

## President Genshaft's 2004 Spring Address -



April 22, 2004

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Thank you for coming today. It is important for us to gather periodically as an academic community. It allows us to take stock of our progress toward our collective vision and goals.

When I was inaugurated in February 2001, our theme was the engaged university. I have come to realize that USF's role goes far beyond that. USF is and must be part of the fabric of this community—from the economy to education to health care to the environment to the arts.

USF helps shape this community. And this community, in turn, helps shape USF. This relationship is propelling USF into national prominence.

Based on my interactions, I can say without reservation: This community is embracing USF more than any time since I've been president.

The community recognizes USF's value in ways that are directly tied to our strategic plan:

- research
- health sciences
- academic enrichment and campus environment
- fiscal self-sufficiency
- and community engagement and economic development.

As we reflect on our progress during this academic year, we can see how our metropolitan mission is advancing USF, not just locally, but in ways that impact the nation and the world.

In Research, the community consistently turns to us. We saw that this year when Tampa Mayor Pam Iorio, a USF alumna, sought our assistance in East Tampa. These kinds of projects are research opportunities for our faculty and learning opportunities for our students.

And we saw some of these projects yesterday at the Neighborhood and Community Projects Symposium, where we had education, architecture, public health, FMHI, nursing, arts and sciences and others participating.

Two other illustrations of this are the Undergraduate Research Experience, headed by Rudy Schlaff in Engineering, and the Undergraduate Research Symposium, headed by Stuart Silverman, dean of the Honors College. Through these programs, student researchers and their faculty mentors can take pride in their willingness to break the mold, to bring undergraduates into research early in their education and to provide the hands-on experience that leads to graduate study and successful careers.

And while our research is shaped by our metropolitan base, it's getting national recognition. I'll give you a couple of examples:

USF received a very prestigious grant from the National Science Foundation to develop an interdisciplinary research and education program. Engineering Dean Louie Martin Vega and a number of faculty members, led by Shekhar Bhansali, secured what's called an IGERT program. The program brings in five USF colleges and Moffitt. They are examining how the skin can be used as a biological interface using new technologies. It is interdisciplinary research and education with real-world applications, locally, nationally and internationally. I'd like to ask all those involved, including the graduate student, to stand so that we can recognize you. Congratulations!

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And the story of Chemistry Professor Edward Turos' research has received international attention. Dr. Turos is developing nano-sized drug delivery systems. These are tiny balls-less than the width of a pinhead-that deliver drugs directly to the site that needs them. The story ran locally and on a number of science news Web sites. It was picked up by the Times of London. And, it ended up in a briefing document for the Department of Homeland Security. What an impact!

Yesterday, I listened to Frank Muller Karger on National Public Radio in his role as a member of a White House panel on protecting the oceans.

Susan Greenbaum in Anthropology recently won three awards for her book, *More Than Black: Afro-Cubans in Tampa*.

And this spring, Bill Cummings in History won the Benda Prize, the only major prize available for Southeast Asian Studies. It's honors new scholars, and it's fiercely competitive.

And consider the Health Sciences...

Across the Tampa Bay area, people have better health care because of USF. Our faculty make it possible for leading facilities like Moffitt Cancer Center, Haley Veteran's Hospital, All Children's, Shriners and the specialized care at Tampa General Hospital. This is how health sciences research is combined with patient care to serve both the university and the community.

Meanwhile, the College of Nursing is enhancing patient care throughout Tampa Bay. In the past few years, the college has doubled its enrollment, doubled its research awards and is now doubling its space. Our nursing graduates scored higher than 98 percent on their licensing exams.

The new nursing building is the first phase of the Health Care and Education initiative that is integrating research and education in the health sciences. I want to commend Vice President and Dean Robert Belsole and Dean Pat Burns for their leadership in creating what I believe will be a national model. It's clear we are, as the Health Sciences slogan says, turning science into health for this community.

Our metropolitan mission is also important in the strategic plan category of Academics and the Campus Environment.

I have to take a moment to recognize Renu Khator, who became our provost in January. Renu, would you please stand. Provost Khator has full authority over all academic matters, and I assure you she is a tireless advocate for our faculty, for academic integrity and for the values of the academy.

I'd also like to ask the deans to stand up so we can recognize you. Each of you has provided tremendous leadership this year, including education dean Colleen Kennedy, who had a great first year. I want to publicly express my appreciation to all of you.

This year, we consolidated several programs and elevated it to a School of Aging Studies. It is one of our beacons of excellence. It had record enrollments this year, and it will continue to grow, both in size and prominence. I know this is something Florida's large elderly population - and those who care for them - truly value and appreciate.

Another wonderful example is an initiative spearheaded by Vivian Fueyo, our education dean at USF St. Petersburg. She is chairing a community group celebrating the fiftieth anniversary of Brown versus the Board of Education. The goal is to raise the intellectual understanding of the practical impact of this important court decision. As part of this, History Professor Ray Arsenault is organizing the first-ever conference on the civil rights movement in Florida. These interdisciplinary initiatives are informing the curriculum and creating educational opportunities for our students.

And our student body is getting stronger every year. President Omar Khan, Vice President Ryan Morris and Graduate Student President Kelly Browning provided outstanding leadership this year.

Vice President Harold Nixon and his staff in Student Affairs have made progress in recruiting our strongest student body ever. Our admissions requirements continue to become more stringent. We're attracting a diverse group of top-caliber students. We're increasingly bringing in the best and the brightest in our Honors College. And, we've developed standards to ensure that we provide the best possible service for these students.

Our campus environment is developing in ways that allow us to expand our programs and offer a richer college experience for people of all backgrounds.

The growth and enhancements range from our new Welcome Center, which sets the stage for their college experience, to the Athletics Training facility, to Burger King, Starbucks and remodeled residence halls, to an expanded Alumni Center, which offers an on-campus home for graduates.

Most importantly are the new academic buildings. Construction is well under way for the new College of Nursing building and our new environmental science building. And we've broken ground on the College of Business Administration's expansion and the nanotechnology building.

I say the most important buildings are academic, but some people might argue that point. We're getting close to having a new parking garage that will add 1,500 parking spaces for faculty, staff, students and visitors.

We are also making great strides on our regional campuses, as USF continues to evolve into a "system" of higher education institutions. We remain part of one family, but our campuses are growing and developing in ways that serve their respective communities.

In St. Petersburg, Karen White has finished her very successful first year. The campus continues to work toward separate accreditation. And we have given it significant autonomy. In February, I signed a memorandum delegating authority for academic issues. Among the most visible changes, the campus vice president's working title is now Regional Chancellor. This is consistent with the leadership titles at other SACS-accredited university systems.

In Lakeland, we are finishing discussions for a gift of 570 acres for a new campus to better serve the people of Central Florida. And we will start construction on a new joint-use facility with Polk Community College.

And in Sarasota-Manatee, we are pleased both the House and the Senate are including the Crosley property in their budgets. This money will allow us to build a new campus to grow our programs for those communities.

The Strategic Plan category that may be least visible to the community is Administrative Infrastructure and Fiscal Self-Sufficiency.

When we talk about resources, we typically are talking about legislative funding and private gifts.

We've had difficult budget times. We all know that. Through intensive lobbying last year, we were able to stave off massive budget cuts from the Legislature. This year, those massive cuts haven't even been proposed. The Legislative Session is scheduled to end April 30, and I'll be able to provide a more complete update after the Governor signs the budget.

At this point, it appears we will receive some funding for enrollment growth. We're also likely to see additional money for matching gifts. And we're optimistic about funding for the second phase of the Health Care and Education Facility, as well as the Sarasota/Manatee expansion. We're keeping our fingers crossed for planning money for a new music building.

We've also had a good year with private gifts, even though the economy hasn't been as strong. This is the result of the hard work by Vice President for Advancement Michael Rierson and his team. But I think it also indicates that the community recognizes our value and is willing to invest in us. This year, we received the largest gift ever from an alumnus.

One of our charter graduates, Jack Boyd, and his wife Janis pledged \$5 million for scholarships in athletics and business. In making the gift, Jack talked about how much he appreciated then-registrar Frank Spain for giving him a chance at USF. Until then, Frank never knew the impact he had on Jack. And I think that's a lesson for all of us. We are making a positive impact in ways we don't even know. USF's alumni base is growing up, they are feeling more pride, and they are increasingly giving back in ways that make USF a stronger university.

The final strategic plan category - Community Engagement and Economic Development - may best illustrate how our metropolitan mission is shaping USF and the community. This is especially true for economic development.

On Alumni Drive across from the College of Engineering, you'll see construction is under way for two new buildings in our Research Park. These buildings will provide much-needed laboratories for bioengineering and life sciences research. They will also serve as a hub for the integration of research and entrepreneurship for our region. The park is a true partnership between USF, the City of Tampa, the Hillsborough County Commission, the High-Tech Corridor, the Chamber of Commerce and local businesses. I want to commend Executive Vice President Carl Carlucci and Vice President for Research Ian Phillips for their hard work on this initiative.

For the first time in Tampa Bay, education, government and business have an alignment of vision, purpose and strategy. And USF is taking a greater leadership role than ever before.

I recently became the first university president ever to chair of the Tampa Chamber of Commerce's Committee of 100. In writing about my installation as chair, a local newspaper said: "For 2004, USF's rising clout in the area economy is clear. Genshaft only arrived here four years ago this month to head USF. Now, she's heading a key business group whose leaders are traditionally picked from long-time locals."

The April issue of Florida Trend lists USF among the "businesses to watch" in the Tampa Bay area because of our new Research Park. In the article, the president of the Tampa Chamber of Commerce lists partnership with USF among its top priorities, saying: "We want to take advantage of the research opportunities coming out of Moffitt and USF, and translate that into jobs."

And keep in mind we cannot have economic development without human development and intellectual development.

And while our efforts are targeted locally, they are gaining recognition nationally. In January, our Center for Entrepreneurship was ranked number one in the nation by the United States Association of Small Business and Entrepreneurship. The award recognizes the center's Life Sciences Entrepreneurship program as the nation's top specialty program. To give you an idea of the level on which we are competing: Stanford was last year's winner. I want to thank Dr. Michael Foundation and his team.

We also learned this week that the Association to Advance Collegiate Schools of Business is relocating to Tampa, in part because of the work of Dean Robert Anderson and our College of Business Administration.

As we reflect and take pride in our metropolitan research mission, it is vital to recognize how it contributes to our vision as a national research university.

Our Strategic Plan documents our progress with tangible accountability measures. This fall, Academic Affairs conducted an analysis of our Strategic Plan progress during the first year. The results were impressive. We met or exceeded our 2001-02 performance on 92 percent of the indicators. We met or exceeded 2002-03 goals on 80 percent of the indicators.

The accountability measures are important. They are standard benchmarks that help us assess our progress in a national context.

Academic Affairs' analysis was completed shortly before the publication of the 2003 report on The Top American Research Universities. USF was again listed, and we rose in the rankings in six of the nine categories:

- total research among public research universities
- federal research
- annual giving
- faculty awards
- doctorates awarded
- postdoctoral appointees.

However, USF decreased in the rankings in three categories:

- endowment assets
- national academy members
- median SAT score

We have to improve in these areas.

Another indication of our national prominence is the recent ranking from U.S. News and World Report. The issue of America's Best Graduate Schools recently hit news stands.

USF is ranked in the top 100 in seven categories:

- Industrial and organization psychology, which ranks 7th
- Rehabilitation counseling
- Audiology
- Speech-language pathology
- Clinical psychology
- Social work
- College of Education

We've made great progress on our Strategic Plan, but there is more we must do.

We did not meet our Strategic Plan goal for faculty salaries, and we must raise them to a level that is competitive with our peers nationally. We must provide the resources to retain and recruit the highest caliber faculty and provide them with talented staff to fulfill this vision. The provost, vice presidents and I have been assessing how much money this will require and how we will fund it. We'll have a much better idea after the Legislative Session, but we know it won't be easy. In fact, for some areas of the university, it will require dramatic changes in the way we operate financially. But we absolutely must do what needs to be done.

We must improve our graduation and retention rates. As you undoubtedly have heard, the Board of Governors and the State want to evaluate universities based on these rates. It is not enough for us simply to enroll students; we have an obligation to guide their academic progress and opportunities for learning so that they do graduate from USF.

We also must address the other areas of the strategic plan where we fell short : our SAT scores, the number of doctorates awarded, the number of international students, the number of K-12 personnel we graduate and, of course, more parking. And we must improve endowment assets and the national academy members, which are rankings for the Top American Research University.

We must also continue to strengthen our system of shared governance. I want to thank Liz Bird and the Faculty Senate for the collegiality and partnership this year. We have been working on the principles of shared governance. We've sent the Senate's document to each department and asked the chairs to initiate a dialogue within the departments. We recently received their input, and we'll be reviewing it to determine what the next step should be. This is an extremely important process. A strong system of shared governance that empowers and engages our faculty is imperative. It must be part of our culture and our campus climate.

Recruiting top-caliber faculty, staff and administrative leaders is critical for achieving our goals.

We have several important administrative searches under way. We have advertisements out for the positions of dean of Arts and Sciences, and vice president of Health Sciences and dean of Medicine. Dean of Public Health candidates have been visiting campus during the last week or so.

And a committee is reviewing the role of our Graduate School. When that review is complete, they will begin their search for a dean of the graduate school.

I want to express our appreciation to the interim deans; Kathleen Heide in Arts and Sciences, Kelli McCormack Brown in the Graduate School, Robert Belsole in Health Sciences and Medicine and Stan Graven in Public Health.

Another high-profile search is under way for a new athletic director. We're taking applications now and hope to move as quickly as possible. This isn't an academic position, per se. But I know Lee Roy Selmon always put student first in student-athlete. We want to find another leader who shares our academic vision. Thank you, Lee Roy. We are so happy that under your leadership, we are part of the Big East in 2005.

We also need to ensure that we continue to support the talented staff who work hard each and every day to serve this institution. Renee Seay, president of the USPS Senate, and Sheila Holbrook of the A&P Council have provided wonderful leadership this year.

Additionally, we must continue to work on all aspects of the campus climate. We recently completed a survey that will serve as a starting point. Dr. James Cavendish and Deborah Love and her team worked very hard on this. We now will implement a series of strategies to ensure that USF is a diverse and inclusive environment for all people. As we move forward, each of us must take responsibility for enhancing our campus climate.

We now are working on re-accreditation from the Southern Association of Colleges and Schools. Kathleen Moore and Dan Gardner are shepherding this process. But many people are putting a great deal of time into this. It's an effort that is well worth the time and

energy. It shows our peers that we hold ourselves to the highest standards. It also is one of the ways USF can show its accountability to the public and the Legislature. We have here today copies of a new report on accountability measures. I hope you will take the time to review it, because it is very comprehensive. And clearly, SACS accreditation is one of our most important accountability measures.

As part of SACS accreditation, the faculty are continuing to strengthen and evolve our core curriculum. The Quality Enhancement Program Committee and the General Education Committee have done a tremendous job revising the curriculum. It is soliciting feedback on its recommendations by April 29. This is the very foundation of student learning, and I hope you review it and offer your input.

We always strive to educate our legislators about the value of USF. We need to persuade them that funding higher education is an investment in Florida's communities and its citizens. I've dedicated a lot of time to this. And I want to publicly acknowledge the work of our Board of Trustees in this regard. I assure you that behind the scenes, they are lobbying very hard for us.

And as all of this suggests, we must stay focused on our strategic plan. Our focus is paying off, and we need to relentlessly pursue our collective vision.

Since I arrived in 2000, the university - and the country, for that matter - has been through a very difficult time. But as we reflect on these last four years at USF, as we look at where we are today, we're seeing great progress. We've grown in research, undergraduate and graduate education and in the many ways we are shaping our community. We've grown in stature nationally, as evidenced by our rankings. We are wonderfully positioned as we move toward USF's 50th anniversary in 2006. People are seeing our significant achievements, and they are taking pride in us. We, too, should be proud of ourselves.

We have a clear direction as a metropolitan-based national research university and we are making progress. In our daily work, all of us are writing the story of the University of South Florida. Although there are always challenges along the way, it's a story of hope and promise, of great achievements and great expectations. I'm certainly proud of this institution. And when I consider that the people who serve this institution are this institution, the state of the university is great, indeed.

Judy Genshaft, President

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