University of South Florida

UNIFIED RESPONSE TO QUESTIONS FROM THE STUDENT SUCCESS, ACADEMIC PROGRAMS, AND CAMPUS IDENTITY SUBCOMMITTEE

NOVEMBER 5, 2018

STUDENT SUCCESS/ACADEMIC PROGRAMS/CAMPUS IDENTITY SUBCOMMITTEE

Membership:

Michael "Mike" Griffin, Chair; Frederick "Rick" Piccolo; and, Dr. Tonjua Williams.
Staff Liaison: Paige Beles-Geers

Committee Focus Areas:

a. Identification of specific degrees in programs of strategic significance, including health care, science, technology, engineering, mathematics, and other program priorities to be offered at the University of South Florida St. Petersburg and the University of South Florida Sarasota/Manatee and the timeline for the development and delivery of programs on each campus;

b. Maintaining the unique identity of each campus and an assessment of whether a separate educational mission is beneficial to the future of each campus;

c. Developing the research capacity at each campus; and

d. Other subject matters pertaining to campus strengths as determined by the Chair of the Task Force that would support the work of the Task Force.

Recommendations due to Task Force November 29, 2018

Responses to members' questions are provided by:

Ralph C. Wilcox, PhD
Provost & Executive Vice President
University of South Florida

Martin Tadlock, PhD
Regional Chancellor
USF St. Petersburg

Karen A. Holbrook, PhD
Regional Chancellor
USF Sarasota-Manatee

With support from the USF System Office of Decision Support and the Office of the Provost.

QUESTIONS:

1. *Do you have any recommended proposed changes to your ~~college and~~ course offerings that address item a. for your campus that can be accomplished under your existing budget? If yes, how does this address the unique needs of the community as put forth in the public testimony? What would be the timeline to deliver these programs under your proposal?*

Please refer to Attachment (1) for details on course offerings and identification of areas of strategic emphasis for newly proposed programs to address the unique community needs. It is important to point out that most, if not all, expanded degree offerings (outside, the USF System 5-year New Degree Master Plan) will require additional investments in preeminent-level faculty [annual new faculty count by campus], space and equipment in advance of USF Consolidation in the 2020-21 academic year. Such investments will be essential to academic quality assurance at the level of a Preeminent State Research University, supporting Student Success (student retention and timely degree completion), and enhancing research productivity. A summary of expanded degree offerings by year, by campus, and by level follows:

Year 0 (2019-20):

USF Tampa (6)

- Bioengineering and Biomedical Engineering, Baccalaureate [5-year New Degree Master Plan-New to USF]
- Informatics, Doctorate [5-year New Degree Master Plan – New to USF]
- Cybersecurity & Information Assurance, Baccalaureate [5-year New Degree Master Plan – New to USF]
- Logistics & Supply Chain Management, Baccalaureate [5-year New Degree Master Plan – New to USF]
- Logistics & Supply Chain Management, Masters [5-year New Degree Master Plan – New to USF]
- Financial Planning & Services, Baccalaureate [5-year New Degree Master Plan – New to USF]

USF St. Petersburg (2)

- Sustainability Studies, Baccalaureate [5-year New Degree Master Plan – New to USF]
- Environmental Chemistry, Baccalaureate [5-year New Degree Master Plan – New to USF]

USF Sarasota-Manatee (1)

- Cybersecurity & Information Assurance, Baccalaureate (2+2)

Year 1 (2020-21):

USF Tampa Campus (4)

- Design, Baccalaureate [5-year New Degree Master Plan – New to USF]
- Marriage & Family Therapy/Counseling, Masters [5-year New Degree Master Plan – New to USF]
- Occupational Therapy, Doctorate [5-year New Degree Master Plan – New to USF]
- Management Science, Masters [5-year New Degree Master Plan – New to USF]

USF St. Petersburg Campus (17) [33 new faculty]

- Computer & Information Sciences, Baccalaureate [2]
- Curriculum & Instruction, Doctorate [1]
- Elementary Education & Teaching, Baccalaureate [2]
- Secondary Education & Teaching, Masters [5-year New Degree Master Plan – New to USF]
- Civil Engineering, Baccalaureate [3]
- Electrical Engineering, Baccalaureate [3]
- Mechanical Engineering, Baccalaureate [3]
- General Studies, Baccalaureate
- Biomedical Sciences, Baccalaureate [3]
- Oceanography, Masters (currently delivered by the USF Tampa College of Marine Science)
- Oceanography, Doctorate (currently delivered by the USF Tampa College of Marine Science) [2]
- Fine/Studio Arts, Baccalaureate [2]
- Public Health, Baccalaureate [3]
- Nursing, Baccalaureate [3]
- Hospitality Management, Baccalaureate [3]
- Management Science, Baccalaureate [5-year New Degree Master Plan – New to USF] [1]
- Risk Management & Insurance, Baccalaureate [2]

USF Sarasota-Manatee Campus (18) [31 new faculty]

- Natural Resources Management & Policy, Baccalaureate [5-year New Degree Master Plan – New to USF]
- Computer & Information Sciences, Baccalaureate [2]
- Information Science, Masters [1]
- Curriculum & Instruction, Doctorate [2]
- Chemical Engineering, Baccalaureate [2]
- Civil Engineering, Baccalaureate [2]
- Electrical Engineering, Baccalaureate [2]

- Mechanical Engineering, Baccalaureate [2]
- Industrial Engineering, Baccalaureate [2]
- Biology, Masters [1]
- Biomedical Sciences, Baccalaureate [2]
- International/Global Studies, Baccalaureate [5-year New Degree Master Plan – New to USF]
- Chemistry, Baccalaureate [2]
- Healthcare Administration, Masters [2]
- Public Health, Baccalaureate [3]
- Nursing, Baccalaureate [3]
- Entrepreneurship, Baccalaureate [2]
- Management Science, Baccalaureate [5-year New Degree Master Plan – New to USF] [1]

Year 2 (2021-22):

USF Tampa Campus (4) [3 new faculty]

- Digital Communication & Media, Doctoral [5-year New Degree Master Plan – New to USF]
- Applied Mathematics, Masters [5-year New Degree Master Plan – New to USF]
- Financial Planning, Masters [5-year New Degree Master Plan – New to USF]
- Hospitality Management, Baccalaureate [3]

USF St. Petersburg Campus (6) [9 new faculty]

- Mathematics Teacher Education, Baccalaureate [1]
- Science Teacher Education, Baccalaureate [1]
- Social Work, Baccalaureate [2]
- Audiology & Speech Pathology, Baccalaureate [3]
- Nursing, Masters [1]
- Financial Planning, Baccalaureate [1]

USF Sarasota-Manatee Campus (12) [17 new faculty]

- Speech Communication & Rhetoric, Baccalaureate [1]
- Learning Design & Technology, Masters [2]
- Mathematics Teacher Education, Baccalaureate [1]
- Science Teacher Education, Baccalaureate [2]
- Social Science Teacher Education, Baccalaureate [1]
- Psychology, Masters [1]
- Social Work, Baccalaureate [2]
- Health Sciences, Baccalaureate [2]
- Audiology & Speech Pathology, Masters [1]
- Nursing, Masters [1]
- Financial Planning, Baccalaureate [1]
- Management Information Systems, Baccalaureate [2]

Year 3 (2022-23): [New faculty investments will be calculated for Year 3 beginning in 2020-21]

USF Tampa Campus (2)

- Graphic Design, Baccalaureate
- Risk Management & Insurance, Baccalaureate

USF St. Petersburg Campus (5)

- Architecture, Masters
- Learning Design & Technology, Masters
- Sustainability Studies, Masters
- Public Health, Masters
- Nursing Practice, Doctorate

USF Sarasota-Manatee Campus (6)

- Food Science, Baccalaureate [5-year New Degree Master Plan – New to USF]
- Environmental Science, Baccalaureate
- Architecture, Masters
- Special Education & Teaching, Baccalaureate
- Public Health, Masters
- Nursing Practice, Doctorate

Year 4 (2023-24): [New faculty investments for Year 4 will be calculated beginning in 2021-22]

USF Tampa Campus (2)

- Orthotics & Prosthetics, Masters [5-year New Degree Master Plan – New to USF]
- Entrepreneurship, Baccalaureate

USF St. Petersburg Campus (1)

- Financial Planning, Masters

USF Sarasota-Manatee Campus (1)

- Financial Planning, Masters

Please note:

This summary does not include the 47 institution-based degree programs currently delivered online that, beginning in Year 1 (2020-21), will be available to all students admitted to USF, regardless of home campus. Please see Attachments (1) and (2) for online programs.

It is important to point out that while the proposed expansion of degree offerings (in years 0-4), especially at USF St. Petersburg and USF Sarasota-Manatee, addresses stated needs in the community, implementation of the plan will demand considerable due diligence beginning in Spring 2019 to verify:

- Documented community need, commitment, and support (including philanthropic investments, internship placements, research support, and hiring of graduates, etc.),
- Demonstrable and sufficient student demand(at the specific campus location),
- Alignment with the Board of Governors' programs of strategic emphasis (high need, high skilled, high paid),
- The availability and adequacy of new resources consistent with a preeminent state research university (faculty, space, financial aid),
- Academic quality assurance consistent with SACSCOC and specialized accreditation,
- Consideration of the mode of delivery (including the identification of degrees delivered fully online),
- Thoughtful partnership with Florida State Colleges (to ensure non-duplication of baccalaureate degree programs unless a compelling reason exists, and optimization of USF's *FUSE* transfer and articulation program),
- Critical and continuing review of recent enrollment patterns and degree productivity, and
- Implementation of the current *USF System New Degree 5-year Master Plan.*

Furthermore, the proposed degree expansion plan does not include completely new degree programs presented in the earlier Huron Report (e.g., Aeronautical Engineering)

USF Tampa:

USF Tampa is working to meet community needs, and student demand with a special focus on strengthening the economy through workforce development, experiential education, and high impact practices that align with business and industry sector needs across Tampa Bay. USF Tampa seeks to deploy resources in support for the Florida Board of Governors' Areas of Strategic Emphasis. Complementary areas of research growth focus on addressing the most pressing issues of Florida and the nation as defined by the Florida Board of Governors including: health and wellness, opioids, mental health and disabilities, childhood development, marine and coastal, cybersecurity, technology and data, translational research, human-technology interface (artificial intelligence, autonomous vehicles), and space exploration and commercialization.

USF St Petersburg:

USF St. Petersburg has programs in place that address workforce needs in Florida and have been identified as needed in the Tampa Bay Region. Proposed new programs are on the USF System Master Academic Plan along with the timeline for approvals. All new programs must include a needs analysis and a plan for implementation.

USF Sarasota-Manatee:

Public Testimony at USF Sarasota-Manatee clearly emphasized the value of existing partnerships between the University and the local colleges by means of the Cross College Alliance (SCF, Ringling College of Art and Design, FSU Ringling and New College of Florida) as well as businesses, schools,

and not-for-profit organizations. USF S-M is the area's comprehensive four-year and graduate degree-offering university with the ability to customize our educational offerings by collaborating directly with local businesses. We have designed a curriculum that provides the credentials for traditional degrees, but because of our size and agility and local decision-making authority, we can transition faster to developing programs that meet the evolving needs of regional businesses and the students who will enter the workforce in our area – one of the nation's fastest growing.

It has been stated that "the future of work is the future of education" and that "work is intrinsically collaborative and interdisciplinary" – not conducted in silos. Employers require more workers who can bridge the gap between disciplines, and learn so-called "unnatural combination" skills.[1] We believe in this future, and our proposal for USF S-M after consolidation is designed around this precept. It is one that also coincides with the BOG's statement that "universities are expected to work with local industries and employers to identify academic programs needed to support local or regional economic development and workforce needs."

New Faculty Investment Needs to Support Degree Expansion at USF T, USF SP, and USF S-M:

Based upon discipline and rank (OSU R1 +10%):

A. To launch Proposed New Degree Expansion in Year 1 (2020-21)

	# of new faculty	$ salary & benefits (recurring)	$ startup (non-recurring)
USF Tampa:	0	$0	$0
USF St. Petersburg:	33	$4.38 M	$9.64 M
USF Sarasota-Manatee:	31	$4.35 M	$10.54 M
TOTAL =	**64**	**$8.73 M**	**$20.18 M**

Librarian, Research Technician, and Administrative Staff are calculated at 1:6 new faculty = 10 positions at $80,000 salary + benefits = **$0.80 M recurring** + $5,000 office setup = **$50 K non-recurring**

GRAND TOTAL for Year 1 = $9.53 recurring (personnel) + $20.19 M non-recurring (startup for preeminent research faculty and support personnel)

B. To launch Proposed New Degree Expansion in Year 2 (2021-22)

	# of faculty	$ salary & benefits (recurring)	$ startup (non-recurring)

[1] The Future of Work: How Colleges Can Prepare Students for the Jobs Ahead, *The Chronicle of Higher Education*, 2017, p. 16.

USF Tampa:	3	$0.39 M	$0.30 M
USF St. Petersburg:	9	$1.20 M	$0.32 M
USF Sarasota-Manatee:	17	$2.29 M	$0.73 M
TOTAL =	**29**	**$3.88 M**	**$1.35 M**

Librarian, Research Technician, and Administrative Staff are calculated at 1:6 new faculty = 5 positions at $80,000 salary + benefits = **$0.40 M recurring** + $5,000 office setup = **$25 K non-recurring**

GRAND TOTAL for Year 2 =$ 4.28 M recurring (personnel) + $1.38M non-recurring (startup for preeminent research faculty and support personnel)

C. Future Proposed Degree Expansion Investments (2022-24) will be calculated at a later date.

2. *If yes to a. how does this enhance the unique identity of your campus? Are there any separate educational missions unique to your campus that are beneficial to the future of your campus? Do they require new funding?*

Consistent with SACSCOC accreditation guidelines, there can only be **one mission within a singularly-accredited university.** Each unit may contribute to the mission in different ways such as:

USF Tampa:

USF Tampa is a comprehensive preeminent state research university, defined by research output, academic program array, along with an unparalleled commitment to student access for success.

In summary, we see USF's Tampa campus as:

- An international research powerhouse with a focus on positive impact, improving the human condition, and economic growth, with particular strengths in health and life sciences, and engineering,
- An attractive destination for the best and brightest students and most talented professors from around the world,
- A diverse learning community dedicated to student success delivered through a comprehensive, rigorous and relevant curriculum, built within a digital ecosystem,
- A welcoming and globally engaged campus with academic, cultural and athletic opportunities,
- A strong partner with the communities we serve: in Tampa Bay, across the State of Florida, around the nation, and throughout the world, and
- Building a complementary networked identity in collaboration with colleagues on our campuses in St. Petersburg and Sarasota-Manatee.

USF St. Petersburg:

With the opening of the new STEM, INQ lab in Coquina Hall and the move to align curriculum in teacher preparation with STEM principles, the USF SP College of Education is positioned to be the state leader in preparing all future teachers for implementation of STEM in the classroom regardless of grade level or discipline taught. The unique baccalaureate degree offered in the USF SP College of Education is different from any of the USF System education degrees. The undergraduate degree is a Bachelor of Science in Education, approved and accredited by the state and prepares program graduates for certification and endorsement in 4 areas: Elementary Education, Exceptional Student Education, Reading Endorsement and ESOL Endorsement. No other program graduates education candidates with those credentials within the 120 credit hour requirement. The program could be a state model for undergraduate education degrees.

Early discussions in the USF SP Kate Tiedemann College of Business about "Blue" business with the College of Marine Sciences and "Green Business" with the USF SP College of Arts and Sciences have occurred. Both would be interdisciplinary, and both reflect one of the core identities of USF SP, Environmental Sustainability. Both would need core faculty to complement existing faculty.

The two new distinct BS degrees in Sustainability Studies and in Environmental Chemistry, in the USF SP College of Arts and Sciences, will further support the unique identity of USF SP as a campus invested in the environment and sustainability. The new distinct BS degree in Computational and Applied Mathematics lays the groundwork for hosting degree programs in Computer Science and Engineering—both of which will require funding to set up teaching laboratories.

The new hosted second degree Nursing BSN will further support USF SP's commitment to the health sector in St. Petersburg and Pinellas County. We already supply graduates with laboratory science degrees in Biology, Health Science, Environmental Science, and in Fall 2019 Environmental Chemistry—all of whom have skills to contribute to the health sector.

USF Sarasota-Manatee:

The programs that exist currently are very much aligned with the needs of the community and region and the partnerships that have been established with the other area universities as well as the local businesses. There are many examples of how the advisory boards for three of the four colleges help address the needs of the community and develop a relevant curriculum.

3. What impediments exist to developing research capacity at your campus?

USF Tampa:

Sustaining the campus' competitive position as a Preeminent State Research University and any future growth in the campus' research portfolio and productivity is severely hampered by (a) limited faculty resources (and salaries that are not competitive with national aspirational peers), (b) inadequate research laboratory space, (c) paucity of state-of-the-art research instrumentation (including research computing), and (d) insufficient financial aid for graduate students.

USF St. Petersburg:

Research and teaching lab space and funds to equip space. Research start-up funds for research faculty.

Access to Doctoral Students: While many of our faculty have published in top-level journals, the propensity in which they can publish in these journals is impacted by two factors. First, the higher teaching load (5 courses a year). Second, not participating in the doctoral program limits access to doctoral students who serve as great support in research activities for our faculty.

Graduate Assistants: The lack of graduate assistants support has a similar impact on our faculty productivity.

USF Sarasota-Manatee:

The absence of the following are impediments. We have the following needs to increase research productivity and become more competitive for grants – especially federal grants:

- A STEM building, defined as the Integrated Science and Technology Complex (ISTC) (on the PECO list) and relevant equipment and technology to serve research and teaching needs.
- Temporary space during construction of the ISTC building (see below).
- Doctoral programs and graduate assistants.
- Appropriate faculty positions – increase in the percentage of the tenure-track and tenured faculty. We have a faculty hiring strategy that will change a less-than-stable faculty into a stable faculty. This is essential for research productivity – and the ability to obtain grants.
- Equity in teaching and service work assignments across the new USF.
- Start-up funds for new faculty in tenure-track positions.
- Internal funding for existing faculty to seed research initiatives that will pave the way for obtaining external awards.
- Formalized relationships across USF to accelerate USF S-M scholarship.
- A residence hall and student center.

4. What one thing would be the most beneficial assistance to enhance the research capacity at your location?

USF Tampa:

Without a critical mass of (I) research intensive faculty, USF cannot compete head-to-head with similar colleges/departments at AAU institutions and other aspirational peers. For example, Chemistry has 27 tenured/tenure track and 39 total faculty (the Public AAU average is 42.5/51.4) – along with (II) additional support for world class graduate students, (III) state-of-the-art research facilities on USF's current 5-year Capital Improvement Plan: (a) Engineering Research Building ($150 M), and (b) STEM Research/Interdisciplinary Research Building ($72.6 M), and (IV) instrumentation.

USF St. Petersburg:

The development of additional research and teaching labs through re-designing existing and/or acquisition of new space. For the Kate Tiedemann College of Business, access to doctoral students and graduate assistants.

USF Sarasota-Manatee:

USF Sarasota-Manatee must have a building for research and education. We have designed the Integrated Science and Technology Complex ($44.5 M) to accommodate several programs in the sciences, information technology, some non-STEM programs, professional training space, business development and research space, and community-accessible spaces (etc.).

5. *Regarding identification of specific degrees: In St. Petersburg, the community college also confers baccalaureate degrees that were approved by USF and provides a University Partnership Center that was developed to address the community need for master's and doctoral degrees in Pinellas County. There does not seem to have been much research beyond the City of St. Petersburg regarding bachelor, masters, or doctoral program needs. The need is there. Overlooking this component could have huge implications for program offerings and growth opportunities at USF SP as well as USF S-M. What else needs to be done regarding the identification of new programs and the location of current program offerings? What impact does program offerings/location have on faculty, staff, and administrators as programs ownership shifts?*

Please refer to the collective response to Question 1 and see Attachments (1), (2), and (3) for proposed degree expansion, considerations, online degree programs delivered by USF Tampa, USF St. Petersburg, and USF Sarasota-Manatee, the USF System 5-year New Degree Master Plan, and a data response regarding the Florida State College System Baccalaureate degree programs and productivity.

USF Tampa:

Research on market needs will be conducted to verify community and student demand across the greater Tampa Bay region as part of the planning and implementation stage, beginning in Spring 2019.

USF St. Petersburg:

We need to revise and implement the existing USF System 5-Year Master Academic Plan. Programs on the plan have been carefully researched as to demand locally, regionally, and statewide. Also, programs on the plan have been carefully evaluated in terms of programmatic offerings already available in the State University System to avoid unnecessary duplication.

USF Sarasota-Manatee:

Several new programs have been identified as feasible to deliver on the USF S-M campus. These have been assigned to come on board by each of 5 years in the future – assuming there are appropriate new financial resources that would allow for faculty hires.

Careful consideration will be given to utilizing instructional (and research) space in the University Partnership Center, as well as other sites across the region, in order to accommodate the proposed expansion of academic program delivery.

6. *Campus Identity: Campus branding and meeting the needs of the entire community is what makes the institution premier. I have not heard of a plan or strategy to maintain or strengthen the campus identity for USFSP/USFSM/USFT and ~~the~~ USF ~~System~~ as a whole in any of the discussions. What are your plans to maintain the individual campus identity? What changes if any, are you planning to make to ensure that each campus maintains its own identity while developing the ~~system~~ identity of USF – A singularly-accredited university? Please share the status of the assessment of the educational mission - separate or unified? What are the recommendations regarding the educational mission?*

The matter of campus branding will be addressed by the External Affairs Sub-Committee of the Consolidation Implementation Committee. Specific strategies related to strengthening individual campus identities, within a unified mission of one university, will be addressed as part of the USF branding initiative. As a Carnegie classified *Doctoral University with Highest Research Activity,* and a Florida designated *Preeminent State Research University*, USF's singular Mission will rest on three pillars:

- Student Access for Success,
- Research, Innovation, and Economic Development, and
- Partnership for mutual benefit and impact.

USF Tampa:

"We define ourselves not by a name, date, or city, but by the impact we have on the world."

USF Tampa may be the oldest of the three campuses, yet we are, by no means, rooted in tradition like other preeminent universities and most AAU institutions. Rather, we are defined by our **bold ambition**, **innovation,** and **creativity**, **agility**, **freshness**, and **vigor**.

1. **We are a global research powerhouse**, with a balance between basic and high impact translational research activity, and focused on interdisciplinary convergence – "building bridges and not silos" –well-positioned to serve the State of Florida's needs in finding innovative solutions to complex problems:

Healthy Florida:

- Health and wellness [USF = Brain & spinal cord; Heart health]
- Opioids
- Mental health and disabilities
- Childhood development

Secure Florida:

- Marine and coastal [USF = Water]
- Cybersecurity, technology, and data [USF = Human security; Data science]

Prosperous Florida:

- Translational research [USF = Research translation]

- Human-technology interface (artificial intelligence, autonomous vehicles
- Space exploration and commercialization

2. **We are a national model for student success**, providing access for success to students from diverse socioeconomic, first generation, racial and ethnic, and national backgrounds. USF Tampa has a proud record of (a) attracting the "best and brightest" students from across Florida and around the world, (b) retention (91.3%), 4-yr (60.4%), and 6-yr (73.1%) graduation rates with elimination of the completion gap, (c) students earning competitive national fellowships (e.g. Fulbright, Gilman, Goldwater, Marshall, Peace Corps., etc.), and (d) placement in the top postgraduate and professional programs in the world.

3. **We provide a vibrant living, learning, exploring, and working community** on campus. With living and learning communities in support of a rigorous, relevant, and engaged learning environment.

4. **We cherish our mutually beneficial partnerships with business, industry, and public sector agencies in the community,** and we are committed to building a complementary networked identity in collaboration with colleagues on our campuses in St. Petersburg and Sarasota-Manatee.

5. **We are shaping a digital ecosystem to support success in all we do.**

USF St. Petersburg:

We offer learning and living opportunities dramatically different from the other USF campuses. Our small size, downtown waterfront location, and unique identity draw students from all over the region. We are recognized for our close connection to the City of St. Petersburg and to key stakeholders in Pinellas County. The campus is an anchor to the Innovation District and to Downtown St. Petersburg. USF SP has an active and growing research portfolio. The preeminence and performance based metrics where USF SP has the largest potential impact are retention and 4-year graduation rates.

USF Sarasota-Manatee:

Student success is a high priority for the USF S-M campus. USF S-M has research-experienced and productive faculty, but much is needed to solidify the research culture. We know how to generate new knowledge and effectively communicate such to our students and how to approach complex problem solving through our research. Success in obtaining competitive research grants, especially federal grants, is contingent upon the availability of appropriate resources.

7. *Research Capacity: What is the impact on faculty who have not been involved in research?*

USF Tampa:

Professional development and mentoring, along with equity of assignment, equity of support, and equity of scholarly/scientific/creative performance assessment will be essential across all campuses within a consolidated USF. USF Tampa has already adopted a differentiated faculty staffing model with an appropriate balance of tenured and tenure-earning research faculty and non-tenure earning instructors, consistent with a Carnegie classified Doctoral University: Highest Research Activity (n=115).

USF St. Petersburg:

Faculty who have primarily been involved in teaching and service will need support to move to intensive research assignments. Support includes those things listed in other sections of this document, i.e., graduate assistants, research and teaching lab space, load adjustments, etc.

The Kate Tiedemann College of Business is AACSB Accredited. The professional accreditation requires us to maintain certain faculty qualification standards consistent with the mission. As a comprehensive regional university, our current faculty standards (requirements for publication and intellectual contributions by faculty) are consistent with this mission. The majority (over 90%) of our faculty meet these standards. With a shift to a R1 University, our standards will need changes to remain consistent with the Muma College of Business.

USF Sarasota-Manatee:

Virtually all faculty at USF SM have research capability. Both past and prospective research accomplishments are criteria used in new hires of faculty (other than adjunct). The level of research expected at an R1 institution would be difficult to achieve at USF SM due to the lack of research resources (start-up funding and facilities and equipment for the STEM fields) and the amount of teaching that is expected on our campus. Some faculty who devote the majority of their professional effort to teaching may prefer to enter a non-tenure-earning teaching track where research is not expected.

8. *How and where do you see your respective campuses making greater contributions to strengthen preeminence designation and the path to achieve AAU?*

Consistent, Preeminent levels of Student Success (Freshman Retention and 4-yr/6-yr Graduation rates) will be essential across all campuses in the first instance. Focused research investment and productivity will follow.

Association of American Universities (AAU) performance metrics are:

Phase I Indicators

1. Competitively funded federal research support,
2. Membership in the National Academies (NAS, NAE, IOM),
3. Faculty awards, fellowships, and memberships,
4. Citations,

Phase II Indicators

5. USDA, state, and industrial research funding,
6. Doctoral education,
7. Number of postdoctoral appointees, and
8. Undergraduate education.

USF Tampa:

Research investments – Total Expenditures ($568 M), Federal Research Expenditures ($254 M), Postdoctoral Fellows (281)

Research Outputs – Doctorates (721), NAMs (13), Citation Impact (1.66), Patents (120)/ Licenses (122), Startups (10)

USF Tampa is home to 13 members of the National Academies. USF Faculty Awards, Fellowships, and Members – 101 Highly Prestigious Awards (2017)

Top 50 national and global rankings (U.S. publics): *Times Higher Education World University Rankings* (#38); *Kiplinger Best College Value* (#39); *Academic Ranking of World Universities* (#41); and *Center for Measuring University Performance* (#26-50).

USF Tampa's most recent Freshman Retention Rate is 91.3%; 4-year Graduation Rate is 60.4%, and 6-year Graduation Rate is 73.1%

USF St. Petersburg:

All colleges have high research faculty members and research clusters that, with additional research time and space, will further contribute to USF's research profile. Clusters: Child advocacy and health, Florida studies, Environmental Sustainability, Oceanography, Finance, Entrepreneurship, Innovation and STEM Education, Digital Journalism and Media Studies, Graphic Arts.

"AAU universities across the United States aim to continually advance society through education, research, and discovery." With consolidation, the Kate Tiedemann School of Business will focus on calling the disciplines of "Finance" and "Entrepreneurship" home on the USF St. Petersburg Campus. Our contribution to strengthen preeminence and develop a path to achieve AAU will be focused on three strategies:

1. Raise the research of the faculty – create a supportive environment for faculty to achieve performance to meet preeminence standards.
2. Student Performance – Strengthen student support services to achieve high-level of retention and graduation in a timely manner.
3. Community Engagement and Innovation – continue to develop partnerships with the business and general community to generate public-private partnerships that enhance our academic offerings and also to create a meaningful and sustainable economic impact in our communities. Innovation will be key to driving this economic impact.

USF Sarasota-Manatee:

USFSM needs to continue to advance student success – especially graduation rates. Retention rates are improving and only slightly below the USF benchmark. They are likely to meet the benchmark this year and progress to exceed it. We need to enact the faculty hiring strategy that will allow for greater research success in grants and publications.

9. *What are your faculty to student ratios? If the ratio is lower than our benchmark institutions, what are your plans to increase enrollment while achieving greater levels of student success?*

The average Student-to-Faculty (S2F) ratio at the 34 public AAU universities is 17:1 (Fall 2016). The University of Florida (AAU) was at 20:1 in 2016 prior to launching an extensive investment in additional faculty positions last year. This year, the USF System is at 21:1.

While it is possible that both USF St. Petersburg (18:1) and USF Sarasota-Manatee (12:1) have capacity, smaller campuses do not realize the same economies as larger institutions. Any enrollment growth must first be carefully managed to ensure significant gains in retention and graduation rates.

Student to Faculty Ratio		Fall 2017	Fall 2018	Δ
USF System		**21.4**	**21.0**	***0.4***
USF Tampa		**22.3**	**22.1**	***0.2***
	College of Arts and Sciences	23.0	22.7	*0.3*
	School of Humanities	7.6	7.2	*0.4*
	School of Natural Science & Mathematics	31.2	30.0	*1.1*
	School of Social Sciences	24.2	26.5	*-2.4*
	College of Behavioral and Community Sciences	14.6	14.1	*0.5*
	Muma College of Business	46.1	43.1	*3.0*
	College of Education	14.3	13.4	*0.9*
	College of Engineering	34.8	31.8	*3.0*
	College of Marine Science	3.3	3.0	*0.2*
	Morsani College of Medicine*	2.6	2.7	*0.0*
	College of Nursing	17.6	18.3	*-0.7*
	Patel College of Global Sustainability	44.9	15.8	*29.1*
	College of Pharmacy*	8.1	8.5	*-0.4*
	College of Public Health	16.3	15.4	*0.9*
	College of The Arts	9.2	9.9	*-0.7*
USF St. Petersburg		**19.0**	**18.2**	***0.8***
	College of Arts & Sciences	11.7	17.3	*-5.7*
	Kate Tiedemann College of Business	18.9	18.8	*0.0*
	College of Education	4.1	3.5	*0.6*
USF Sarasota-Manatee		**13.2**	**11.6**	***1.5***
	College of Business	18.7	15.9	*2.8*
	College of Liberal Arts and Social Sciences	5.4	6.6	*-1.2*
	College of Science and Mathematics	14.4	14.7	*-0.2*
	College of Hospitality & Tourism Leadership	14.0	11.5	*2.5*

*MCOM and Pharmacy are excluded from Tampa and System S2F Ratio

Source: USF System Office of Decision Support, IPEDS methodology for Student-to-Faculty Ratio

Methodology: *Total adjusted FTE students divided by total adjusted FTE instructional staff (excludes medical and those in stand-alone graduate or professional programs; aligned with reporting in IPEDS -Enrollment and HR Surveys); for more detail https: //surveys.nces.ed.gov*

10. Please provide an updated breakdown of current enrollment and faculty by campus and college.

Fall 2018		Instructional Faculty		Student Headcount	
Campus	College	Faculty Full-Time	%	Total (Full/Part-Time)	%
USF System	**All Colleges**	**2,056**	**100%**	**50,696**	**100%**
			% of USF System		**% of USF System**
USF Tampa	**All Colleges**	**1,822**	**89%**	**43,864**	**87%**
			% of campus		% of campus
USF Tampa	Arts and Sciences USF T	570	31.3%	16,610	37.9%
USF Tampa	Behavioral and Community Sciences USF T	125	6.9%	2,539	5.8%
USF Tampa	Business USF T	101	5.5%	6,124	14.0%
USF Tampa	Education USF T	103	5.7%	2,204	5.0%
USF Tampa	Engineering USF T	152	8.3%	6,256	14.3%
USF Tampa	Graduate Studies USF T	-	0.0%	225	0.5%
USF Tampa	Honors College USF T	10	0.5%	-	0.0%
USF Tampa	Marine Sciences USF T	21	1.2%	88	0.2%
USF Tampa	Medicine USF T	483	26.5%	1,586	3.6%
USF Tampa	Nursing USF T	50	2.7%	2,354	5.4%
USF Tampa	Patel Center for Global Solutions USF T	6	0.3%	156	0.4%
USF Tampa	Pharmacy USF T	42	2.3%	406	0.9%
USF Tampa	Public Health USF T	53	2.9%	1,400	3.2%
USF Tampa	The Arts USF T	80	4.4%	1,137	2.6%
USF Tampa	Undergraduate Studies USF T	1	0.1%	576	1.3%
USF Tampa	Other T	25	1.4%	2,203	5.0%
			% of USF System		**% of USF System**
USF St. Petersburg	**All Colleges**	**142**	**7%**	**4,753**	**9%**
			% of campus		% of campus
USF St. Petersburg	Arts and Sciences USFSP	91	64.1%	2,574	54.2%
USF St. Petersburg	Business USFSP	31	21.8%	1,199	25.2%
USF St. Petersburg	Education USFSP	20	14.1%	197	4.1%
USF St. Petersburg	Other USFSP	-	0.0%	783	16.5%
			% of USF System		**% of USF System**
USF Sarasota-Manatee	**All Colleges**	**92**	**4%**	**2,079**	**4%**
			% of campus		% of campus
USF Sarasota-Manatee	Business USFSM	23	25.0%	680	32.7%
USF Sarasota-Manatee	College of Liberal Arts and Social Sciences USFSM	38	41.3%	523	25.2%
USF Sarasota-Manatee	College of Science and Mathematics USFSM	23	25.0%	579	27.8%
USF Sarasota-Manatee	Hospitality & Tourism Leadership USFSM	8	8.7%	151	7.3%
USF Sarasota-Manatee	Other USFSM	-	0.0%	146	7.0%

Source: USF System Office of Decision Support

11. *Please provide the faculty you have hired in the last year by position type and ~~college~~ campus. What faculty are you currently hiring?*

Please see Attachments (4) and (5) for a response to these questions.

12. *Based on the programs outlined in the statute language for consolidation, which are most needed on your campus? Please provide the data to support the need(s).*

Please refer to the temporal academic program priorities presented in response to Question #1 and outlined in Attachment 1 (and pp. 2-5 of this document).

13. What differentiates your campus from the others currently? What about in the future?

Please refer to Question #6.

Attachments

- Attachment (1) USF Consolidation Academic Program Planning, Year 0 (2019-20) through Year 4 (2023-24).
- Attachment (2) Online Degree Programs Currently delivered at USF Tampa, USF St. Petersburg, and USF Sarasota-Manatee.
- Attachment (3) The Florida College System Baccalaureate Degree Programs and Productivity.
- Attachment (4) Faculty hired at USF Tampa, USF St. Petersburg, and USF Sarasota-Manatee in the past year, by type.
- Attachment (5) USF Tampa, USF St. Petersburg, and USF Sarasota-Manatee Faculty Search Plans for the 2019-20 academic year.

USF System Online Programs of Study

CAMPUS	CIP CODE	Program of Study	DEGREE
USFSP	09.0499	Master of Arts in Digital Journalism and Design	M
USF	11.0103	Bachelor of Science in Information Studies	B
USFSM	11.0103	Bachelor of Science Cybersecurity & Information Technology	B
USF	11.0103	Bachelor of Science Information Technology	B
USF	11.0103	Masters of Science in Information Technology	M
USF	11.0401	Master of Sciences in Intelligence Studies - Cyber Intelligence	M
USF	11.0401	Master of Sciences in Intelligence Studies - Strategic Intelligence	M
USFSM	13.0101	Master of Arts in Education General	M
USF	13.0301	Education Specialist is Curriculum and Instruction - Instructional Technology	S
USF	13.0301	Master of Education in Curriculum and Instruction - Secondary Ed (TESOL)	M
USF	13.0301	Doctor of Philosophy in Curriculum and Instruction - Career and Workforce Education	R
USFSP	13.0401	Masters of Education in Educational Leadership	M
USF	13.0501	Master of Science in Learning Design and Technology	M
USF	13.1001	Master of Arts in Exceptional Student Education	M
USF	13.1004	Master of Arts in Special Education, Gifted	M
USF	13.1013	Master of Arts in Autism Spectrum Disorder and Severe Intellectual Disabilities	M
USF	13.1312	Master of Arts in Music Education	M
USF	13.1314	Master of Arts in Physical Education	M
USF	13.1315	Master of Arts in Reading Education	M
USF	13.1320	Master of Arts in Career and Technical Education	M
USF	15.1501	Master of Science in Engineering Management	M
USF	24.0102	Bachelor of General Studies, Criminal Justice	B
USF	24.0102	Bachelor of General Studies, Information Studies: Information Architecture	B
USF	24.0102	Bachelor of General Studies, Public Administration	B

USF System Online Programs of Study

CAMPUS	CIP CODE	Program of Study	DEGREE
USF	24.0102	Bachelor of General Studies, Public Health	B
USF	24.0102	Bachelor of Science in Applied Sciences, Criminal Justice	B
USF	24.0102	Bachelor of Science in Applied Sciences, Information Studies: Information Architecture	B
USF	24.0102	Bachelor of Science in Applied Sciences, Public Administration	B
USF	24.0102	Bachelor of Science in Applied Sciences, Public Health	B
USFSM	24.0102	Applied Science - Information or Leadership Studies	B
USF	25.0101	Master of Arts in Library and Information Sciences	M
USF Health	26.9999	Master of Science in Medical Sciences - Health Sciences	M
USF	30.1101	Master of Arts in Gerontology	M
USF	30.3301	Master of Arts in Global Sustainability - Climate Change & Sustainability	M
USF	30.3301	Master of Arts in Global Sustainability - Sustainable Energy	M
USF	30.3301	Master of Arts in Global Sustainability - Sustainable Tourism	M
USF	30.3301	Master of Arts in Global Sustainability - Sustainable Transportation	M
USF	30.3301	Master of Arts in Global Sustainability - Food Sustainability & Security	M
USF	30.3301	Master of Arts in Global Sustainability - Water	M
USF	30.3301	Master of Arts in Global Sustainability - Sustainability Policy	M
USF	30.3301	Master of Arts in Global Sustainability - Sustainable Business	M
USF	30.3301	Master of Arts in Global Sustainability - Entrepreneurship	M
USF	42.2814	Master of Arts in Applied Behavior Analysis	M
USFSM	43.0103	Master of Arts in Criminal Justice	M
USF	43.0303	Master of Science in Cybersecurity - Computer Security Fundamentals	M
USF	43.0303	Master of Science in Cybersecurity - Cyber Intelligence	M
USF	43.0303	Master of Science in Cybersecurity - Digital Forensics	M
USF	43.0303	Master of Science in Cybersecurity - Information Assurance	M

USF System Online Programs of Study

CAMPUS	CIP CODE	Program of Study	DEGREE
USF	44.0000	Master of Science in Child and Adolescent Behavioral Health - Developmental Disabilities	M
USF	44.0000	Master of Science in Child and Adolescent Behavioral Health - Leadership	M
USF	44.0000	Master of Science in Child and Adolescent Behavioral Health - Translational Research & Evaluation	M
USF	44.0000	Master of Science in Child and Adolescent Behavioral Health - Youth & Behavioral Health	M
USF	44.0701	Master of Social Work	M
USFSM	45.0101	Bachelor of Interdisciplinary Social Sciences	B
USF	45.0401	Bachelor of Arts in Criminology	B
USF	45.0401	Master of Science in Cybercrime	M
USFSM	51.0201	Bachelor of Science in Communication Sciences & Disorders	B
USF	51.0204	Master of Science in Speech-Language Pathology _Suncoast Track	M
USF Health	51.0913	Advanced Athletic Training - Post Professional	M
USF Health	51.2099	Master of Science in Pharmaceutical Nanotechnology	M
USF Health	51.2201	Bachelor of Science in Public Health	B
USF Health	51.2201	Doctor of Public Health	R
USF Health	51.2201	Master of Public Health in Epidemiology	M
USF Health	51.2201	Master of Public Health in Global Disaster Management, Humanitarian Relief, and Homeland Security	M
USF Health	51.2201	Master of Public Health in Health Practice	M
USF Health	51.2201	Master of Public Health in Health, Safety & Environment	M
USF Health	51.2201	Master of Public Health in Infection Control	M
USF Health	51.2201	Master of Public Health in Public Health Administration	M
USF Health	51.2201	Master of Public Health in Social Marketing	M
USF Health	51.2201	Master of Public Health in Nutrition and Dietetics	M
USF Health	51.2706	Master of Science in Health Informatics	M
USF Health	51.3801	Bachelor of Science in Nursing, RN to Bachelor's Sequence	B

USF System Online Programs of Study

CAMPUS	CIP CODE	Program of Study	DEGREE
USF Health	51.3801	Master of Science in Nursing Education	M
USF	52.0201	Master of Business Administration	M
USFSP	52.0201	Master of Business Administration with Healthcare Analytics	M
USFSP	52.0301	Bachelor of Arts/Science in Accounting	B

	2018/19 FACULTY HIRED (new faculty lines and continuing hires on vacant faculty positions)				*Attachment 4*	
Campus	**Last**	**First**	**College/Unit**	**Department**	**Faculty Rank**	**Hired 2018/Fall or Spring**
Tampa	Atchley	Ruthann	Arts & Sciences	Pschology	Professor	
	Augsburger	Aaron	Arts & Sciences	School of Interdisciplinary Global Studies	Assistant Professor	
	Calcul	Laurent	Arts & Sciences	Chemistry	Research Assistant Professor	
	Cendrowski	Alexander	Arts & Sciences	English	Visiting Instructor I	
	Chalfant	Charles	Arts & Sciences	CMMB	Professor and Chair	
	Childs	Cassie	Arts & Sciences	English	Visiting Instructor I	
	Charles	Hoogland	Arts & Sciences	Psychology	Visiting Instructor I	
	Cunningham	Laura	Arts & Sciences	Psychology	Visiting Instructor I	
	Dungrawala	Huzefa	Arts & Sciences	Cell Biology, Microbiology, and Molecular Biolo	Assistant Professor	
	Dunn	Holly	Arts & Sciences	School of Interdisciplinary Global Studies	Assistant Professor	
	Gay	Lemons	Arts & Sciences	Psychology	Visiting Instructor I	
	King	Matthew	Arts & Sciences	History	Assistant Professor	
	Kramer	Andrew	Arts & Sciences	Integrative Biology	Assistant Professor	
	Lee	Shinwoo	Arts & Sciences	School of Public Affairs	Assistant Professor	
	Menicucci	Anthony	Arts & Sciences	School of Geosciences	Research Associate	
	Padilla	Elsa	Arts & Sciences	Sociology	Assistant Professor	
	Park	Margaret	Arts & Sciences	CMMB	Assistant Professor	
	Remington	Christa	Arts & Sciences	School of Public Affairs	Assistant Professor	
	Ruso	Michael	Arts & Sciences	English	Visiting Instructor I	
	Sandberg	H. Mikael	Arts & Sciences	Economics	Instructor I	
	Scacco	Joshua	Arts & Sciences	Communication	Assistant Professor	
	Wilson	Steven	Arts & Sciences	Communication	Professer	
	Ye	Libin	Arts & Sciences	Cell Biology, Microbiology, and Molecular Biolo	Assistant Professor	
	Abella	Anna	Behaviorial & Community Sciences	Child & Family Studies	Visiting Research Assistant Professor	
	Brown	Dawn	Behaviorial & Community Sciences	School of Social Work	Instructor & Chair	
	Formby	Charles Craig	Behaviorial & Community Sciences	Communication Sciences & Disorders	Research Professor	
	Galea	Jerome	Behaviorial & Community Sciences	School of Social Work	Assistant Professor	
	Hansel	Lisa	Behaviorial & Community Sciences	Communication Sciences & Disorders	Visiting Instructor I	
	Haynes	Rocky	Behaviorial & Community Sciences	Child & Family Studies	Instructor I	
	Jaynes	Chae	Behaviorial & Community Sciences	Criminology	Assistant Professor	
	Johnson	Kimberly	Behaviorial & Community Sciences	Mental Health Law & Policy	Research Associate Professor	
	Jones	Nev	Behaviorial & Community Sciences	Mental Health Law & Policy	Assistant Professor	
	Kosyluk	Kristin	Behaviorial & Community Sciences	Mental Health Law & Policy	Assistant Professor	
	Lee	Soomi	Behaviorial & Community Sciences	School of Aging Studies	Assistant Professor	
	Lu	Yunmei (Iris)	Behaviorial & Community Sciences	Criminology	Assistant Professor	
	Mabry	Jessica	Behaviorial & Community Sciences	Communication Sciences & Disorders	Visting Instructor I	
	Madsen	Keri	Behaviorial & Community Sciences	Dean's Office	Assistant Professor	
	Maeda	Hannah	Behaviorial & Community Sciences	Communication Sciences & Disorders	Assistant Research Professor	
	Ozmeral	Erol	Behaviorial & Community Sciences	Communication Sciences & Disorders	Research Assistant Professor	
	Poulin	Kacey	Behaviorial & Community Sciences	Communication Sciences & Disorders	Visiting Instructor I	
	Scalzo	Rachel	Behaviorial & Community Sciences	Child & Family Studies	Instructor I	
	Vatalaro	Angela	Behaviorial & Community Sciences	Child & Family Studies	Visiting Associate in Research	
	Bailey	April	Muma College of Business	Marketing	Instructor I	
	Bianchi	Pietro	Muma College of Business	Lynn Pippenger School of Accountancy	Assistant Professor	
	Cameron	Kellas	Muma College of Business	Information Systems and Decision Sciences	Assistant Professor	
	Chen	Gaole	Muma College of Business	Finance	Instructor I	

	2018/19 FACULTY HIRED (new faculty lines and continuing hires on vacant faculty positions)				*Attachment 4*	
Campus	**Last**	**First**	**College/Unit**	**Department**	**Faculty Rank**	**Hired 2018/Fall or Spring**
	Choi	JeeWon	Muma College of Business	Marketing	Assistant Professor	
	Demek	Kristina	Muma College of Business	Lynn Pippenger School of Accountancy	Assistant Professor	
	Hammond	Robert	Muma College of Business	Marketing	Visiting Instructor and Director	
	Jiang	Lin	Muma College of Business	Marketing	Visiting Assistant Professor	
	Mattia	Laura	Muma College of Business	Finance	Instructor I	
	Mithas	Sunil	Muma College of Business	Information Systems and Decision Sciences	Professor	
	Ozkul	Seckin	Muma College of Business	Marketing	Instructor I	
	Park	Jong Chool	Muma College of Business	Lynn Pippenger School of Accountancy	Assistant Professor	
	Russell	Clayton	Muma College of Business	Marketing	Instructor I	
	Sainanee	Deepak	Muma College of Business	Marketing & Information Systems and Decision Sciences	Instructor I	
	Samtani	Sagar	Muma College of Business	Information Systems and Decision Sciences	Assistant Professor	
	Wang	Pinshuo	Muma College of Business	Finance	Assistant Professor	
	Yin	Dezhi	Muma College of Business	Information Systems and Decision Sciences	Assistant Professor	
	Bakare	Nebi Salim	Education	Teaching & Learning	Visiting Instructor I	
	Buckner	Samuel	Education	Educational and Psychological Studies	Assistant Professor	
	Catania	Nicholas	Education	Teaching & Learning	Visiting Instructor I	
	Frier	Aimee	Education	Teaching & Learning	Visiting Instructor I	
	Gutierrez Reiser	Natalie	Education	Teaching & Learning	Visiting Instructor I	
	Hearon	Brittany	Education	Educational and Psychological Studies	Visiting Assistant Professor	
	Kropp	Steven	Education	Teaching & Learning	Visiting Instructor	
	Picot	Christine Joseph	Education	Teaching & Learning	Visiting Instructor	
	Romer	Natalie	Education	Educational and Psychological Studies	Visiting Assistant Professor	
	Sabella	Laura	Education	Teaching & Learning	Instructor I	
	Semon	Sarah	Education	Teaching & Learning	Visiting Assistant Professor	
	Akintewe	Olukemi O.	Engineering	Medical Engineering	Instructor I	
	Alexander	Christopher L.	Engineering	Civil & Environmental Engineering	Assistant Professor	
	Boyd	Tia A.	Engineering	Center for Urban Transportation Research	Assistant in Research	
	Chen	Cong	Engineering	Center for Urban Transportation Research	Assistant Research	
	Chilton	Jamie	Engineering	Industrial and Management Sytems Engineerin	Instructor I	
	Ciampaglia	Giovanni Luca	Engineering	Computer Science & Engineering	Assistant Professor	
	Clomburg	James	Engineering	Chemical and Biomedical Engineering	Research Scientist	
	Gonzalez	Ramon	Engineering	Chemical and Biomedical Engineering	World Class Scholar Professor	
	Lewis	Jason	Engineering	Computer Science & Engineering	Instructor I	
	Neal	Tempestt	Engineering	Computer Science & Engineering	Assistant Professor	
	Oropallo	William	Engineering	Computer Science & Engineering	Instructor I	
	Rodrigo	Miguel	Engineering	Mechanical Engineering	Instructor I	
	Simmons	David	Engineering	Chemical & Biomedical Engineering	Associate Professor	
	Wang	Michael Cai	Engineering	Mechanical Engineering	Assistant Professor	
	Yavuz	Attila Altay	Engineering	Computer Science & Engineering	Assistant Professor	
	Yucelen	Gulfem	Engineering	Mechanical Engineering	Instructor I	
	Zekri	Souheil	Engineering	Medical Engineering	Instructor I	
	Lankenau	Greg	Honors College		Instructor I	
	Alvarez	Joseph	The Arts	School of Music	Visiting Instructor I	
	Arnone	Francesca M.	The Arts	School of Music	Visiting Instructor 1	
	Coe	Dolores	The Arts	Institute for Research in Art	Visiting Research Associate	

	2018/19 FACULTY HIRED (new faculty lines and continuing hires on vacant faculty positions)				*Attachment 4*	
Campus	**Last**	**First**	**College/Unit**	**Department**	**Faculty Rank**	**Hired 2018/Fall or Spring**
	Cook	Brian	The Arts	School of Architecture & Community Design & FL Center for Community Design & Res.	Visiting Research Assistant	
	Sosnowchik	Marc S.	The Arts	School of Music	Instructor I	
USF Health	Biswal	Manas	Pharmacy	Dean's Office	Assistant Professor	8/23/2018
	Bugajski	Andrew	Nursing		Assistant Professor	7/16/2018
	Rechenberg	Kaitlyn	Nursing		Assistant Professor	7/16/2018
	Cairns	Paula	Nursing		Assistant Professor	7/30/2018
	Marshall	Victoria	Nursing		Assistant Professor	8/1/2018
	Bricker	Christina	Nursing		Assistant Professor	8/7/2018
	Efre	Andrea	Nursing		Assistant Professor	8/7/2018
	Rawson	Eleanor	Nursing		Assistant Professor	8/7/2018
	Kaufmann	Peter	Nursing		Professor	8/14/2018
	Wofford	Kenneth	Nursing		Assoc Professor	8/15/2018
	Menon	Usha	Nursing		Professor	9/5/2018
	Szalacha	Laura	Nursing		Professor	9/5/2018
	Szalacha	Laura	Nursing		Professor	9/5/2018
	Crouch	Abigail	Morsani College of Medicine	Cardiovascular Science	Assistant Professor	11/1/2018
	Hussaini	Fareeha	Morsani College of Medicine	Family Medicine	Assistant Professor	7/30/2018
	Okuda	Yasuharu	Morsani College of Medicine	Internal Medicine	Professor	7/9/2018
	Huang	Kevin	Morsani College of Medicine	Internal Medicine	Assistant Professor	7/19/2018
	Pepper	Amber	Morsani College of Medicine	Internal Medicine	Assistant Professor	8/13/2018
	Garrido Rosa	Guillermo	Morsani College of Medicine	Internal Medicine	Assistant Professor	8/28/2018
	Tandon	Amit	Morsani College of Medicine	Internal Medicine	Assistant Professor	8/28/2018
	Gupta	Shanu	Morsani College of Medicine	Internal Medicine	Assistant Professor	10/1/2018
	Miao	Jun	Morsani College of Medicine	Internal Medicine	Assistant Professor	10/1/2018
	Brechot	Christian	Morsani College of Medicine	Internal Medicine	Professor	10/1/2018
	Cui	Liwang	Morsani College of Medicine	Internal Medicine	Professor	10/1/2018
	Floyd	Ryan	Morsani College of Medicine	Internal Medicine	Assistant Professor	10/15/2018
	Suresh	Niraja	Morsani College of Medicine	Neurology	Assistant Professor	8/13/2018
	Johnson	Sandra	Morsani College of Medicine	Ophthalmology	Assoc Professor	7/1/2018
	Plant	Rebecca	Morsani College of Medicine	Pediatrics	Assistant Professor	7/1/2018
	Donda	Keyur	Morsani College of Medicine	Pediatrics	Assistant Professor	7/23/2018
	Najmabadi	Shadae	Morsani College of Medicine	Pediatrics	Assistant Professor	9/10/2018
	Gonzalez Abella	Beatriz	Morsani College of Medicine	Pediatrics	Assistant Professor	9/21/2018
	Elston	Joshua	Morsani College of Medicine	Plastic Surgery	Assistant Professor	7/1/2018
	Kuykendall	Lauren	Morsani College of Medicine	Plastic Surgery	Assistant Professor	9/17/2018
	Watkins	Akemi	Morsani College of Medicine	Psychiatry & Behaviorial	Assistant Professor	9/3/2018
	Nelson	Scott	Morsani College of Medicine	Psychiatry & Behaviorial	Assistant Professor	9/5/2018
	Rahman	Daoud	Morsani College of Medicine	Radiology	Instructor I	7/1/2018
	Belli	Erol	Morsani College of Medicine	Surgery	Assistant Professor	7/1/2018
	Lorch	Steven	Morsani College of Medicine	Surgery	Assistant Professor	7/16/2018
	Burjonrappa	Sathyaprasad	Morsani College of Medicine	Surgery	Assoc Professor	8/1/2018
	Beard	Abigail	Morsani College of Medicine	Surgery	Assistant Professor	9/3/2018

	2018/19 FACULTY HIRED (new faculty lines and continuing hires on vacant faculty positions)				*Attachment 4*	
Campus	**Last**	**First**	**College/Unit**	**Department**	**Faculty Rank**	**Hired 2018/Fall or Spring**
	Bui	Hoan	Morsani College of Medicine	Surgery	Assistant Professor	9/26/2018
	Bennett	Robert	Morsani College of Medicine	Surgery	Assistant Professor	10/1/2018
	Logan	Melissa	Morsani College of Medicine	Surgery	Assistant Professor	10/1/2018
	Chen	Wei-Shen	Morsani College of Medicine	Dermatology	Assistant Professor	7/16/2018
	Bennett	Adam	Morsani College of Medicine	Dermatology	Assistant Professor	9/4/2018
	Uddin	Eva	Morsani College of Medicine	Global Hlth Interdisc Research	Professor	8/16/2018
	Wildman	Derek	Morsani College of Medicine	Global Hlth Interdisc Research	Professor	8/16/2018
	Liu	Xiaoming	Morsani College of Medicine	Global Hlth Interdisc Research	Assoc Professor	8/31/2018
	Riddle	Valerie	Morsani College of Medicine	Health Development	Assistant Professor	7/23/2018
	Sevilla	Marla	Morsani College of Medicine	Int Med-Health Informatics Ins	Assistant Professor	8/1/2018
	Sevilla	Marla	Morsani College of Medicine	Int Med-Health Informatics Ins	Assistant Professor	8/1/2018
	Bhat	Krishna	Morsani College of Medicine	Molecular Medicine	Professor	8/3/2018
	Liu	Tian	Morsani College of Medicine	Molecular Medicine	Assistant Professor	9/7/2018
	Ma	Yonggang	Morsani College of Medicine	Molecular Pharmacology & Physi	Assistant Professor	9/3/2018
	Kollarik	Marian	Morsani College of Medicine	Molecular Pharmacology & Physi	Professor	9/6/2018
	Wang	Lianchun	Morsani College of Medicine	Molecular Pharmacology & Physi	Professor	11/1/2018
	Roberts	Nicole	Morsani College of Medicine	Obstetrics/Gynecology	Assistant Professor	7/9/2018
	Radhakrishnan	Sabari	Morsani College of Medicine	Obstetrics/Gynecology	Assistant Professor	7/16/2018
	Fryer	Kimberly	Morsani College of Medicine	Obstetrics/Gynecology	Assistant Professor	7/23/2018
	Duncan- Arosemena	Jose	Morsani College of Medicine	Obstetrics/Gynecology	Assistant Professor	8/1/2018
	Hux	Vanessa	Morsani College of Medicine	Obstetrics/Gynecology	Assistant Professor	8/20/2018
	Turner	Kristen	Morsani College of Medicine	Obstetrics/Gynecology	Assistant Professor	8/20/2018
	McKeon	Bri	Morsani College of Medicine	Obstetrics/Gynecology	Assistant Professor	9/4/2018
	Cohen	Evan	Morsani College of Medicine	Obstetrics/Gynecology	Assistant Professor	10/8/2018
	Anderson	Matthew	Morsani College of Medicine	Obstetrics/Gynecology	Assoc Professor	10/23/2018
	Moore	Erin	Morsani College of Medicine	Orthopaedics & Sports Medicine	Assistant Professor	7/30/2018
	Lopez Cardona	Hector	Morsani College of Medicine	Pathology and Cell Biology	Assoc Professor	9/3/2018
	Cleves	Mario	Morsani College of Medicine	Pediatrics-Health Informat Ins	Professor	7/1/2018
	Tanner	Jean	Morsani College of Medicine	PH Interdisciplinary Res & Edu	Assistant Professor	7/27/2018
	Levine	Marissa	Morsani College of Medicine	PH Interdisciplinary Res & Edu	Professor	8/7/2018
	Salfinger	Max	Morsani College of Medicine	PH Interdisciplinary Res & Edu	Professor	8/7/2018
USFSP						
	Conover	Teresa Lynn	Kate Tiedmann College of Business	Program of Accountancy	Professor and Director	
	Hoeppner	Edward Thomas	Kate Tiedmann College of Business	Management and Marketing	Instructor I (Visiting)	
	Dong	Huijian	Kate Tiedmann College of Business	Finance	Associate Professor	
	Guo	Xiaomin	Kate Tiedmann College of Business	Finance	Assistant Professor (Visting)	
	Liu	Fang Chun	Kate Tiedmann College of Business	Accounting	Assistant Professor	
	Duncan	Heather	Education	Education	Instructor	
	Jackson	Sandra Vernon	Education	STEM Education/Mathmatics	Instructor	
	Gainsbury	Alison	College of Arts & Sciences	Biology	Assistant Professor	
	Doody	Jeremiah	College of Arts & Sciences	Biology	Assistant Professor	
	Takeuchi	Noel	College of Arts & Sciences	Biology	Instructor	
	Green	Michelle	College of Arts & Sciences	Biology	Instructor	
	Grove	Linsey	College of Arts & Sciences	Health Sciences	Instructor (Visiting)	
	Pendharkar	Hemant	College of Arts & Sciences	Math	Professor (Spring 2019)	
	Swartout	Jennifer	College of Arts & Sciences	Math	Instructor	

	2018/19 FACULTY HIRED (new faculty lines and continuing hires on vacant faculty positions)				*Attachment 4*	
Campus	**Last**	**First**	**College/Unit**	**Department**	**Faculty Rank**	**Hired 2018/Fall or Spring**
	Mitchell	Lon	College of Arts & Sciences	Math	Assistant Professor (Spring 2019)	
	Janssens	Radford	College of Arts & Sciences	Math	Instructor	
	Murphy	Sean	College of Arts & Sciences	Math	Instructor (Visiting/re-hire)	
	Blumestein	Patricia	College of Arts & Sciences	Math	Instructor (Visiting/re-hire)	
	Elshorbany	Yasin	College of Arts & Sciences	Chemistry	Assistant Professor	
	Xuefeng	(Bob) Wang	College of Arts & Sciences	Chmistry	Instructor	
	Alwarawrha	Mohammad	College of Arts & Sciences	Phyiscs	Instructor	
	Ivey	James	College of Arts & Sciences	Environmental Science	Instructor	
	Mohammed	Mahmoud	College of Arts & Sciences	Sciences	Faculty Administrator (Visiting, Spring 2019)	
	Wagers	Shelly	College of Arts & Sciences	Criminology	Assistant Professor	
	Hostetter	Joshua	College of Arts & Sciences	Political Science	Assistant Professor (Visting)	
	Mauldin	Erin	College of Arts & Sciences	History	Assistant Professor	
	Heinsen-Roach	Erika	College of Arts & Sciences	History	Assistant Professor (Visting/re-hire)	
	O'Leary	Heather	College of Arts & Sciences	I.S.S.	Assistant Professor (Spring 2019)	
USFSM	Blackburn	Brett	SM Science & Mathematics	Biology	Instructor I	8/7/2018
	Domino	Madeline A.	SM Business	Accounting	Associate Professor	8/7/2018
	Karlesky	Matthew Justin	SM Business	Management	Instructor I	8/7/2018
	Luque	Jenny Silver	SM Science & Mathematics	Communication Sciences & Disorders	Instructor I	8/7/2018
	Ortiz	Kip	SM Science & Mathematics	Mathematics	Instructor I	8/7/2018
	Rajabion	Lila	SM Business	Information Technologies	Instructor I	8/7/2018
	Robertson	David A.	SM Science & Mathematics	Psychology	Instructor I	8/7/2018
	Teppler	Steven	SM Business	Information Technologies	Instructor I	8/7/2018
	Warner	Richard A.	SM Science & Mathematics	Mathematics	Instructor I	8/7/2018
	Yacoub	Jeanine	SM Science & Mathematics	Chemistry	Instructor I	8/7/2018
	Yacovazzi	Cassandra Leigh	SM Liberal Arts & Social Sciences	History	Assistant Professor (Visitor)	8/7/2018

The Florida College System
Baccalaureate Programs as of January 2017

	A	B	C	D	E	F	G	H	I	J	K	L
1	**CCNUM**	**College**	**Program Type**	**10 Digit CIP**	**6 Digit CIP**	**Program Title**	**Program Approval Date**	**2013-14 Degrees Awarded**	**2014-15 Degrees Awarded**	**2015-16 Degrees Awarded**	**2016-17 Degrees Awarded**	**% change 4 years**
2	23	St. Petersburg College	BAS	1100302991	03.0299	Sustainability Management	5/15/07					-
3	24	Santa Fe College	BAS	1101101034	11.0103	Information Systems Technology	8/26/15			0	0	**0%**
4	23	St. Petersburg College	BAS	1101110991	11.1099	Technology Management	10/17/01	53	68	104	89	**68%**
5	14	State College of Florida, Manatee-Sarasota	BAS	1101110991	11.1099	Technology Management	11/15/11	4	12	13	21	**425%**
6	23	St. Petersburg College	BS	1101310011	13.1001	Exceptional Student Education	10/17/01					-
7	21	Polk State College	BS	1101312021	13.1201	Elementary Education	8/26/15				0	-
8	26	South Florida State College	BS	1101312021	13.1202	Elementary Education	1/21/14		0	6	11	-
9	23	St. Petersburg College	BS	1101312021	13.1202	Elementary Education	10/17/01	77	57	61	59	**-23%**
10	3	College of Central Florida	BS	1101312101	13.1210	Early Childhood Education, Pre-K through Grade 3	3/26/10	3	15	17	11	**267%**
11	21	Polk State College	BS	1101312101	13.1210	Early Childhood Education	8/26/15				0	-
12	24	Santa Fe College	BS	1101312102	13.1210	Early Childhood Education, Birth through Age 4; non-certification	9/21/10	26	35	21	24	**-8%**
13	23	St. Petersburg College	BS	1101312101	13.1210	Prekindergarten/Primary Education with Infused ESOL and Reading	12/18/08	8	16	16	11	**38%**
14	14	State College of Florida, Manatee-Sarasota	BS	1101312102	13.1210	Early Childhood Education, Birth through Age 4	3/26/10	19	12	14	14	**-26%**
15	23	St. Petersburg College	BS	1101313111	13.1311	Secondary Mathematics Education	10/17/01	8	8	9	7	**-13%**
16	23	St. Petersburg College	BS	1101313112	13.1311	Middle Grades Mathematics Education	2/20/07	11				**-100%**
17	23	St. Petersburg College	BS	1101313165	13.1316	Middle Grades Science Education	2/20/07	3	2	3	5	**67%**
18	23	St. Petersburg College	BS	1101313221	13.1322	Secondary Biology Education	10/17/01	1	1	0	3	**200%**
19	23	St. Petersburg College	BS	1101399991	13.9999	Educational Studies - non-certification	2/20/07	32	31	39	42	**31%**
20	14	State College of Florida, Manatee-Sarasota	BAS	1101505031	15.0503	Energy Technology Management	6/15/10	6	2	2	4	**-33%**
21	23	St. Petersburg College	BAS	1102203022	22.0302	Paralegal Studies	8/23/05	33	35	44	43	**30%**
22	23	St. Petersburg College	BS	1102601011	26.0101	Biology, General	2/18/08	37	34	45	46	**24%**
23	24	Santa Fe College	BAS	1102612011	26.1201	Industrial Biotechnology	4/16/13	0	0	1	5	-
24	21	Polk State College	BS	1104301041	43.0104	Criminal Justice	7/17/12	3	34	34	31	**933%**
25	23	St. Petersburg College	BAS	1104399991	43.9999	Public Safety Administration	7/24/03	76	74	75	73	**-4%**
26	14	State College of Florida, Manatee-Sarasota	BAS	1104399991	43.9999	Public Safety Administration/Homeland Security	3/26/10	23	23	15	15	**-35%**
27	23	St. Petersburg College	BS	1104404011	44.0401	Public Policy and Administration	2/18/08	15	26		29	**93%**
28	21	Polk State College	BS	1104901011	49.0101	Aerospace Sciences	9/17/13		0	0	8	-
29	24	Santa Fe College	BAS	1105006021	50.0602	Multimedia and Video Production Technology	3/18/14	0	0	0	7	-
30	23	St. Petersburg College	BAS	1105106021	51.0602	Dental Hygiene	3/20/03	52	42	37	41	**-21%**
31	24	Santa Fe College	BAS	1105107011	51.0701	Health Services Administration	1/21/09	71	67	54	72	**1%**
32	14	State College of Florida, Manatee-Sarasota	BAS	1105107011	51.0701	Health Services Administration	3/26/10	24	24	33	25	**4%**
33	23	St. Petersburg College	BAS	1105108081	51.0808	Veterinary Technology	1/23/04	22	15	23	19	**-14%**
34	24	Santa Fe College	BAS	1105110051	51.1005	Clinical Laboratory Science	1/21/09	8	11	8	12	**50%**
35	23	St. Petersburg College	BAS	1105122111	51.2211	Health Services Administration	2/20/07	98	104	70	74	**-24%**
36	23	St. Petersburg College	BAS	1105123071	51.2307	Orthotics and Prosthetics	7/24/03	15	17	13	11	**-27%**
37	3	College of Central Florida	BS	1105138012	51.3801	Nursing	11/19/13	0	0	27	25	-
38	19	Pasco-Hernando State College	BS	1105138012	51.3801	Nursing	6/18/13		0	15	36	-
39	21	Polk State College	BS	1105138012	51.3801	Nursing	5/17/11	51	76	52	73	**43%**
40	24	Santa Fe College	BS	1105138012	51.3801	Nursing	10/18/11	18	27	53	67	**272%**
41	26	South Florida State College	BS	1105138012	51.3801	Nursing	1/21/14		0	15	4	-
42	23	St. Petersburg College	BS	1105138012	51.3801	Nursing	10/17/01	288	323	359	274	**-5%**
43	14	State College of Florida, Manatee-Sarasota	BS	1105138012	51.3801	Nursing	3/17/09	59	113	153	162	**175%**
44	23	St. Petersburg College	BS	1105202011	52.0201	Business Administration	12/18/08	64	85	102	124	**94%**
45	3	College of Central Florida	BAS	1105202991	52.0299	Business and Organizational Management	3/26/10	97	111	174	169	**74%**
46	19	Pasco-Hernando State College	BAS	1105202991	52.0299	Supervision and Management	6/18/13		0	8	81	-
47	21	Polk State College	BAS	1105202991	52.0299	Supervision and Management	1/21/09	138	221	211	266	**93%**
48	24	Santa Fe College	BAS	1105202991	52.0299	Organizational Management	3/27/12	3	44	65	80	**2567%**
49	26	South Florida State College	BAS	1105202991	52.0299	Supervision and Management	9/20/11	0	28	39	22	-
50	23	St. Petersburg College	BAS	1105202991	52.0299	Management and Organizational Leadership	2/20/07	118	108	119	129	**9%**
51	24	Santa Fe College	BS	1105203011	52.0301	Accounting	2/16/17					-
52	23	St. Petersburg College	BAS	1105211011	52.1101	International Business	4/20/05	16	15	6	4	**-75%**
53	14	State College of Florida, Manatee-Sarasota	BAS	1105211011	52.1101	International Business and Trade	11/15/11	4	6	6	8	**100%**
54												
55	**Note:**	Of USF's 8 FUSE partners, only ***Hillsborough Community College does*** **NOT** have approved Bachelor's degree programs.										
56	**Source:**	IPEDS Completions data, first-degrees										

Tampa 2019/20 FACULTY SEARCH PLAN for hires in Fall 2019 (new faculty lines and continuing hires on vacant faculty positions)				*Attachment 5*
Campus	**College/Unit**	**Department**	**Faculty Rank**	**Existing or New Position**
Tampa	Arts & Sciences	Sociology	Assistant Professor	Existing
	Arts & Sciences	English	Associate Professor	Existing
	Arts & Sciences	Communication	Assistant Prof	New
	Arts & Sciences	Economics	Assistant Prof	Existing
	Arts & Sciences	Geosciences	Assistant Prof	Existing
	Arts & Sciences	Integrative Biology	Assistant Prof	Existing
	Arts & Sciences	Integrative Biology	Assistant Prof	Existing
	Arts & Sciences	Mathematics & Statistics	Assistant Prof	Existing
	Arts & Sciences	Mathematics & Statistics	Assistant Prof	Existing
	Arts & Sciences	Psychology	Assistant Prof	Existing
	Arts & Sciences	Psychology	Assistant Prof	Existing
	Arts & Sciences	School of Interdisciplinary Global Studies	Assistant Prof	Existing
	Arts & Sciences	School of Public Affairs	Assistant Prof	Existing
	Arts & Sciences	World Languages	Assistant Prof	Existing
	Arts & Sciences	World Languages	Assistant Prof	Existing
	Arts & Sciences	Psychology	Assistant/Associate Professor	Existing
	Arts & Sciences	Cell, Micro & Molecular Bio	Full	New
	Arts & Sciences	Cell, Micro & Molecular Bio	Full	New
	Arts & Sciences	Cell, Micro & Molecular Bio	Instructor	Existing
	Arts & Sciences	Communication	Instructor	Existing
	Arts & Sciences	Psychology	Instructor	Existing
	Arts & Sciences	Zimmerman School of Advertising & Mass Com	Open Rank	Existing
	CBCS	Mental Health Law & Policy	Assist	New in Dept
	CBCS	School of Social Work	Assist/Assoc/Full	Existing
	CBCS	Criminology	Assistant	Existing
	CBCS	School of Aging Studies	Assistant	New in Dept
	CBCS	School of Social Work	Instructor	Existing
	CBCS	Child and Family Studies	Instructor	New in Dept
	CBCS	Communication Sciences & Disorders	Instructor	Existing
	CBCS	Communication Sciences & Disorders	Instructor	Existing
	CBCS	Communication Sciences & Disorders	Instructor	Existing
	CBCS	School of Aging Studies	Instructor	Existing
	CBCS	School of Social Work	Instructor	Existing
	CBCS	School of Social Work	Instructor	Existing
	CBCS	Mental Health Law & Policy	Instructor	New in Dept
	CBCS	Communication Sciences & Disorders	Professor	Existing
	College of Marine Science		9001-9003	Existing
	College of Marine Science		9001-9003	Existing
	College of The Arts	School of Music	NTE - Instructor I	Existing
	College of The Arts	School of Music	NTE - Instructor I	Existing
	College of The Arts	School of Theatre & Dance	TE - Assistant Professor	Existing

Tampa 2019/20 FACULTY SEARCH PLAN for hires in Fall 2019 (new faculty lines and continuing hires on vacant faculty positions)				*Attachment 5*
Campus	**College/Unit**	**Department**	**Faculty Rank**	**Existing or New Position**
	College of The Arts	School of Art & Art History	TE - Assistant Professor	Existing
	EDUCATION	EPPS	Assistant Professor	Existing
	EDUCATION	EPPS	Assistant Professor	Existing
	EDUCATION	LCACHE	Assistant Professor	Existing
	EDUCATION	T & L	Assistant Professor	Existing
	EDUCATION	T & L	Assistant Professor	Existing
	EDUCATION	T & L	Assistant Professor	Existing
	EDUCATION	EPPS	Assistant/Associate Professor	Existing
	EDUCATION	EPPS	Assistant/Associate Professor	Existing
	EDUCATION	EPPS	Instructor	Existing
	EDUCATION	T & L	Open Rank	Existing
	EDUCATION	LCACHE	Professor	Existing
	Engineering	Chemical & Biomolecular Eng	Assistant Professor	New
	Engineering	Medical Eng	Assistant Professor	New
	Engineering	Electrical Eng	Professor	Existing
	Engineering	Industrial & Mgmt Systems Eng	Professor	Existing
	Engineering	Mechanical Eng	Professor	New
	Engineering	Chemical & Biomolecular Eng	TBA	New
	Engineering	Civil & Environmental Eng	TBA	Existing
	Engineering	Computer Science & Eng	TBA	Existing
	Engineering	Electrical Eng	TBA	Existing
	Engineering	Mechanical Eng	TBA	Existing
	Engineering	Mechanical Eng	TBA	Existing
	Engineering	Computer Science & Eng	TBA	New
	Engineering	Dean's Office	TBA	New
	Muma Business	Marketing	Assistant Professor	New
	Muma Business	ISDS	Assistant Professor	Existing
	Muma Business	ISDS	Instructor I	Existing
	Muma Business	Marketing	Professor	New
	Muma Business	ISDS - Management	Professor	Existing
USFSP	STP College of Arts & Science	Chemistry	Instructor	New
	STP College of Arts & Science	English	Instructor	New
	STP College of Arts & Science	Mathematics	Instructor	Existing
	STP College of Education		Instructor	Existing
	STP Nelson Poynter Memorial Library		Assistant Librarian	Existing
	STP Kate Tiedemann College of Business	Marketing	Instructor I	Existing
	STP Kate Tiedemann College of Business	Entrepreneurship	Instructor I	Existing
USFSM	SM Liberal Arts & Social Sciences	Education	Instructor I	
	SM Business	Finance	Instructor I	Starts in January