race, Non-Resident Aliens, Hawaiian Native/Pacific Islander, Not-Reported
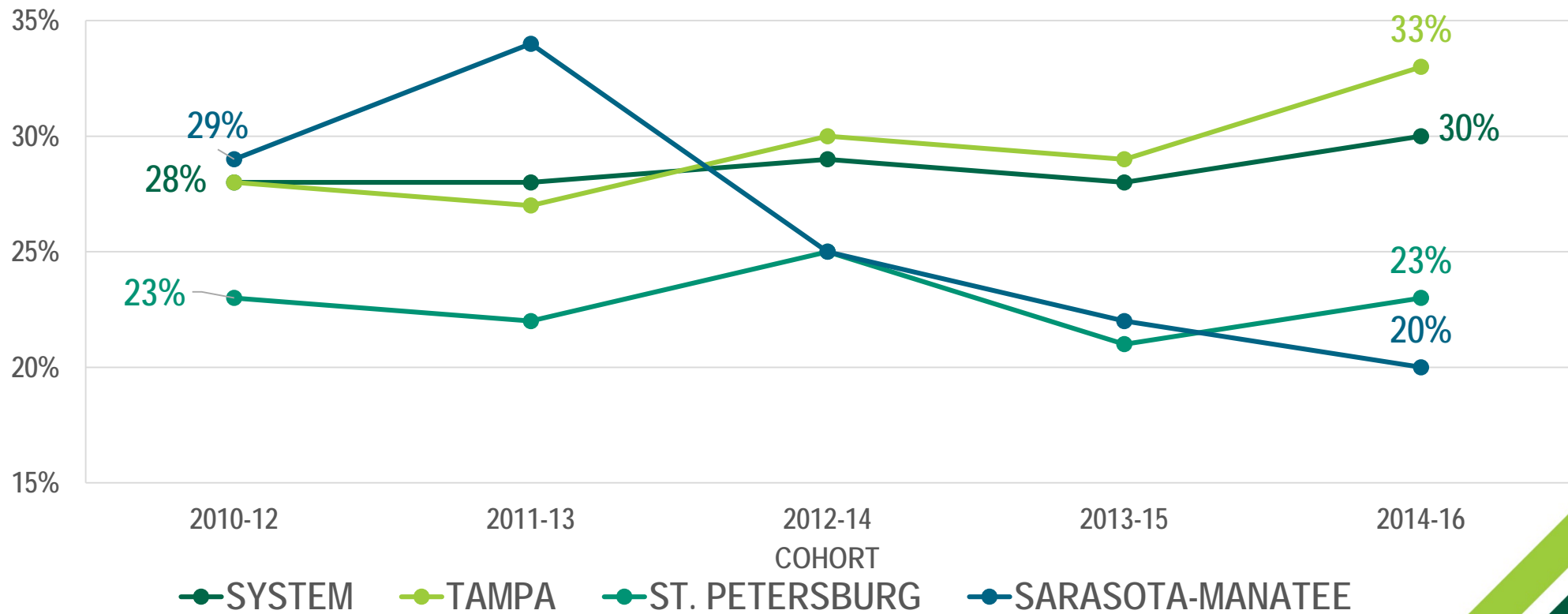
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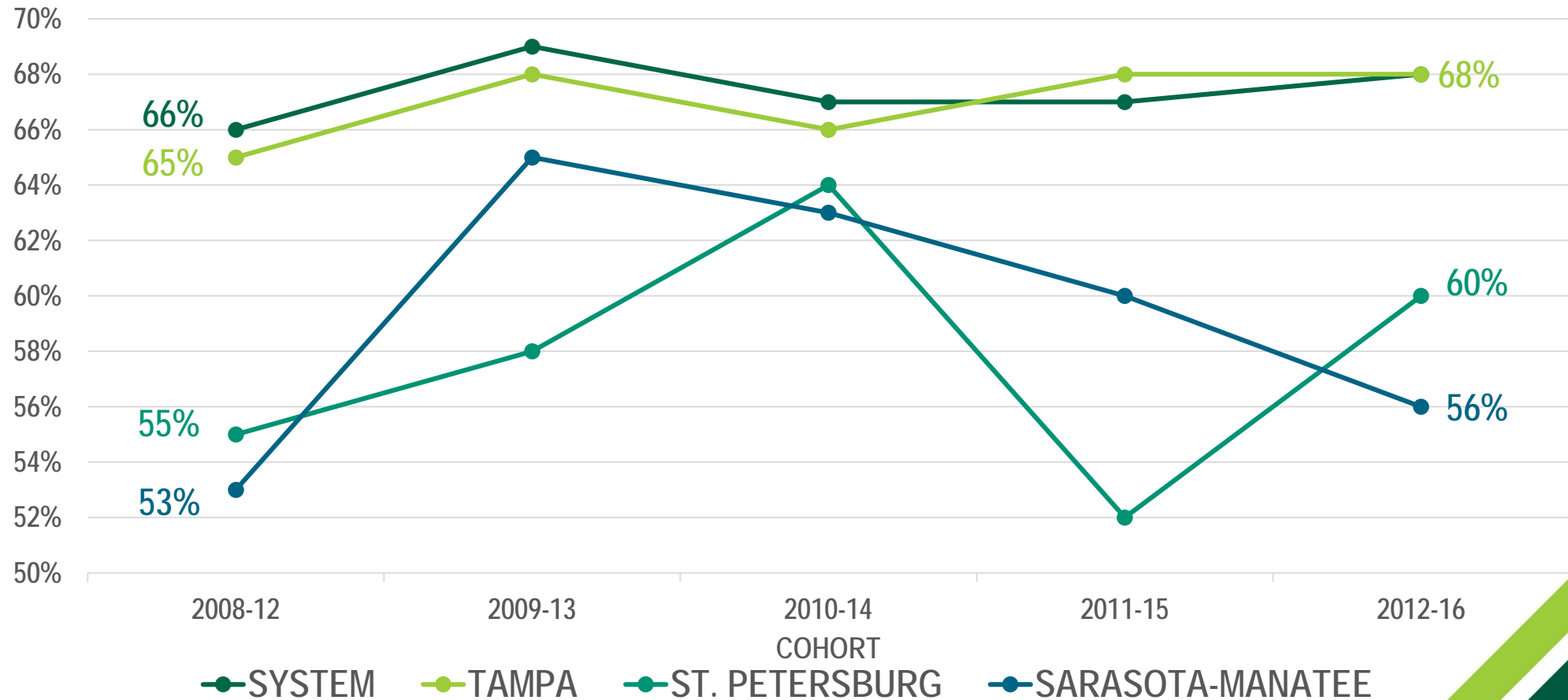
Student Success Movement: Tampa

- Student Success Task Force Report (April 2010)
    - Institutionalize Student Success
    - Integrate student success into campus culture
    - Build institutional research capacity
- Student Success is **everyone's responsibility**.

Implemented policies, programs and practices, including:

- SMART Lab
- Living Learning Communities
- Extended Library Hours
- Career Services
- Peer Financial Consulting

- Tutoring & Writing Services
- Course Re-design
- Degree Tracking Software
- Academic Advocates
- Informational Campaigns

Campus Persistence Committees

- Formed in: Tampa, Jan. 2016; USFSM, spring 2017; USFSP, 2017
- Cross functional teams that identifies and supports **all at-risk students** through timely and appropriate interventions
  - Academic Advocates (case managers)
  - Housing & Residential Education
  - Academic Foundations Instructors
  - Orientation Team Leaders
  - Career Counselors
  - Financial Aid
  - Academic Advisors
  - Cashier's Office
  - Library
  - New Student Connections
- "Triage" lists of at-risk students
- Coordinates appropriate interventions

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Actionable Data Insights

- Miller/Herreid Persistence Model pre-matriculation model identifies at risk FTIC students

- Civitas Predictive analytics platform sorts students by risk factors using "live" data feed from Banner and Canvas

Civitas Illume Predictive Analytics
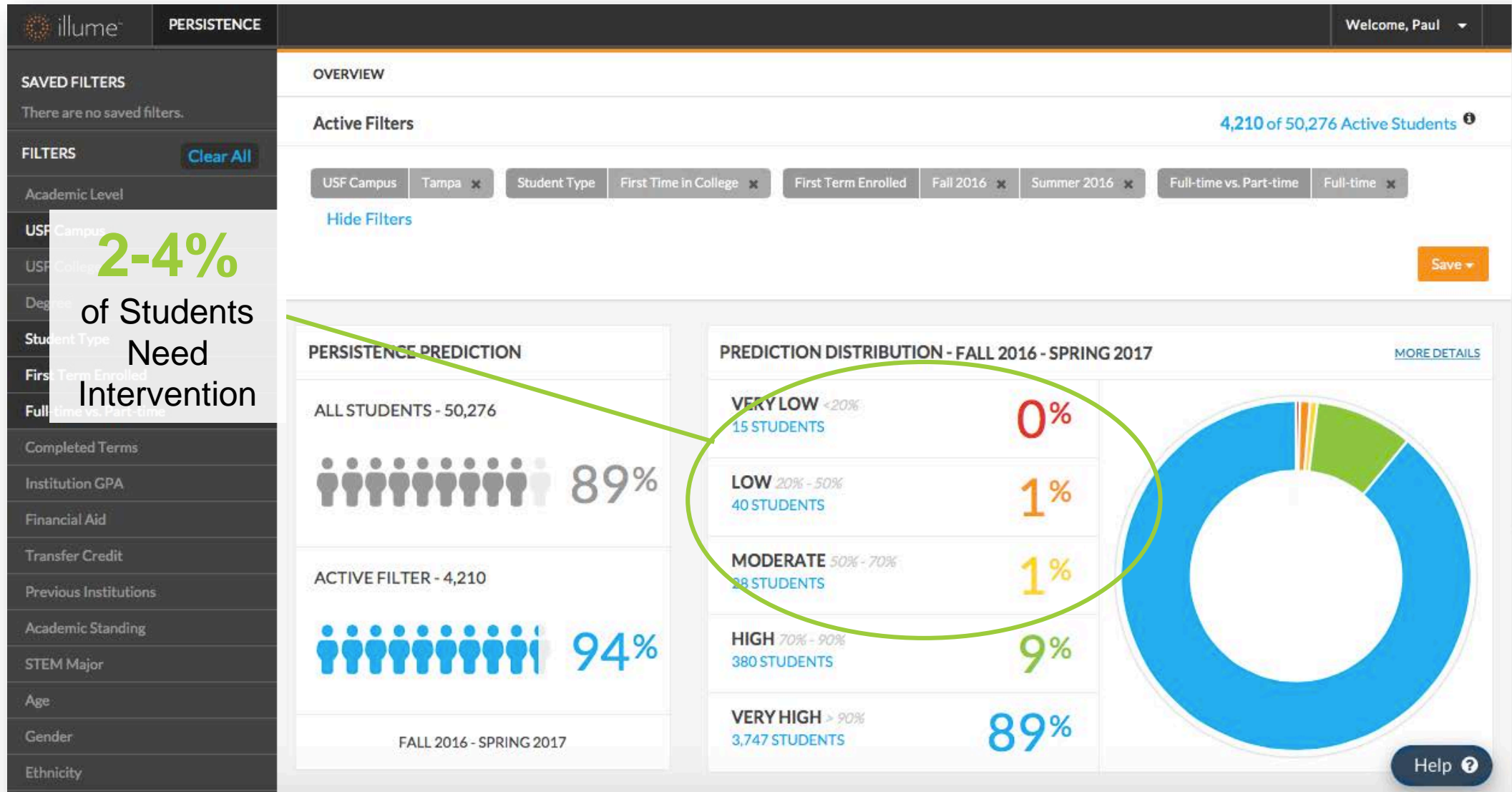
Right Support, Right Student, Right Time

- Identify at-risk students before problems occur
- Refer students to the appropriate expert
- Transform passive support services into active outreach
- Share data and reports to create
360 view of students

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Emerging **Case Management** Approach

Civitas Prediction Distribution	→	Triage by Persistence Committee	→	Deliver Appropriate and Timely Support

What is the likelihood that a student is likely to persist to the next semester?

Diagnose the "illness"; Who knows the student?

Who is in the best position to "treat" the student?

Very Low

Low

Moderate

High-Touch Care
- Urgent "cases" requiring immediate assistance
- Financial problems dominate
- Peer student outreach if possible
- Refer out if a health/wellness issue

Coordinate Care
- Advocates manage cases for students
- Refer "cases" thru Archivum Insights
- Care Team shares notes on interventions
- Students linked to their care team

High

Very High

High-Tech Guidance
- Use electronic tools to nudge and advise
- Automate reporting and communication

Enhance Quality of Experience
- Promote HIPs
- Engage the student

Elements in Place for System-Wide Student Success Movement

- Coordinated enrollment planning & management
- Financial Aid managed centrally
- Persistence Committees in place at each institution
- System-wide predictive analytics platform
- Archivum Insights used for case management
- System-wide Course Scheduler
- Four-Year Graduation Rate plan

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Consolidation of Student Success

- Formation of new Student Success Committee
- Persistence Committees at Each Campus
- Implementation of coordinated Retention and Completion Efforts
  - Application of predictive models on all campus
  - Standardization of practices
  - Use of mini-grants to promote retention and graduation
  - Extension of Finish in Four initiative

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Discussion