TABLE OF CONTENTS

LEADERSHIP 6
BACHELOR DEGREES AWARDED 8
GRADUATION RATES
FTIC 6-YEAR GRADUATION RATES 10
FTIC PELL & NON-PELL STUDENT GRADUATION RATES 11
FTIC 6-YEAR GRADUATION RATES BY GENDER 12
FTIC 6-YEAR GRADUATION RATES BY RACE & ETHNICITY 13

STUDENT PROFILE 14
ACADEMIC SERVICES 18
ADVISING 20
FINANCIAL AID & SCHOLARSHIPS 22
STUDENT ENGAGEMENT 24
WELLNESS 26
FACTULY INVOLVEMENT 28
STUDENT SUCCESS COUNCIL MEMBERS 30
Five years ago, when the University of South Florida began to implement the recommendations of our Student Success Task Force, we all dreamed of a “radical transformation” that we hoped would occur by the year 2020. Today, the movement we initiated in 2010 has increased the six-year graduation rate to 69% in 2015, an 18-point jump in just five years. This phenomenal success is due not to a single program or policy but to an institutional commitment to student success. The improvements illustrated in this report are the result of the hard work, collaboration, and dedication of colleges, departments, and support units across campus. Many universities across the country have implemented similarly innovative practices. What distinguishes USF is that the practices are the product of an intentional university-wide movement forged by a determination to transform our institutional culture and enrich the educational experiences of our students. While we are proud of what we have achieved, we expect equally impressive improvements over the next five years, because the University of South Florida is a global research university dedicated to student success.

The data contained in this report will show that we have raised the four- and six-year graduation rates significantly, perhaps at a rate that few institutions in the country can match. What is truly remarkable, however, is that we have raised rates across the board, among all racial, ethnic, and socio-economic groups. The improvement in our six-year graduation rate to 68% is indeed impressive, but I’m even more proud of the fact that black and Hispanic students graduate at rates at or above the rates for non-minority students. Limited-income students also graduate at rates at or above the rates for higher-income students. As reported by a number of prestigious national organizations, including The Education Trust and the Center for American Progress, it is not common for colleges and university to balance access to college with attainment. The University of South Florida has done both. While we are justifiably proud of these accomplishments, we also have the courage to recognize an achievement gap that we have not yet closed. Although graduation rates for men and women have increased, male undergraduates continue to lag behind women by ten points. As I write these lines, however, we are already beginning to implement a plan designed to close this achievement gap, even as we expand our movement to produce ever-more impressive results.
Dr. Paul Dosal  
Vice Provost, Student Success

When we launched this movement, Dr. George Kuh, the nation’s leading proponent of the high impact practices that promote student success, doubted that we would be able to raise our six-year graduation rate to 63% within three years. We didn’t make it there in three, but we did get to 69% in five years. I’m proud to have been a part of this movement, which still promises even more impressive gains.

Dr. Tom Miller  
Vice President, Student Affairs

“
We’re all in this together because we believe in and are passionate advocates for the success of our students.

Dr. Tom Miller  
Vice President, Student Affairs

“
Our student success initiative has succeeded where others have failed because we have broken down the traditional silos that have hindered other efforts. We’re all in this together because we believe in and are passionate advocates for the success of our students.
While undergraduate enrollment has remained steady at about 30,000 students, degrees conferred have soared.
The Education Trust identified USF as one of a handful of institutions that have eliminated the achievement gap between Pell and Non-Pell students (https://edtrust.org/resource/pellgradrates/)

**FTIC 6-Year Graduation Rates**

Source IPEDS  
*Data reported follows IPEDS methodology but are based on internal preliminary data*

**1-Year Retention Rate (IPEDS)**

Source IPEDS  
*Data reported follows IPEDS methodology but are based on internal preliminary data*

<table>
<thead>
<tr>
<th>COHORT YEAR</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>RETENTION RATE</td>
<td>86%</td>
<td>87%</td>
<td>89%</td>
<td>89%</td>
<td>*89%</td>
</tr>
</tbody>
</table>
FTIC Pell & Non-Pell 6-Year Graduation Rate

Source IPEDS
*Data reported follows IPEDS methodology but are based on internal preliminary data
FTIC 6-Year Graduation Rates (IPEDS) by Gender

Source IPEDS
*Data reported follows IPEDS methodology but are based on internal preliminary data

THE CENTER FOR AMERICAN PROGRESS highlighted USF for promoting access and success for all students.

<table>
<thead>
<tr>
<th>Year</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014-2015</td>
<td>67%</td>
<td>57%</td>
</tr>
<tr>
<td>2013-2014</td>
<td>71%</td>
<td>61%</td>
</tr>
<tr>
<td>2012-2013</td>
<td>57%</td>
<td>49%</td>
</tr>
<tr>
<td>2011-2012</td>
<td>62%</td>
<td>45%</td>
</tr>
<tr>
<td>2010-2011</td>
<td>57%</td>
<td>45%</td>
</tr>
</tbody>
</table>

(The Center for American Progress highlighted USF for promoting access and success for all students.)

FTIC 6-Year Graduation Rates by Race & Ethnicity

Source IPEDS
*Data reported follows IPEDS methodology but are based on internal preliminary data
Careful enrollment planning and management is the foundation of the Student Success movement.
Students were National Merit Scholars, National Achievement Scholars, or National Hispanic Scholars in the last five years.

FTIC Average Composite SAT Scores

USF Internal Data, Office of Decision Support

FTIC Average High School GPA

USF Internal Data, Office of Decision Support

ACT Score

27

Five year average
Our student body looks more and more like the global marketplace.

SF Internal Data, Office of Decision Support
47.4% of 2015 FTIC students are from underrepresented populations. This is a 9 percentage point increase from 37.9% in 2011.

USF SERVES A MORE DIVERSE STUDENT POPULATION than it did when it launched the Student Success Movement.

40% Out-of-state students enrolled has increased 40% in five years.

173% International students have increased by 173% in the past five years.
Building Success

The GSR formula, intended to be a more complete and accurate look at student-athlete success, removes from the rate student-athletes who leave school while academically eligible and includes student-athletes who transfer to a school after initially enrolling elsewhere. The GSR also allows for a deeper understanding of graduation success in individual sports than the federal metric, which has broader groupings.

ACADEMIC SERVICES

The Academic Success Center

171%
Student appointments with writing consultants since 2008-2009

34%
Of students gained at least one letter grade

26%
Of students gained at least 2 letter grades

32%
Of students went from failing to passing

2x
Number of tutors doubled since fall 2008 resulting in 88% increase in number of students served. Students report grade improvement

USF Academic Enrichment Center

USF ATHLETICS GRADUATION SUCCESS RATES (GSR)

72%
2009-2010

77%
2011-2012

83%
2013-2014

74%
2010-2011

77%
2012-2013

USF Athletics Graduation Success Rates (GSR)

77%
2012-2013

77%
2011-2012

83%
2013-2014

74%
2010-2011

72%
2009-2010
Office of Undergraduate Research (OUR)

Number of Students Attending Undergraduate Professional Development Workshops

<table>
<thead>
<tr>
<th>Year</th>
<th>Students</th>
<th>Workshops</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-2011</td>
<td>84</td>
<td>4</td>
</tr>
<tr>
<td>2011-2012</td>
<td>479</td>
<td>22</td>
</tr>
<tr>
<td>2012-2013</td>
<td>1033</td>
<td>78</td>
</tr>
<tr>
<td>2013-2014</td>
<td>1172</td>
<td>89</td>
</tr>
<tr>
<td>2014-2015</td>
<td>1412</td>
<td>92</td>
</tr>
</tbody>
</table>

128%
Five-year increase of student presentations at Annual Colloquium

2200%
Increase in workshops since 2010

1581%
Increase in student participation since 2010

SMART Lab

**COLLEGE ALGEBRA COURSES**

19%
Average increase in passing rates since 2007

6.7%
Average withdraw rate compared to 20.2% in 2007

**PRE-CALCULUS COURSES**

21%
Average increase in passing rates since 2007

9.7%
Average withdraw rate compared to 20.9% in 2007

USF Library

98%
More library laptop checkouts in five years

50%
Increase in library visitors over five years
SINCE FALL OF 2010, USF HAS ADDED 16 ADVISOR POSITIONS.
The implementation of a professional advising model based on appreciative inquiry
has resulted in greater contact hours and more effective academic support.
College of Arts and Sciences

NUMBER OF SCHEDULED VISITS WITH ADVISORS
Despite tuition increases, USF has tried to increase need-based financial aid to offset costs for its neediest students.

How Public Universities Can Promote Access and Success for All Students, Center for American Progress

**FINANCIAL AID & SCHOLARSHIPS**

52% Increase in scholarship funding in the last five years.

42% Of USF students are Pell Grant recipients.

14,814 Students served by Bull2Bull Financial Education Program in two years.

**Student Loan Default Rate**

<table>
<thead>
<tr>
<th>Year</th>
<th>Default Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>8%</td>
</tr>
<tr>
<td>2009</td>
<td>9%</td>
</tr>
<tr>
<td>2010</td>
<td>7.5%</td>
</tr>
<tr>
<td>2011</td>
<td>10%</td>
</tr>
<tr>
<td>2012</td>
<td>5.3%</td>
</tr>
</tbody>
</table>

NATIONAL Student Loan Default Rate

NATIONAL Student Loan Cohort Default Rate (3rd Year)
$29,400
Average Student Loan Debt

$22,719
Average Student Loan Debt

USF
New Student Connections

146%
Increase in CampU student participation since 2002

160%
Greater student involvement in The Network since 2002. These programs result in first year retention rates between 83-97% per year

Center for Leadership and Civic Engagement

36%
Increase in student volunteer service hours from 2010 to 2015

39%
Increases in registered student organizations from 2010 to 2015. Currently USF has 680 organizations

Housing & Residential Education

9 Living Learning Communities have been added since 2010

9% more residential housing in five years

National studies show that students who are engaged in activities outside of academics are more successful in college. Our numbers concur.
Office of Veteran Services

26%
More veterans earning degrees since 2011

22%
Increase in veteran student enrollment since 2010

Student with Disability Services

78%
Increase in the number of students working with this office who receive a 3.0 GPA or higher

Office of Multicultural Affairs

5
New programs/initiatives for diverse populations introduced in the last five years

681%
Increase in participant training to become advocates and allies for the LGBT community since 2010
**WELLNESS**

**STUDENTS ARE MORE physically active and involved with Campus Recreation**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Increase Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Borrow Our Bike Program</td>
<td>364%</td>
</tr>
<tr>
<td>Outdoor Recreation Adventure Travel</td>
<td>233%</td>
</tr>
<tr>
<td>Riverfront Park Canoe Rentals</td>
<td>107%</td>
</tr>
<tr>
<td>Riverfront Park Ropes Course</td>
<td>288%</td>
</tr>
<tr>
<td>Sports Club Participants</td>
<td>16%</td>
</tr>
</tbody>
</table>

Five-Year Increases in Program Participation
Growth in wellness program participation in the last five years
These programs targeted diverse populations

More referrals to Office of Student Outreach & Support/SOCAT in four years

Increase in Student Health Services programs in five years

Greater participation in Counseling Center workshops and programming in five years

More student visits to The Wellness Center in five years
FACULTY INVOLVEMENT

Student to Faculty Ratio

FALL 2010
28:1

FALL 2014
25:1
In three years of operation, the Academy of Teaching and Learning Excellence increased the number of workshops offered to faculty by 139%.

The Office of Community Engagement and Partnerships awarded 54% more service-learning grants to faculty than five years ago.

Service-learning courses offered by faculty increased from 61 in fall 2010 to 245 courses in fall 2015.*

* Faculty have been encouraged to create service-learning courses and designate a service-learning attribute for students to choose as they register for classes.
STUDENT SUCCESS COUNCIL MEMBERS

On August 5, 2010, President Judy Genshaft appointed a 23-member Student Success Council with representatives from the following areas: Academic Affairs, Student Affairs, Student Government Association Advancement, Faculty Senate, Staff Council, Administrative Services, USF Health, and Athletics. Chaired by Dr. Dosal, the council’s mission is to coordinate and push forward the implementation of the Student Success Task Force recommendations.

**Paul Dosal**  
Vice Provost,  
Office of Student Success

**Bill McCausland**  
Associate Vice President, University Advancement

**Andy Rodriguez**  
President, Student Government

**Tom Miller**  
Vice President,  
Office of Student Affairs and Associate Professor,  
Department of Psychological & Social Foundations of Education

**Ken Short**  
President, A&P Council

**Kingsley Reeves**  
Assistant Professor, College of Engineering

**Christine Chefalas**  
President, Staff Senate

**Paul Dosal**  
Vice Provost,  
Office of Student Success

**Keri Riegler**  
Director, New Student Connections &  
Parent & Family Programs

**Russ Coughenour**  
Assistant Vice President, Career Services

**Shirley Smith**  
Director, Office of Student Diversity and Enrichment  
Division, Educational Affairs at USF Health Morsani College of Medicine

**Nancy Cunningham**  
Director of Academic Services, USF Tampa Library

**Bob Sullins**  
Dean, Undergraduate Studies

**Bill Cummings**  
Professor and Chair, Department of Humanities  
and Cultural Studies

**Kevin Yee**  
Director, Academy of Teaching and Learning Excellence

**Danielle McDonald**  
Associate Vice President and Dean for Students,  
Office of Student Affairs

**Cheryl Zambrowski**  
Director of Undergraduate Student Success and Associate Professor, College of Nursing

**Ruth Huntley Bahr**  
Interim Assistant Dean, Office of Graduate Studies

**Travis Thompson**  
Senior Director of Academic Tracking and Advising,  
Undergraduate Studies

**Ana Hernandez**  
Assistant Vice President, Housing & Residential Education

**Patricia Maher**  
Director, Academic Success Center

**Andrew Hoff**  
Associate Professor, Department of Electrical Engineering

**Harold Keller**  
Director, Office of Community Engagement and Partnerships and Professor, Educational and Psychological Studies

**Kingsley Reeves**  
Assistant Professor, College of Engineering

**Ken Short**  
President, A&P Council

**Rick Pollenz**  
Associate Dean, Undergraduate Studies and Director,  
Undergraduate Research

**Danielle McDonald**  
Associate Vice President and Dean for Students,  
Office of Student Affairs

**Carrie Garcia**  
Director, Application Services,  
Information Technology

**Ken Short**  
President, A&P Council

**Jennifer Schneider**  
Director, Student Ombuds Office

**Patricia Maher**  
Director, Academic Success Center

**Ex Officio**

**Ruth Huntley Bahr**  
Interim Assistant Dean, Office of Graduate Studies

**Billie Jo Hamilton**  
Assistant Vice President,  
Enrollment Planning Management and Director,  
University Scholarships

**Ana Hernandez**  
Assistant Vice President, Housing & Residential Education

**David Henry**  
Director, Undergraduate Admissions

**Calvin Williams**  
Vice President, Administrative Services

**Rick Pollenz**  
Associate Dean, Undergraduate Studies and Director,  
Undergraduate Research

**Janet L. S. Moore**  
Associate Dean, Undergraduate Studies

**Keri Riegler**  
Director, New Student Connections &  
Parent & Family Programs

**Jennifer Schneider**  
Director, Student Ombuds Office

**Lois Palmer**  
Interim University Registrar

**Shirley Smith**  
Director, Office of Student Diversity and Enrichment  
Division, Educational Affairs at USF Health Morsani College of Medicine

**Bill McCausland**  
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**Valeria Garcia**  
Assistant Vice President,  
Office of Decision Support