Making a Difference
Provost’s 3-year Report to the Faculty
2003-2006

By
Renu Khator

It is with great pride for your accomplishments and sincere gratitude for the opportunity to serve as your Provost that I present this activity report. It recognizes selected initiatives, organizational changes, and institutional outcomes representing our collective work from August 2003 thru 2006. As you read this report, please remember that in our effort to create a student-centered educational environment and a faculty-centered research environment, we work closely with all college deans, campus CEOs, and vice presidential areas; therefore, they share the credit equally in building a better USF. The boldness of the vision belongs to President Genshaft and the Board of Trustees, while the glory of dedication belongs to the faculty and staff.

Framework of the Report

I. Enhancing research and graduate education
II. Enhancing undergraduate education
III. Empowering and supporting faculty
IV. Building a student-centered environment
V. Enhancing our global agenda
VI. Supporting governance and university-wide initiatives
VII. Gauging academic progress

I. Enhancing Research and Graduate Education

Graduate School
Following the recommendations of the Vision Task Force for Graduate Education, the Graduate Studies office was elevated to the status of Graduate School, and the leadership team was expanded to include an associate dean for student support and an assistant dean for minority student outreach. The position of dean was elevated to associate provost to improve the internal connection between graduate education and research initiatives.
A comprehensive review of graduate education was completed during the 2005-06 academic year.

**New Programs**
As of the Fall semester 2006, USF offered 130 graduate programs including 91 master’s, 2 educational specialists, 36 doctoral, and 1 doctor of medicine degree. Since August 2003, the following new graduate degree programs were implemented in Academic Affairs:

- Master’s in Finance
- Master’s in Criminal Justice Administration
- Master’s in Entrepreneurship in Applied Technologies
- Master’s in Statistics
- Doctorate in Geography/Environmental Science and Policy
- Doctorate in Biomedical Engineering

The number of graduate certificate programs increased from 50 in 2003 to 88 in 2006.

**Graduate Student Support**
Doctoral programs were reviewed to identify opportunities for investments. Consequently, the following actions were taken:

- Additional assistantships were provided in STEM (Science, Technology, Engineering, and Math) areas. The capacity in other areas, particularly the humanities and arts, were enhanced through the General Education plan funding.
- Stipends were made competitive by raising levels in several departments and by providing health benefits to graduate assistants.
- The graduate assistant waiver pool was expanded from $9 million in 2003 to $13 million in 2006.

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<thead>
<tr>
<th>Key Measure</th>
<th>2003</th>
<th>2006</th>
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<tbody>
<tr>
<td>New Fall graduate students</td>
<td>1565</td>
<td>2107</td>
</tr>
<tr>
<td>New Fall doctoral students (excluding MD)</td>
<td>271</td>
<td>381</td>
</tr>
<tr>
<td><em>New Fall graduate students from underserved populations</em></td>
<td>223</td>
<td>341</td>
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*Underserved populations include African American, American Indian, and Hispanic.
Research
Under the leadership of the Executive Vice President and with support from the Research Foundation, a 220,000 sq. ft. incubator and research facility was completed in 2004. Today, the facility houses more than 20 start-up companies, many of which were started by our faculty. It also houses several externally-funded interdisciplinary centers. Both buildings are full at this time, and we must look to build additional space in the Research Park.

An opportunity pool of $13 million was created to seed centers of excellence in interdisciplinary areas. Under the leadership of the Office of Research, USF’s two center proposals submitted to the Florida Technology, Research and Scholarship Board for funding were considered in the final competition. Our proposal for a Center of Excellence in Biomolecular Identification and Targeted Therapeutics was ranked #1 and funded for $8 million.

USF also submitted 7 proposals to the Board of Governors to bring World Class Scholars to the University. This funding was part of the Governor’s economic development initiative. Four of our 7 proposals were selected. Two proposals were for Academic Affairs.

Another major announcement we were very excited and proud of was the affiliation agreement with SRI International. The Governor’s office made the announcement during a press conference on November 30, 2006, at the Knight Oceanographic Research Center. SRI will be located in a $10 million, 30,000-square-foot marine technology research center and initially employ 40 research staff members.

Forty Summer Support grants were funded through the Humanities Institute and the College of Visual and Performing Arts to enhance research capacity in the Humanities and the Arts.

While difficult to quantify, faculty research and scholarship through publications and creative work should not be forgotten. Our faculty made huge strides in winning awards, publishing in top-notch journals, and undertaking national leadership roles in their disciplinary fields.

Two new academic buildings – the Music Building and the Interdisciplinary Sciences Building – were hard-fought at the State level for funding and are now in the planning stage. Freshmen Classroom and Honors College buildings are currently on the funding request list.

Library support was kept strong, even during the times of severe budget cuts.
### Making a Difference

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<tr>
<th>Key Measure</th>
<th>2003</th>
<th>2006</th>
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<tbody>
<tr>
<td>Total research awards</td>
<td>$255 million</td>
<td>$310 million</td>
</tr>
<tr>
<td>Number of patents issued</td>
<td>20</td>
<td>29</td>
</tr>
<tr>
<td>Royalties and licensing revenue</td>
<td>$1,234,300</td>
<td>$1,704,025</td>
</tr>
<tr>
<td>Library volumes</td>
<td>1,698,386</td>
<td>2,133,767</td>
</tr>
<tr>
<td>Opportunity Pool to fund interdisciplinary strengths</td>
<td>$0</td>
<td>$13 million</td>
</tr>
<tr>
<td>Center of Excellence Awards - (Biomolecular Identification and Targeted Therapeutics)</td>
<td>0</td>
<td>1 state funded $8 million</td>
</tr>
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</table>

We must continue to build our graduate programs and strategically advance the best ones in the NRC rankings. Similarly, our challenge in coming years will be to build disciplinary capacity and interdisciplinary activity because the most exciting research today is happening at the fringes of disciplinary boundaries. This will require continued improvements in our research staff, infrastructure, and competitive awards.

### II. Enhancing Undergraduate Education

As of the Fall semester 2006, USF offered 87 baccalaureate degrees including the Bachelor’s in Statistics that was approved after 2003.

**Quality Enhancement**
Under the provisions of the Southern Association of Colleges and Schools guidelines for accreditation reaffirmation, we developed a **Quality Enhancement Plan** entitled **Inspire**. This was a bold plan to improve the general education curriculum and infuse undergraduate research instruction, learning outcomes, and opportunities for students.

**Undergraduate Research**
To ensure that our undergraduate students experience the joy of a creative environment from the very beginning, we instituted an **Undergraduate Research Program**. To the credit of the program director and our faculty, we are one of the very few undergraduate research programs that involve students from the humanities and arts.
General Education
Academic Affairs, with the Faculty Senate, supported the adoption of a new General Education curriculum in 2005-06. Full implementation of the model is expected by 2008. Findings from the University’s assessment of writing and critical thinking were used to help shape the new curriculum. The University-wide Assessment Steering Committee was formed in 2005 to shape the direction of assessment activities across the university. A system-wide assessment committee also was formed to ensure communication and consistency across campuses.

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<tr>
<th>Key Measure</th>
<th>2003</th>
<th>2006</th>
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<tr>
<td>Fall FTIC average SAT</td>
<td>1084</td>
<td>1131</td>
</tr>
<tr>
<td>Number of National Merit, National Achievement, and Hispanic students enrolled</td>
<td>58</td>
<td>70</td>
</tr>
<tr>
<td>Percent of Fall FTIC on Bright Futures</td>
<td>74%</td>
<td>87%</td>
</tr>
<tr>
<td>Number of baccalaureate degrees awarded</td>
<td>5,457</td>
<td>6,098</td>
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I know that we will continue to advance the quality of the undergraduate learning experience. The revised General Education curriculum should give us the necessary foundational quality, while the Undergraduate Research program should provide our students the value-added experience necessary for a research university. In order to make this happen, we must improve our instructional spaces, classroom technology, and student to instructor ratio.

III. Empowering and Supporting the Faculty

Faculty salary enhancement was made a top priority and concrete steps were taken to increase salaries.

- Professor salaries increased from AY 02/03 to AY 05/06 by 16.5%.
- Associate Professor salaries increased from AY 02/03 to AY 05/06 by 15.2%.
- Assistant Professor salaries increased from AY 02/03 to AY 05/06 by 15.9%.
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<tr>
<th>Key Measure</th>
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<th>2006</th>
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<tbody>
<tr>
<td>Average Salary of Professors</td>
<td>$81,000</td>
<td>$94,400</td>
</tr>
<tr>
<td>Average Salary of Associate Professors</td>
<td>$60,400</td>
<td>$69,600</td>
</tr>
<tr>
<td>Average Salary of Assistant Professors</td>
<td>$50,700</td>
<td>$58,800</td>
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In three years, we recruited **210 tenure-earning faculty members** in Academic Affairs. These colleagues are among the best and the brightest in the nation and, with your mentoring, will shape the future of our University.

Along with the diversity of ideas and approaches, we also valued the diversity of people. With the assistance of the Office of Diversity and Equal Opportunity, we undertook many initiatives that have helped us to progress toward this goal:

- The Faculty Enrichment Program that allowed departments to seek seed funding for hires,
- Competitive edge funding to supplant recruitment pools,
- Inviting scholars of diverse background to experience the campus with semester-long visiting appointments,
- Inviting scholars of diverse background to speak on campus,
- Establish partnerships with schools that train doctoral students for early recruiting,
- Mandatory training of search committees to ensure that best practices are followed,
- Spousal hire program, and
- Mentoring support for faculty in general, but for faculty from under-served populations in particular.

We are committed to advancing the quality of our faculty and staff in terms of compensation, scholarship, research, teaching, and engaged service. In years ahead, our challenge will be to continue to recruit and retain the best talent by leveraging state and private investments and by rewarding the productivity and performance of our faculty. We will also have to use national benchmark data and enhance faculty support and recognition.
IV. Building a Student-centered Environment

To build a student-centered educational environment, we reorganized several administrative offices and held them accountable for seamless service and improved outcomes. Instead of 7 units responsible for 7 separate tasks, all units are now organized into two accountable units:

- Student access rests with Enrollment Planning and Management, and
- Student success rests with the Office of Student Success.

Featured organizational or procedural changes include the following:

- The TAPS program (Tracking of Academic Progress of Students) was designed in 2003, piloted in 2004, and implemented in 2005 to follow the academic progress of undergraduate students. A faculty member was appointed to direct the TAPS.

- A new orientation program for first-time-in-college (FTIC) students was unveiled in the summer of 2006. The program spans 2 days and includes a mandatory overnight stay. A separate parent orientation is also conducted. A similar orientation is being prepared for transfer students for summer 2007 implementation.

- Advising was restructured so that most incoming students who have declared a major are advised in their academic college. The Center for Academic Advising now concentrates on undeclared students and working with students who are off-track toward their academic degree. Nine advisors were added to provide better attention in the colleges and at the central office.

Acknowledging student success to be our ultimate success, we combined several units in Academic Affairs and Student Affairs and brought them under a single mission, Student Success. As enrollment planning & management, financial aid, admissions, registrar services, advising, and student support services work together, we will see positive trends in student retention and graduation rates.

- The Office of Admissions was restructured. Many processes to recruit high caliber students and students from under-served populations were put in place.

- The Office of Scholarships was established to provide students with a central location for scholarship information and coordinate the strategic use of privately-funded and institutional scholarships that
will enhance University efforts to achieve recruitment and retention goals.

- In the 2005-06 academic year, the USF Office of Financial Aid disbursed more than $240,000,000 in scholarships, grants, waivers, loans, and work study awards.

- Several technological upgrades were introduced, including on-line transcript orders, on-line application for non-degree programs, electronic student surveys, electronic document processing, and electronic grading.

During the Fall 2005 semester, USF admitted and enrolled almost 100 Katrina-displaced students from affected areas of the Gulf Coast. In order to handle this influx of students during the first week of classes, capacities were increased in some classes, and faculty stepped-up to accommodate students in their classes. A special orientation was held, and support services from across campus were extended to these displaced students to help them make a very difficult transition and ensure that they felt at home for the academic year.

Our commitment to enhance the student experience is apparent in several initiatives led by the Office of Student Affairs. These include the addition of 1,000 housing spaces and construction of the brand-new Student Union (Marshall Center).

In 2006, our Educational Outreach office embarked on the USF4YOU initiative. It is designed to enhance access for adult and professional students in the Tampa Bay Area through pre-admission counseling, career counseling, and comprehensive referral services. USF4YOU also serves as a resource for employers with professional and workforce development needs. It is hugely popular and successful.

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<tr>
<th>Making a Difference</th>
<th>2003</th>
<th>2006</th>
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<tr>
<td>Fall Enrollment (undergraduate and graduate)</td>
<td>41,612</td>
<td>44,038</td>
</tr>
<tr>
<td>Class sessions delivered on Fall first day</td>
<td>6,053</td>
<td>6,720</td>
</tr>
<tr>
<td>Number of degrees awarded</td>
<td>7,784</td>
<td>8,450</td>
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I am very pleased with the improvements we have made, but we must continue if we are to achieve our vision and fulfill our mission. Access to higher education, fixing the broken educational pipeline, and closing the
science and technology talent gap are national issues that we must find ways to better address at USF.

V. Enhancing the Global Agenda

The largest gift in the history of the University allowed us to establish the Kiran C. Patel Center for Global Solutions.

- $10 million have been secured for the building…more fund-raising continues.
- Other than the research director and four staff members, two searches for Patel Professors were conducted, and the final negotiations continue to bring world class scholars to the Center.
- Among the featured speakers invited to speak on campus include the 2006 Nobel Peace Prize Winner Mohammad Yunus, the 2004 Nobel Peace Prize Winner Wangari Maathai, Desmund Tutu, Thomas Friedman, Robert Kagen, and Salman Rushdie.
- Working across disciplines, the Center has now identified several solution-oriented projects involving faculty expertise that are ready to be implemented.

To make our University more welcoming to international students, the SIAC fee imposed on students was dropped.

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<tr>
<td><strong>Key Measure</strong></td>
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<tr>
<td>Study Abroad enrollment</td>
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<tr>
<td>Number of Study Abroad programs</td>
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<tr>
<td>Number of newly enrolled international students</td>
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<tr>
<td>International doctoral students as a percentage of international students</td>
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In the future, we will have to extend the global reach and impact of USF’s research enterprise through leveraging the strength and resources of the Patel Center for Global Solutions. It would be wonderful for us to establish some comprehensive partnerships with selected international research universities and to have a global residential house for our students, faculty, and visitors to stay in.
VI. Supporting Governance and University-wide Initiatives

Accreditation
We provided leadership for USF’s successful completion of regional accreditation reaffirmation by the Southern Association of Colleges and Schools. It is important to note that we did not receive any deficiencies in academic areas. We will continue to work with USF Sarasota/Manatee and USF St. Petersburg, consistent with the Inter-Campus Academic Relations agreement, to advance their respective accreditation interests.

Data Availability and Integrity
In an effort to enhance institutional research and data integrity, the Office of Decision Support was formed by combining key personnel from several units in the Office of the Provost. As a result, we have:
- Valid and comparable data across campuses,
- Timely reports to external constituencies,
- Delaware study data for department chairs and deans,
- Proactive participation in the NRC study, and a
- Data warehouse.

Shared Governance
In partnership with the Faculty Senate, several processes have been initiated that solidify our joint commitment to shared governance. Most recently, guidelines for developing departmental governance documents were distributed, and all departments are expected to have a governance document by the end of this year.

Commitment to Diversity
We are committed to diversity in students, faculty, and staff, as well as, diversity in ideas and approaches. We are committed to being a mature diverse environment where diversity is considered and valued by default, not by conscious effort. Many initiatives and accomplishments are listed in other segments; a few are worth noting here:
- Reviewed, expanded, and strengthened six programs that currently reach out to serve students from under-served populations;
- Started a First Generation Scholarship Program with 1,400 students currently enrolled, including 140 with targeted scholarships;
- Provided leadership for our ENLACE grant from the Kellogg Foundation to enhance success of Latino students (This year, USF received the grant to lead the state-level initiative in partnership with other Florida universities); and
• Supported and funded the “Bridge to the Doctorate” program, which was successfully competed for by our faculty and awarded by NSF.

Comprehensive Campaign
The “quiet phase” of the forthcoming comprehensive campaign was initiated; consequently, we engaged college deans to develop case statements and appropriate staffing support. Our fund-raising staff was doubled, and several training workshops were held. Fund raising was also added as an element of the annual performance review for colleges and deans.

Community Engagement
We were very pleased to learn that the Carnegie Foundation for the Advancement of Teaching selected the USF as one of 76 U.S. colleges and universities for its new Community Engagement classification. Our application for this classification was the result of our partnership with the Faculty Senate. USF is the only Florida university selected for this classification.

Earlier this year Carnegie announced USF’s classification with 63 top public research universities in the classification designated “Very High Research Activity.” The selection of USF for the Community Engagement classification places it among only 10 universities that hold both classifications.

External Fund-raising
Beyond private donations, a successful fund-raising strategy involves raising funds from the federal and state governments as well as through entrepreneurial programs. Processes have been put in place to retain our competitive advantage at the federal level and to build such capacity at the state level. We continue to be among the top 5 universities in the nation to receive special Congressional appropriations for faculty research.

Strategic planning
Academic Affairs implemented the 2002-2007 Strategic Plan by aligning investments with university priorities. We are now engaged in actively shaping the 2007-2012 strategic plan. Your leadership and vision is vital in creating and achieving our vision for the next five years.

In coming years, we must strengthen shared governance, build a synergistic relationship between all USF entities, and establish a unified institutional structure to facilitate and promote community engagement and social enterprise. USF must be recognized as an indispensable asset to the region.
and the State. A successful campaign will be equally critical to achieving USF’s emerging vision.

VII. Gauging Academic Progress

In 2003, processes to regularly monitor and make transparent national rankings and classifications assigned to USF were established. We set goals and monitored our progress toward:

- The Carnegie Foundation for Advancement in Teaching highest classification;
- Association of American Universities membership eligibility;
- National Research Council rankings;
- Top American Research Universities rankings;
- The Big East rankings;
- Florida Board of Governors Goals; and
- USF’s Strategic Plan priorities.

I invite you to visit our Planning, Performance, and Accountability webpage (www.ie.usf.edu/ppa) for full details. The Office of Decision Support in the Provost’s Office monitors and tracks progress and analyzes results for policy actions.

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<th>Key Measure</th>
<th>2003</th>
<th>2006</th>
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<tbody>
<tr>
<td>Carnegie Classification</td>
<td>Top-tier</td>
<td>Top-tier</td>
</tr>
<tr>
<td>Research among Florida Public Universities</td>
<td>2nd</td>
<td>2nd</td>
</tr>
</tbody>
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Other key rankings of pride include:

- 18th in the nation by Princeton Review for being the most diversity-friendly campus.
- 23rd in the nation by Hispanic Outlook for the number of Latino students.
Concluding Thoughts

It takes a bold vision to choose the destination. It takes strategic goals to identify pathways. But in the end, it takes resources and, more importantly, the discipline to link resources to the goals that determine success. Cognizant of this fact, we focused on revenue generation from all sources, including creating efficiencies within the system, to generate resources and then invested them strategically to move forward.

In times ahead, we need to think about how to build on our research strengths, how to provide intellectual nourishment to all segments of the population (particularly those who have historically found higher education to be inaccessible), and how to expand our vision to be relevant in the global context. We should aspire to give our students, businesses, communities, and our state the ability to be local and global change agents. Someone will rise to the challenge of global leadership in innovation and creativity, why not USF?

Your leadership has been commendable in the past three years. I hope that just as you have lead this University to surpass even the wildest dreams of those who laid its foundation 50 years ago, you will continue to amaze everyone and take this University to the heights that no one can even dream of today.

As I express my gratitude to the members of my team who make it all possible, please know that it continues to be my honor to serve as your Provost.

Renu Khator
Provost and Senior Vice President