

# Cynthia A. DeLuca

Associate Vice President • University of South Florida Innovative Education



## Contact

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## Education

**2008 | Ed.D.,  
Educational Leadership**

*East Carolina University*

**2002 | M.A., Liberal Studies  
(Biomedical Sciences,  
Education and Sociology)**

*North Carolina State University*

**1998 | B.A., Sociology**

*North Carolina State University*

*Magna Cum Laude*

## Work Experience

**2014 – Present | Associate Vice President**

Assistant Vice Provost (May 2014 – July 2016)

Innovative Education

*University of South Florida*

*Tampa, Florida*

- Provides strategic vision, leadership, organization and supervision for Innovative Education which includes: Digital Learning, Digital Marketing and Recruitment, Center for Innovative Teaching and Learning (CITL), Corporate Training and Professional Education (CTPE), and Data and Online Student Services across OneUSF (all campuses).
- Promotes an evidence-based culture of accountability that guides innovation, implementation of best practices, and continuous quality improvement of instruction and student support services around digital learning.
- Serves as an active member of the Provost's Cabinet and Leadership Teams, Council of Deans, Campus Leadership Council and Academic Campus and Environment Advisory Committee.
- Leads academic continuity and resiliency planning as it relates to the design, development and delivery of remote and online coursework and faculty preparedness.
- Ensures academic quality assurance, sound and responsible management (fiscal, programmatic, space and human resources), enhanced efficiency and productivity across Innovative Education.
- Provides leadership to CITL in providing faculty with resources and an environment to explore new and innovative ways to engage in learning and scholarship through open dialogue, research, feedback and reflection.
- Monitors online course non-completion rates (DFW rates) and encourages colleges and departments to redesign courses and apply innovative teaching technologies.
- Collaborates and participates in enrollment planning and management to build and monitor strategic enrollment objectives, including establishing strategic enrollment plans for distance learning courses and programs.
- Conducts policy analysis and budget planning for distance learning revenues, revenue sharing models, cost recovery and market rate programs and other auxiliaries.

- Oversees the development of non-credit professional development opportunities and strategizes with external stakeholders to build programs that meet the needs of today's workforce.
- Serves as Chair, State University System, Florida Board of Governor's, *2025 Strategic Plan for Online Education*, Implementation Team.
- Ensures compliance and reporting related to all federal and state laws, along with SACSCOC standards, BOG and USF BOT rules, regulations and policies regarding distance learning, continuing education and related programs.
- Collaborates to develop new programs to enhance student success, Virtual Global Exchange Program, Summer Institute, Summer Academic Cultural Engagement Program, Intercessions, Finish in Four, and Online STEM Initiative.

### **2013 – 2014 | Director**

Inaugural Director, Summer Institute (November 2013 – May 2014)

Office of the Provost

*University of South Florida*

*Tampa, Florida*

- Provided transformational, forward-thinking and results-driven leadership to develop Summer@USF.
- Developed campus-wide vision and strategy to offer creative, flexible, financially sustainable summer programming.
- Proposed a revenue generating budget plan for reinvestment in the colleges and the broader academic enterprise.
- Identified and responded to student demand by developing and delivering a summer schedule of classes that contributed to enhanced student progression, retention, and improved graduation rates.
- Conducted market needs analyses to grow new markets;
- Designed and implemented new and innovative sessions, including Maymester and Winter Session, utilizing alternative academic schedules and modes of delivery.

### **2007 – 2013 | Associate Vice Provost**

Assistant Vice Provost (August 2007 – June 2008)

Division of Enrollment Management and Services

*North Carolina State University*

*Raleigh, North Carolina*

- Developed, implemented and provided leadership to the first student-centered, college-led Summer Sessions program at NC State.
- Provided on-going assessment of Summer Sessions to ensure the Colleges were maximizing enrollment, optimizing space utilization and controlling costs.

- Developed strategies utilizing new technologies to assist administrators in determining course offerings, including summer terms, that align with retention and degree progression.
- Reviewed policy and made recommendations concerning the compensation of faculty teaching summer school.
- Identified new initiatives for incorporating Summer Sessions into the academic curricula to promote student success, satisfaction and time to degree.
- Served as the primary liaison to the Provost in all matters related to Summer Sessions including financial, programmatic, policy and procedural matters.
- Responsible for a \$9 million dollar Summer Sessions budget including analyzing revenue activity and creating a revenue sharing model with the colleges.
- Collaborated with Associate Deans to develop new courses, terms and long-range strategic planning of Summer Sessions (i.e.: establishment of Maymester session).
- Designed, secured funding and implemented the University's first *Innovative Summer Course Development Grant* program. This initiative led to the development and delivery of twenty-two new summer courses.
- Traveled internationally to implement a strategic plan to recruit and yield greater numbers of international undergraduate students on the campus, including the establishment of formal agreements to facilitate the admission of top high school graduates directly into undergraduate degree programs.
- Analyzed data to identify opportunities for furthering enrollment objectives, including collaboration to develop an out-of-state undergraduate enrollment report and request for reinvestment funding.
- Ensured that academic policies and procedures were achieving university objectives and promoting student success. Identified opportunities addressing on-time graduation (i.e.: summer school, student success courses).
- Conducted strategic planning for EMAS including: budget preparation, oversight and accountability, needs assessment, long-range planning, goal setting and compact planning and implementation.
- Provided leadership and supervision to team members and promoted staff development.
- Provided leadership to the E. Carroll Joyner Visitor Center (JVC) serving over 28,000 prospective students and families per year.
  - Restructured and revitalized the campus visitation experience to enhance the visibility of NC State, attract top students and maximize the yield of the incoming class.
  - Led an initiative to integrate the use of new technologies in providing campus tours including GPS tours of our Centennial Campus and self-guided cell phone tours.
  - Developed a credit-based orientation course for University Ambassadors to improve the effectiveness of recruitment strategies.
- Provided leadership to New Student Orientation.
  - Created and administered programs and services to newly admitted first-year and

transfer undergraduate students that facilitated their transition into NC State, prepared them for the institution's educational opportunities, and initiated their integration into the institution's intellectual, cultural, and social climate.

- Provided leadership to Parents and Family Services.
  - Led parent orientation to over 6,000 parents.
  - Designed and delivered programming to nurture relationships between parents, families and their NC State students (i.e.: Parents Weekend, Spring Fling).
- Redesigned the University Convocation and Wolfpack Welcome Week to align with University goals.
- Implemented a program for high school groups to expand outreach to underrepresented students and families (i.e.: GEAR-UP, Boys and Girls Clubs, AVID, Communities in Schools).
- Created and led Accelerated Summer Academic Programs unit.
  - Strategically implemented the Summer START program designed to ensure a smooth transition from high school to college for newly admitted undergraduate students.
  - Developed and piloted Transfer START with the new College of Sciences to increase the retention and academic success of incoming transfer students.
- Created several collaborative efforts involving community college and extension leaders to increase access, quality and preparedness of incoming students:
  - *Partnership for Access to College (PAC)*, a guaranteed admission program and seamless transfer of Wake Technical Community College students to NC State.
  - Alliance with North Carolina County Extension Agencies, to promote access and affordability to post-secondary education in North Carolina. Currently developing a statewide/national 4H Curriculum called, *Going to College*.
- Co-designed and implemented, *Emerging Issues for Future Leaders*, (EIFL) a summer leadership program that enabled high-achieving rising seniors from lower socio-economic areas of North Carolina to experience college life on the NC State campus.

#### **2006 – 2008 | Cross-Functional Lead/Student Records Lead**

Student Information System Project (SIS) - PeopleSoft

*North Carolina State University*

*Raleigh, NC*

- Provided project-level coordination between modules, tracking inter-module and extra-project issues, problems and decisions.
- Managed special functional team requests for system enhancements and customizations.
- Developed and led campus communication, promotion and training initiatives.
- Conducted analysis, prototyping sessions and verification of data conversions.
- Assisted in the creation of academic structure setup and campus community work.

### **2000 – 2007 | Associate Director**

Credit Programs and Summer Sessions

*North Carolina State University*

*Raleigh, NC*

- Provided enrollment management direction for Lifelong Education (non-degree studies students), which enrolled more than 1600 non-degree students per semester in campus-based and online undergraduate and graduate courses. Created and provided management oversight of a comprehensive state-of-the-art test proctoring center that administered over 6700 examinations each year.
- Facilitated the strategic development and delivery of advising and registrations services in support of the programs outlined.
- Provided leadership in marketing efforts, public relations and needs assessment activities.
- Oversaw all policies, regulations and rules for non-degree students.
- Provided leadership for all program and planning initiatives for non-degree students.
- Monitored academic progress and rendered academic decisions for non-degree students regarding student academic progress, appeals and complaints (i.e. campus safety, withdrawals).
- Analyzed statistical information regarding student academic performance and prepared assessment reports.
- Served on the University Enrollment Planning Committee. Responsible for projecting enrollment numbers annually.
- Assisted in all programmatic areas of the centralized Summer Sessions.
- Successfully led the reorganization of Credit Programs and Summer Sessions into the Division of Enrollment Management and Services including the integration of two well-established programs: Non-Degree Studies and Summer Sessions.
- Collaborated with the Office of Student Conduct to establish the first university-wide admissions background review board for all prospective students.

### **1991 – 2001 | Director**

Student Services

College of Veterinary Medicine

*North Carolina State University*

*Raleigh, North Carolina*

- Provided enrollment management and organizational leadership to the following post-baccalaureate programs:
  - Professional – Doctor of Veterinary Medicine (DVM)
  - Graduate – Masters/Doctorate
  - Post-Graduate – Internships/Residencies (House Officers)
- Served as the Director of Admissions and Registrar for the DVM program.

- Oversaw all business operations in the Student Services Division.
- Counseled secondary, undergraduate and graduate students.
- Oversaw recruitment, retention, career planning and graduation initiatives.
- Developed and delivered workshops and instructional programs on admissions and financial aid.
- Designed recruitment and retention programs for targeted student populations.
- Directed the financial management of the graduate and house office programs including a budget of over 1.5 million dollars.
- Developed multi-cultural curriculum for veterinary students (Master's project).
- Facilitated technological advancements related to internal business practices.

## Other Experience

### 1998 – 2005 | Harassment Resolution Officer

Office of Equal Opportunity

*North Carolina State University*

*Raleigh, NC*

- Provided information and assistance to the University community regarding harassment policies, procedures and options.
- Assisted in the informal resolution of concerns with harassment.
- Maintained and provided documentation of harassment.

### 1987 – 1991 | Minority Affairs Coordinator

Graduate School

*North Carolina State University*

*Raleigh, NC*

- Responsible for the recruitment of African Americans for graduate programs.
- Managed internal financial aid programs and budgets for minority students.
- Monitored grants that were designed to increase enrollment and graduation of graduate students from underrepresented groups.
- Assisted in the development and assessment plans for minority student progression, retention and graduation.
- Maintained records for affirmative action requirements.

### **1985 – 1987 | Graduate Administrative Assistant**

College of Physical and Mathematical Sciences

*North Carolina State University*

*Raleigh, North Carolina*

### **1984 – 1985 | Supervisor, Circulation Department**

University Libraries

*West Virginia University*

*Morgantown, WV*

## **Teaching and Advising**

Spring, 2009, 2010, 2011, E298 - *Engineering Student Success*. This course is designed to assist Engineering students having difficulty adjusting to the academic and personal challenges associated with college. Students in the course are given the information and tools needed to enhance their academic achievement. Co-Instructor.

Fall, 2007, 2008, 2009 and 2010, USC298 - *Foundations of Undergraduate Academic Success: Pack Promise Scholars*. This course is designed to provide students with the skills and knowledge needed to address the academic and personal challenges as well as other transitional issues that may impact their progress toward degree. Co-Instructor.

## **Relevant Presentations**

DeLuca, C., Federico, J. and Fernandes, S. (2020). *The move to hybrid learning at the University of South Florida*. The Chronicle of Higher Education – Leadership Summit, April 22, 2021.

DeLuca, C., Brown, C. and El-Rady, J. (2020). *Establishing a Community of Practice to Rapidly Scale Virtual STEM Lab Creation*, STEM Powered2020.

DeLuca, C., Fernandes, S., Cuevas, J. (2020). *Working as a team amidst disruption at the University of South Florida*. <https://customers.microsoft.com/en-us/story/808850-usf-teams-office365-education-usa-en>

DeLuca, C., Fernandes, S., Cuevas, J. (2020) *University of South Florida turns to Teams for a unified remote experience*. <https://educationblog.microsoft.com/en-us/2020/04/university-of-south-florida-turns-to-teams-for-a-unified-remote-experience/>

DeLuca, C., et al. (2020). *Hybrid learning gets high grades as University of South Florida turns its vision into reality with Microsoft Teams*. <https://customers.microsoft.com/en-us/story/854101-usf-higher-education-hybrid-teams>

DeLuca, C. (2020). *OneUSF Innovative Education*. USF Board of Trustees, Tampa, FL

DeLuca, C. (2020). *Strategies for Online/Remote Lab Courses*. Florida Virtual Campus Distance Learning Membership Council, Annual Meeting, virtual.

- DeLuca, C. (2020). *Fostering Relationships and Collaborations with University Leaders*. Panel Member. Osher Lifelong Learning Institute Annual Conference. (Postponed due to COVID).
- DeLuca, C. (2019). *Student Success*. Panel Member. Florida Online Innovative Summit, Orlando, FL.
- DeLuca, C. (2019). *USF Innovative Education*. USF Board of Trustees, Tampa, FL.
- Brown, V., DeLuca, C. and Riquelme, J. (2018). *Open Educational Resources*. Board of Governors, Innovation and Online Committee, November Meeting, Boca Raton, FL.
- DeLuca, C. (2017). *Professional Development Opportunities*. TOPkit Workshop, Orlando, FL.
- DeLuca, C. Contributor. (2016). *Cost of Online Education*. Board of Governors, Innovation and Online Committee, October Meeting, Tampa, FL.
- DeLuca, C. and Dean, W. (2014). *Summer Academy and Summer START: Two Summer Programs, Two Pathways, One Goal - Student Success*. American Association of Collegiate Registrars and Admissions Officers, Annual Conference, Denver, CO.
- DeLuca, C. and Thomas, A. (2014). *Summer Survey Data*. North American Association of Summer Sessions, Annual Conference, Chattanooga, TN.
- DeLuca, C. (2013). *Improving summer enrollments while at the same time facilitating student success with technology*. North American Association of Summer Sessions, Annual Conference, Denver, CO.
- DeLuca, C. (2012). *Finding new and innovative programming to grow student enrollments*. Northeast Regional Conference, North American Association of Summer Sessions, Annual Conference, Albany, NY.
- DeLuca, C. (2012). *The changes in higher education and how they drive our summer course offerings, our program development and our registrations*. Western Association of Summer Sessions Administrators, Annual Conference, San Diego, CA.
- DeLuca, C. (2011). *Summer START-A Bridge to Success*. Southern Association of Collegiate Registrars and Admissions Officers. Annual Conference, Atlanta, GA.
- DeLuca, C., Smith, K. and Wilson, M. (2010). *Friend or Foe? The Finance/Budget Office*. North American Association of Summer Sessions. Annual Conference, Portland, Maine.
- DeLuca, C. (2010). *Summer START*. Carolinas Association of Collegiate Registrars and Admissions Officers, Annual Conference, Greenville, SC.
- DeLuca, C. (2010). *Stress Management for New Students*. Student Success Workshop, North Carolina State University, Raleigh, NC.
- DeLuca, C.C. and D. J. Siegel (2009). "Developing and Sustaining Academic-Corporate Alliances". In John C. Knapp and David J. Siegel (eds.), *The Business of Higher Education*, Westport, CT: Greenwood Publishing Group.
- DeLuca, C. (2009). *The Power of Unlikely Alliances*. North American Association of Summer Sessions, Annual Conference, Biloxi, MS.
- DeLuca, C. (2009). *Creating a bridge that leads to access to higher education*. North Carolina Campus Compact, Civic Engagement Institute, Elon University. Poster presentation.



DeLuca, C. & Leach, M. (2009). *College Preparation*. Communities in Schools. NC State University.

DeLuca, C. (2009). *Student Success: A University Concept of Integrated Partnerships*. Facilitator and co-presenter. North Carolina Campus Compact, 2009 Civic Engagement Conference, Elon University.

DeLuca, C. (2008). *Centralized or Decentralized~Twilight Zone or Reality*. Annual Conference, North American Association of Summer Sessions, Arlington, VA.

DeLuca, C. (2008). *Partnership for Access to College (PAC)-A commitment to student success*, Carolina Association of Collegiate Registrars and Admissions Officers, Regional Conference, Greenville, SC.

## Grant Writing

Data Lead. MDC/Gates Foundation. Partners for Postsecondary Success (PPS). *Raleigh Colleges and Community Collaborative (RCCC)*. North Carolina State University. Funded, 2010.

Advisory Committee Member. National Science Foundation, Innovation through Institutional Integration (I3): *Maximizing the Impact of STEM Outreach through Data-driven Decision-Making (MISO)*. Funded, 2010.

Co-Investigator. North Carolina Department of Transportation, Clean Fuel Advance Technology Project (CFAT). *E. Carroll Joyner Visitor Center, Electric Conversion Van and Charging Station*. Funded, 2010.

## Committees

- Excellence in Academic Advising, Steering Committee, 2020 – present.
- COVID Task Force, Recovery Support Function 6a – Instruction, Lead, 2020 - present.
- USF Digital Communities Task Force, Socially Connected Networks Workgroup, 2020 - present.
- State University System, Board of Governors, 2025 Strategic Plan for Online Education, Implementation Team, Chair, 2018 - present.
- USF System Performance-Based Funding Accountability Team, 2019 – present.
- Tampa Bay Economic Recovery Committee Re-Employment Task Force, 2020.
- Curriculum Design, Delivery and Assessment for Quality (DDAQ) Assurance Planning Group, 2020 – present.
- Faculty Senate Executive Committee, 2020 - present.
- BOG Online Strategic Plan, Implementation Team, CourseShare Committee, 2019 – present.
- NAFSA: Association of International Educators, 2019-present.
- New Faculty Orientation Workgroup, 2020 - present.
- Information Technology Management Council (ITMC), Ex-officio member, 2019- present.
- Student Solutions Governance Workgroup (SSGW), Member, 2019 - present.
- Digital Learning Environment Governance Workgroup, Co-Chair, 2020 - present.
- USF Digital Ecosystem Initiative, Co-Chair, 2019 - present.
- American Council on Education (ACE) Women's Network of Florida, 2019 - present.
- Academics and Campus Environment Advisory Council (ACEAC), 2019 - present.
- Institute of Emerging Leadership in Online Learning (IELOL), Digital Learning Council (DLC), 2019- present.

- Teaching Online Preparation Toolkit (TOPkit), Advisory Board, 2018 - present.
- Executive Sponsor Group for USF's Comprehensive Communication Campaign for Student Recruitment, Chair, 2017- present.
- Performance Based Funding and Preeminence Team, 2017 - present.
- Enrollment Planning Committee, 2017 - present.
- Florida Online Faculty Development Advisory Board Member, 2016 - present
- USF Brand Council, 2020.
- State University System, Academic Continuity & Campus Resiliency Planning Committee. Florida Board of Governors, 2019.
- State University System, *Online Showcase*, Chair, Florida Board of Governors June Meeting, Tampa Florida, 2019.
- Florida Virtual Campus, Distance Learning and Student Services Members Council, USF Representative, 2014 - present.
- Finish in Four: Degree Completion Initiative, Co-Chair. 2017.
- Intensive English Program (IEP), Chair, 2010 - 2013.
- NC State's Hunger Summit Delegation, 2012 - 2013.
- American Indian Advisory Committee, 2012 - 2013.
- Admissions Background Review and Investigation of Applicants, 2006 - 2013.
- Expanding Your Horizons, Board Member, 2011 - 2013.
- North American Association of Summer Sessions Regional Task Force, Chair, 2012 - 2013.
- Test Preparation Committee, 2009 - 2013.
- College Readiness Partnership, 2010 - 2013.
- Mentors Advising Wolfpack Women, 2010 - 2013.
- Administrative Advisory Committee on Summer Sessions, (Chair), 2008 - 2013.
- 2010 Outreach Scholarship Conference Marketing Task Force, 2009 - 2013.
- STEM Extension Group, 2009 - 2013.
- International Operations Council, 2008 - 2013.
- Non-credit Distance Education Ad Hoc Committee, 2007 - 2013.
- Hugh Shelton NDS Scholarship Committee, (Chair), 2006 - 2013.
- Chancellor's Resource Strategies Task Force, 2010 - 2012.
- University Student Centers Board of Directors, Faculty Representative, 2009 - 2012.
- North American Association of Summer Sessions, Research Committee, 2008 - 2012.
- University Open House, (Chair), 2009 - 2013.

- Residency Appeals Committee, 2005 - 2008.
- University Standing Committee Council on Athletes, 2005 - 2007.
  - NCAA Compliance Subcommittee
  - Faculty Academic Athletes Review Subcommittee

## Professional Affiliations

- EDUCAUSE, 2018 - present.
- Learning Resource Network (LERN), 2018 - present.
- NAFSA: Association of International Educators, 2018 - present.
- Quality Matters, 2018 - present.
- Online Learning Consortium, 2015 - present.
- University Professional and Continuing Education Association (UPCEA), 2014 - present.
- NODA Association for Orientation, Transition and Retention in Higher Education, 2013 - present.
- North American Association of Summer Sessions, 2002 - present.
  - Immediate Past-President, 2013.
  - President, 2012.
  - President-Elect, 2011.
  - Southern Regional Vice President, 2009 - 2011.
- North Carolina Association of Summer Sessions, 2002 - 2013.
  - Executive Council and Past President, 2006 - 2010.
- American Association of Collegiate Registrars and Admissions Officers, 2008 - present.
- Southern Association of Collegiate Registrars and Admissions Officers, 2008 - present.
- National Association for College Admissions Counseling, 2008 - present.
- American Sociological Association, 2008 - present.