

Student Success

2020-2021 Annual Report



UNIVERSITY of
SOUTH FLORIDA
Student Success

August 2021

Contents

Message from the Vice President	3
Performance	4
Highlighted Accomplishments	
Admissions	8
Community Development & Student Engagement	9
Community Engagement & Career Readiness	12
Enrollment Planning & Management	13
Health & Wellness	15
Strategic Initiatives	17
Student Success – Sarasota-Manatee campus	18
Student Success – St. Petersburg campus	21
Undergraduate Studies	23
Shared Best Practices	25
Awards & Recognition	28
Moving Forward	31



Message from the Vice President

The 2020-21 academic year was long slated to be a remarkable year for the University of South Florida as we moved forward as one university following the consolidation of our system on July 1, 2020, and started the tenth year of our highly-effective student success movement. The long-term planning and operational changes leading to this year well positioned the university – and Student Success – to also tackle the challenges of navigating the global COVID-19 pandemic as we worked ceaselessly to ensure the academic continuity and success of our students.

As I reflect on the past year, I wish I had a quarter for each time the word “unprecedented” was used to describe the COVID-19 pandemic, university operations, and every other aspect of our rapidly changing world – not to mention each time I was told “You’re muted”!

Considering the challenges met head on, our team’s perseverance, and our accomplishments during the past year, this Student Success annual report will contribute to my quarter fund.

- The Office of Admissions recruited the highest profile FTIC class for the 2020-21 year and has exceeded all goals for the incoming 2021-22 FTIC class – *unprecedented*.
- Spearheaded by the Office of the Registrar, class registration was retooled to accommodate remote courses for summer and fall 2020; adjusted for modality changes for spring and summer 2021; and transitioned back to an in-person offering for fall 2021 – *unprecedented*.
- Under the guidance of Dr. Joseph Puccio, our campus health clinics supported students with more than 11,500 appointments due to COVID-19, administered more than 10,800 tests, and monitored 1,384 students in isolation – *unprecedented*.
- The Office of Financial Aid pivoted to operationalize and distribute \$34 million in federal emergency grant aid to more than 10,000 students – *unprecedented*.
- As the stressors of the pandemic affected students, the Office of Academic Advocacy took in 12.5 percent more referrals, coordinated care for 82 percent more students, and conducted 170 percent more outreach during the year – *unprecedented*.

As you explore the pages of this report, you will learn of the ongoing collaborations to deepen the connections between our departments with unique campus presence and purpose, as well as initiatives to further streamline consolidated functions.

You will also learn of significant adaptations made by Student Success departments on all campuses to ensure that students had the services, experiences, programs and supports for their academic continuity and well-being, as well the key accomplishments contributing to student success in a challenging year.

Paul Dosaj

Vice President for Student Success



Performance

In the tenth anniversary year of the university's student success movement, Student Success continued to advance its work with the insights of data, the power of technology, a student-centric care management model, and a culture of shared responsibility for student success. These – plus countless other access, engagement, academic, financial, career, and wellness initiatives – all supported students' enrollment, retention, and timely progression toward their academic goals.

While this movement was initiated and flourished on the Tampa campus, consolidation presented an opportunity to explore and expand successful practices across all campuses. Preliminary work resulted in the formation of campus-specific Persistence Committees and adoption of academic advocacy models suiting the unique needs of each campus. Student Success' predictive tools were also shared with a broader university audience to further engage partners in the care management model, and the unit developed three new predictive tools to expand insights.

Additionally, in fall 2020, St. Petersburg campus' Regional Vice Chancellor of Student Success Patti Helton lead the

formation of the functionally themed Work-a-Bull Teams to engage Student Success departments in ongoing monthly meetings to work out the details of providing seamless service, offerings, and transitions between campuses for students.

The pandemic presented unique health, economic and engagement challenges for our students, many of whom remained remote for the entire academic year. Despite these challenges, the key metrics monitored by the Persistence Committee seem within reach with the six-year graduation rate anticipated to be above 70 percent and the four-year graduation rate at or above 60 percent when the numbers are finalized in the fall of 2021.

Note that the graphs in this section reflect the Tampa campus historical numbers prior to the 2020-21 year and the numbers reported for 2020-21 are preliminary and reflective of the consolidated campuses. The graphs and this report will be updated once the numbers are finalized. Our unit continues to work on the first-year retention rate and no projection is currently available.

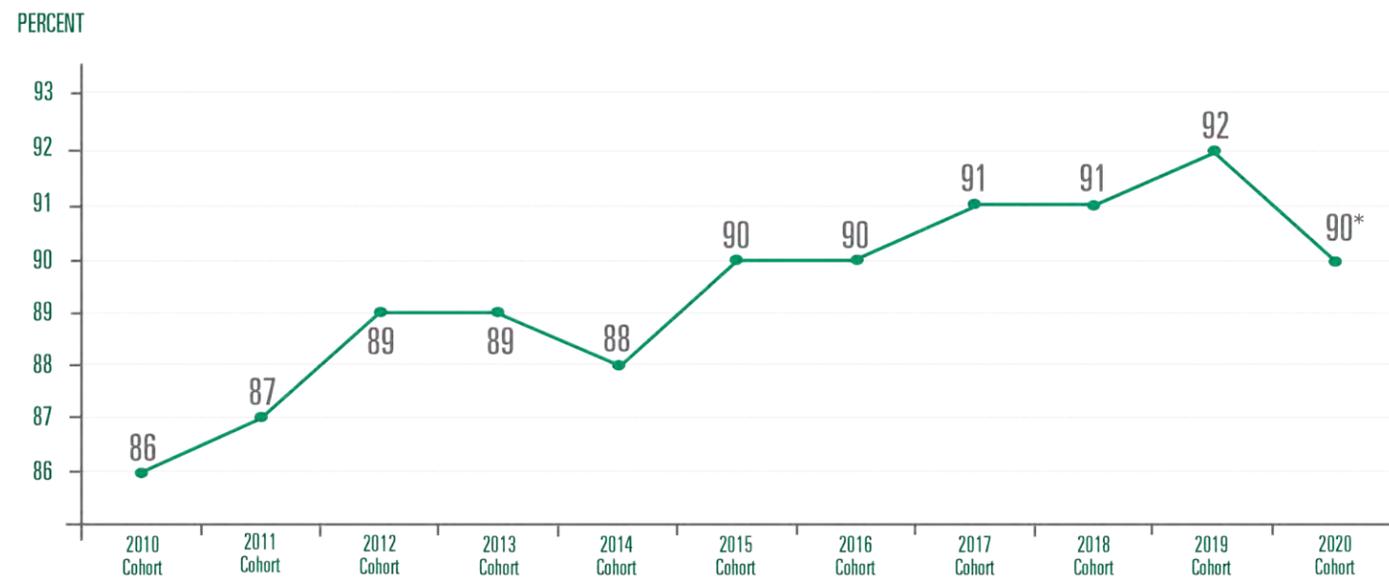


SIX-YEAR GRADUATION RATE FULL & PART-TIME STUDENTS



Source: USF Office of Decision Support
*This data point is projected, not finalized; preliminary and unofficial estimates show that USF has exceeded 76%

FIRST-YEAR RETENTION RATE TAMPA CAMPUS (FULL & PART-TIME STUDENTS)



Source: USF Office of Decision Support
*This data point is projected, not finalized; preliminary and unofficial estimates show that USF has exceeded the 90% benchmark for retention

SIX-YEAR GRADUATION RATE: RACE & ETHNICITY FULL & PART-TIME STUDENTS



Source: USF Office of Decision Support
*These data points are projected, not finalized.

SIX-YEAR GRADUATION RATE: PELL VS. NON-PELL FULL & PART-TIME STUDENTS



Source: USF Office of Decision Support
*These data points are projected, not finalized.

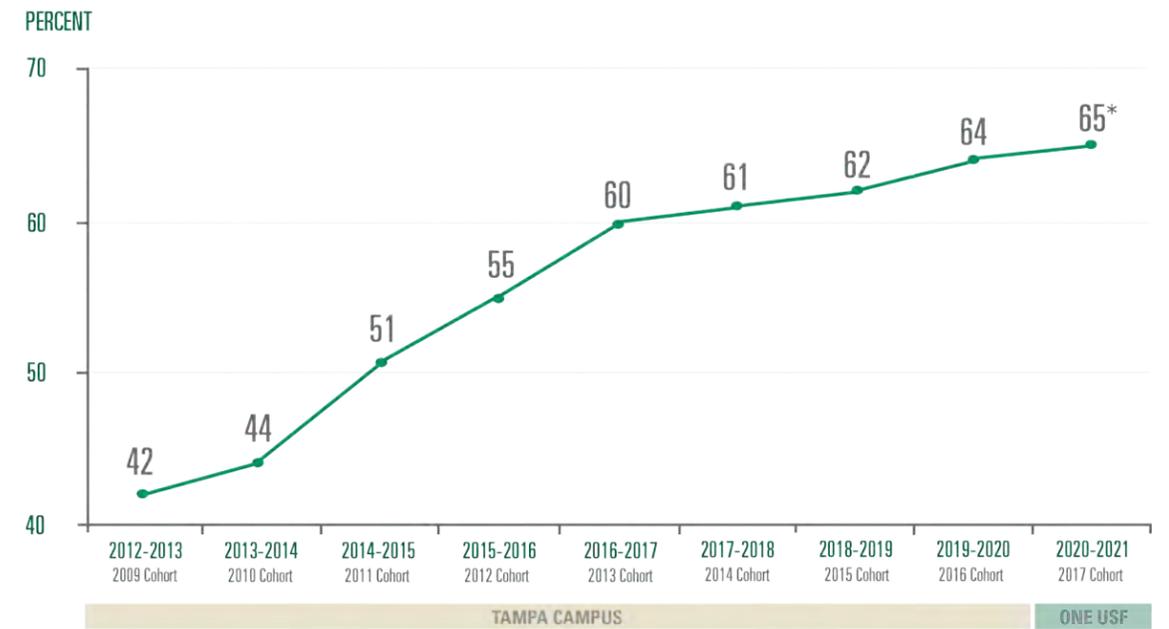


SIX-YEAR GRADUATION RATE: GENDER FULL & PART-TIME STUDENTS



Source: USF Office of Decision Support
*These data points are projected, not finalized.

FOUR-YEAR GRADUATION RATE FULL-TIME STUDENTS



Source: USF Office of Decision Support
*This data point is projected by the Office of Academic Advocacy in collaboration with the Office of Decision Support; not finalized.

Highlighted Accomplishments

Admissions

Key Accomplishments

- In the summer of 2020, the Office of Admissions yielded the largest and highest profile FTIC class in the history of USF for the 2020-21 academic year. Even as the COVID-19 pandemic flared in the United States, the university enrolled 5,800 FTIC students with a profile of a 4.16 high school GPA and a 1312 SAT score.
- Despite the ongoing pandemic and virtual recruiting initiatives of the past year, Admissions is on target to hit all goals for the FTIC class for the 2021-22 academic year with 6,300 students (including 650 students on the St. Petersburg campus). Ongoing targeted efforts to advance diversity and access are anticipated to yield an increase in black student enrollment as well.

Consolidation Advancement

The Office of Admissions began consolidating the admissions process in Spring 2018 and was fully integrated for the 2020-21 class and the July 1, 2020 deadline. The department operates as a centralized unit with satellite admissions offices on each campus for the convenience of prospective students and their families.

COVID-19 Response

- In preparation for the 2020-21 academic year, the Office of Admissions reopened its campus offices for in-person service in August 2020 to deliver optimal customer service.
- With the implementation of the Five9 telephone system, a significant percentage of staff were able to support admissions work remotely.
- All recruiting efforts and yield events were conducted virtually.
- During this time, Admissions processed 22 percent more undergraduate and graduate applications and admitted 25 percent more undergraduate and graduate students.



Community Development & Student Engagement

Center for Student Involvement | Center for Leadership & Civic Engagement | Dean of Students Office | New Student Connections | Office of Parent & Family Engagement | Office of Multicultural Affairs | Office of Orientation | Phyllis P. Marshall Student Center | Residential Education | Student Accessibility Services | Student Conduct & Ethical Development | Student Government Advising, Training & Operations | Student Publications

Key Accomplishments

- The Dean of Students Office led the formation of a COVID Care Team to support students in quarantine and isolation so they could continue their academic work while recovering. Members included Student Success personnel and other campus partners. Residential Education took responsibility for coordinating care and support for students in campus housing, as well as training the Care team, providing first logistics communication with isolated students, and working with campus partners to meet the needs of students.
- The adoption and refinement of virtual programming was a huge accomplishment for departments during the past year as the team sought ways to continue to connect students with the university when they could not be physically present. USF traditions continued to be offered in meaningful virtual formats as the team adopted new platforms and approaches to expand ongoing programming during the year and into the future.
- A OneUSF team vetted, selected, built, and recently launched a singular student engagement platform, BullsConnect, for all students to engage with 1,100 student organizations and events on all campuses.
- #HowtoCollege Virtual Chats were launched during the year, reaching an audience of more than 3,500 primarily first-year students and covering a variety of topics addressed by student Peer Advisor Leaders and university partners across all campuses.
- The Oracle reader engagement increased significantly on digital platforms with 409,531 page views through the end of the 2021 spring semester (53 percent increase over 2019-20), 683,000 impressions on Twitter (330 percent increase), and 700 more followers on Instagram (36 percent increase).

Consolidation Advancement Highlights

Prior to consolidation, the departments of Community Development & Student Engagement were collaborating with their counterparts on the Sarasota-Manatee and St. Petersburg campuses with key work being accomplished in several critical areas, including Orientation, Student Government, and student conduct.

Discussions between the campus Orientation departments began during the summer of 2018 in order to consolidate the reservation system contract with VZ Orientation, and was successfully implemented in Spring of 2020. The three Orientation teams held retreats and continued discussions to create a common Orientation policy and program session structure given the \$35 fee guidelines. Additionally, the three campuses engaged with Innovative Education to support marketing and communications with unified communications with incoming students.

Consolidation meant that Student Government needed to restructure to address a unified student body on three campuses. Advisors worked with Student Government leaders to consolidate the constitution and create a new structure of governance that worked for all campuses.

Finally, the Student Code of Conduct needed to be addressed to consolidate the policy and related processes for consistency for all students. Staff collaborated to develop a new Student Code of Conduct that provided uniform practices on all three campuses. The oversight for this function was consolidated and a singular name chosen, Student Conduct and Ethical Development, for the offices on all campuses. Additionally, the recruitment and training for University Conduct Board members was consolidated.

Consolidation efforts have continued to include:

- Orientation offices on all three campuses aligned their fees, website, surveys, synchronous orientation sessions, pre-orientation modules and communications.
- Student Accessibility Services was the name chosen for the accommodations related offices on all campuses as they synched up services, accommodations, and processes. All processes

were transitioned to fully online into one system shared across the three campuses.

- Student center staff from Tampa and St. Petersburg campuses explored unifying reservations and procedures, event policies, reservation software, student employee development, and operating procedures.
- SOCAT, Dean of Student, Student Conduct & Ethical Development, and academic complaint referrals have been consolidated in one platform.
- All campuses have equal access to sanction modules and workshops (i.e., Alcohol Edu for Sanctions, Marijuana 101, Ethics and Civility), and the application of assigned sanctions is consistent.
- The Golden Bull Awards program was expanded to all campuses.
- A singular Student Government elections process and A&S fee budgeting process was implemented.
- Programs/services across the campuses were more closely aligned, including: Week of Welcome, Homecoming, Family and Friends Weekend, The Network, and HowToCollege Virtual Series.
- A student engagement workgroup was established in spring 2021 to coordinate programming offerings on all campuses.
- All Ally training was converted to online and made accessible by students, faculty, and staff from all campuses.

COVID-19 Response Highlights

- The Dean of Students on the Tampa campus was an active member and contributor to the COVID-19 Task Force. In addition to providing guidance related to student matters, the dean took the responsibility of notifying instructors when a student was put in isolation.
- The unit lead the development of the Event Request Addendum for COVID-19.
- The Marshall Student Center remained open and revised its operations to host nine classrooms each semester for COVID-19 mitigated class offerings. The building also continued to provide spaces for



students to study and engage in remote classes, in addition to offering various food options, and accommodating university events, including virtual graduation ceremonies.

- Student Government funded laptops for loan and Wi-fi hotspots for students in need.
- Student Government collaborated with the Counseling Center to fund the Togetherall app for additional online student mental health.
- The New Student Connections Peer Advisor Leaders (PALs) connected with 2,945 students during the 20-21 school year and completed more than 20,000 outreach attempts, 109 percent increase from the previous year. They expanded outreach populations to include rising sophomores, seniors nearing graduation, and non-registered students to provide extra support during the pandemic.
- New Student Connections provided more accessible referral pipelines for families and students to support student persistence, resulting in 1,215 percent more referrals over the previous year.
- The Center for Student Involvement was creative in how the staff facilitated and provided remote activities for students using a variety of platforms

beyond Teams, including:

- Degy World, an immersive virtual environment where participants created their own avatar to experience this program.
- ArtSteps, a customizable art gallery platform that allowed for art to be curated and displayed virtually as if you were walking through an actual art gallery.
- Aux Cord Wars, a very unique remote concert and DJ set.
- Assembling and shipping out approximately 2,000 packages to students to include Homecoming swag bags, USF Week swag bags, prizes, do-it-yourself program packages, etc.
- Bulls in the Cloud moved the residential experience to an online format to continue engaging with residents in a COVID safe manner.
- Orientation for students and families/guests completely switched from in-person requirements to virtual requirements with multiple steps for compliance.
- The Oracle went from two print issues a week to a digital-only publication. Digital ad revenue increased by more than 4,000 percent in 2020-21, from approximately \$1,100 to nearly \$50,000.



Community Engagement & Career Readiness

Office of Community Engagement & Partnerships | Career Services

Key Accomplishments

- Multiple career fairs and career fair options were held virtually, leveraging digital platforms and models. Despite the complexities, the team was able to serve 3,573 students and 279 employers via virtual career fairs.
- Staff continued to provide distanced meetings and career advising sessions to provide support for students as they prepared to start their career or continue to advance their education. Remotely, 2,649 individual student career advising appointments were held.
- Career Services offered specialized employer engagement programming to ensure employers were still able to meet with students and recruit for part-time, full-time, internships, and community-based employment opportunities.



Consolidation Advancement Highlights

Prior to the July 2020 consolidation date, the Career Readiness and Community Engagement consolidation workgroup, co-chaired by the Career Services units on Tampa and Sarasota-Manatee campuses, mapped out signature services on each campus and identified opportunities and gaps. Findings and recommendations were presented to the Student Success, Academic Programs and Campus Identity Subcommittee.

Post consolidation, following a strategic review, assessment, and strategic and budget realignment, the units have continued to meet and collaborate to ensure that services and programs are consistent across the campuses where applicable and aligned as closely as possible considering campus-specific logistics and restrictions.

COVID Response Highlights

Career Services moved our Career Fairs online, utilizing Handshake services for virtual career fairs during the COVID-19 pandemic. This involved the development and implementation of employer tool training programs, student tool training programs and workshops, and a virtual/video series of how to plan and prepare during uncertain times for both employers and students. Supporting this initiative took an extraordinary number of hours with a limited staff, requiring many staff to work much greater than 40 hours per week and some weekends.



Enrollment Planning & Management

Office of Financial Aid | Office of the Registrar

Key Accomplishments

- The Office of the Registrar began actively working with partners across the institution in January 2020 on consolidated curriculum with the goal of ensuring that Banner is reflective of all colleges, departments, majors, minor, concentrations and certificates. The project made excellent progress this past year and is slated to be in production before 2022.
- The Office of the Registrar re-engineered all form-based processes to transition to email submission and student authentication, including the FERPA/Privacy form, Fee Adjustments, and Residency Reclassifications. These efforts have streamlined time on task, allowing the office to process items quicker, provide faster response to students, and ensure the documentation does not get lost.
- The Office of Financial Aid distributed more than \$34 million in federal emergency grant aid to more than 10,000 students to mitigate the economic impacts of COVID-19 and support their continued enrollment and graduation.

Consolidation Advancement Highlights

Enrollment Planning & Management began consolidating the operations of the Office of Financial Aid and the Office of the Registrar in advance of July 1, 2020.

The Office of Financial Aid was already functioning as a system office. To streamline service post consolidation, the reporting lines for the campus managers were aligned with Tampa. Additionally, Financial Aid integrated its Bull2Bull peer-based financial education program on the St. Petersburg campus to replace the AFLOAT program

and expanded it to the Sarasota-Manatee campus.

The three registrar departments were merged into a singular Office of the Registrar with university-wide duties shared across campuses. Prior to July 1, teams collaborated to identify and then unify processes, including diploma layout and ordering, student transcripts, Senior Auditor enrollment, and Fee Adjustment. Websites were consolidated to ensure consistent information and processes. Over the last year, the consolidated team continued to hone processes and workflows, including the Non-Degree Enrollment process, baselining of Student holds in Banner, Fee Adjustment Committee creation, and an electronic workflow for the ARC process in Archivum.

The next key initiative will be the rebuilding of the Banner Course Catalog in consultation with colleges, Graduate Studies and Undergraduate Studies. The review and rebuild will take more than a year to complete, with academic course schedulers across the departments rebuilding sections from scratch in summer 2022 through spring 2023.



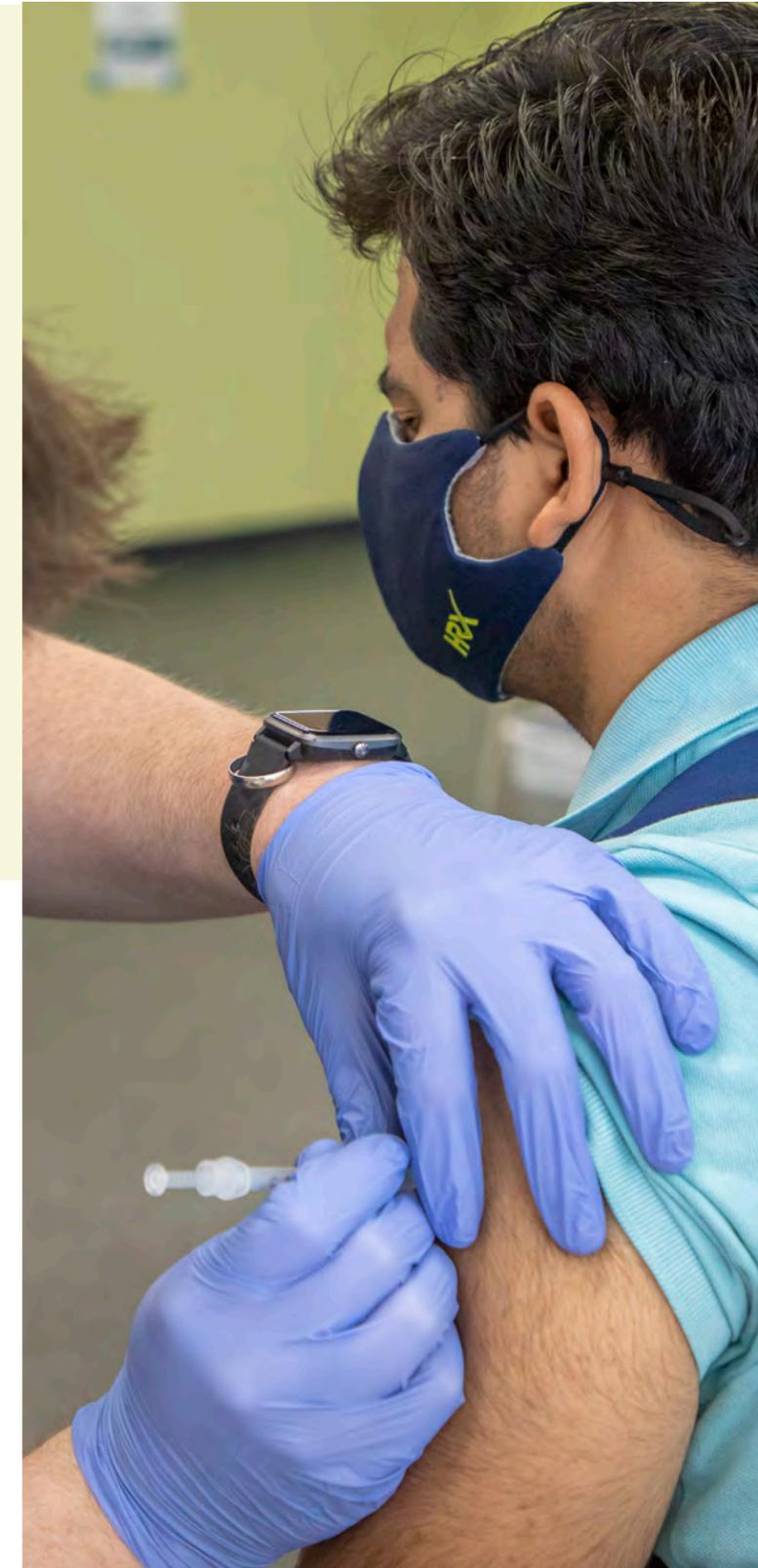


Health & Wellness

Counseling Center | Recreation & Wellness | Student Health Services | Student Outreach and Support | Student Well Being | Victim Advocacy & Violence Prevention

Key Accomplishments

- Under the leadership of Dr. Joseph Puccio, Student Health Services and the Wellness Centers on our campuses were critical to the university's COVID-19 response for students. The teams held more than 11,500 appointments due to the virus, tested more than 11,000 students, and monitored nearly 1,400 students in isolation. Although a count is not readily available, the medical professionals have vaccinated thousands of students and continue to do so.
- The Counseling Center worked with Student Government to contract with an online peer-to-peer mental health service provider, Togetherall, to provide an additional resource for students that was accessible 24/7.
- Health & Wellness broke ground in June 2021 for the new 46,000 s.f. Student Wellness Center on the Tampa campus, with expected completion in October 2022. The state-of-the-art facility demonstrates the university's commitment to student health and wellness as a foundation for student success.



COVID-19 Response Highlights

- Financial Aid and the Registrar offices were early adopters of the Five9 phone system, which proved critical for remote work continuity for their large staffs.
- Being 'mission critical' offices, both departments opened their lobbies for student face-to-face services in July 2020.
- The Registrar fully developed the pass/fail election process for students for spring 2020 and worked with Financial Aid to develop a GPA calculator to assist students in determining the impact of electing this grading option.
- The Registrar developed an electronic graduation certification process for all colleges; moving a very manual, paper-based process to an electronic process.
- The Registrar spearheaded weekly review of the registration process, section set up and availability, hold and waitlist management to assist USF with enrollment goals, PBF and Preeminence metrics.
- In collaboration with IT, Financial Aid launched a student application within days of receiving Federal CARES funds, which also supported additional federal and philanthropic funding distributions throughout the year.
- Financial Aid established a virtual process for complying with US Department of Education guidance in processing professional judgment requests from students and families who experienced loss/reduction of income due to the pandemic.

Consolidation Advancement Highlights

All the Health & Wellness departments were engaged in consolidation planning prior to July 1, 2020, as they navigated the desire to serve all students on all campuses in equitable ways. The departments engaged in many conversations regarding how to best meet students' needs without causing inconvenience to students in the process. The departments participate in Work-a-Bull teams to address outstanding issues, policies, scheduling, etc. through ongoing dialogue to work out the details to provide seamless services to students.

In January 2021, Dr. Patricia Helton, Regional Vice Chancellor for Student Success on the St. Petersburg campus was also named Associate Vice President of Health & Wellness, giving her the responsibility to oversee the health and wellness functions on all three campuses. Under consolidated leadership, the units collaboration and alignment of services is fostered further.

COVID-19 Response Highlights

Health & Wellness departments had, and continue to have, an integral role in the university's COVID-19 response. The staff was on the front line and rose to the challenge.

- Student Health Services (and the Wellness Centers) provided continuous medical services on all campuses, both in-person and via newly developed virtual medical visits for local and remote students located in the state of Florida.
- Student Health Services developed new processes for COVID-19 screening and treatment, facilitated new processes during residential move-in, and ran vaccination clinics on all campuses.

- Counseling centers and Student Outreach & Support staff quickly found ways to address mental health issues which were exacerbated due to isolation due to remote learning and quarantine.
- Victim Advocacy & Violence Prevention provided much needed care for students struggling with heightened violence issues due to pandemic isolation.
- Campus recreation teams provided popular remote fitness programs and challenges, and were some of the first areas to reopen in-person services to support the wellness of students.

Strategic Initiatives

Communications & Marketing | Male Student Success | Strategic Initiatives

Key Accomplishments:

- With the pandemic forcing the cancellation of the 2021 National Student Success Conference, the steering committee explored opportunities to host a virtual conference before pivoting to host the virtual National Student Success Conference Speakers Series 2021. To continue advancing the national dialog on student success topics, the series featured five free virtual monthly presentations that included panel discussions and presentations by slated conference presenters and other higher education professionals.
- In response to the need to offer a consolidated resource for student's academic continuity during the pandemic, Strategic Initiatives personnel were tapped to develop and maintain key communications tools including, but not limited to, the Current Student Toolkit and the Return to Campus Student Guide, hosted on the university's coronavirus resource site.
- To provide additional insight for the personnel involved in academic advocacy and the Care Management system, improved and expanded data visualization was implemented.

Consolidation Advancement Highlights

Prior to consolidation, Communications & Marketing aligned communications vehicles and messages to ensure a unified approach, including:

- Converting the www.usf.edu/student-life site into a comprehensive student resource site
- Converting the process and content for Note-a-bull News & Events to be inclusive of all students
- Guiding the website revisions unit wide for consolidated language and content
- Converted the Student Success staff weekly e-newsletter to be encompassing of all campuses.

Following consolidation, Strategic Initiatives leadership lead the implementation of the first action recommendations from the Student Success Strategic Refresh plan to enhance collaboration, communications, and infrastructure, including the restructuring of leadership teams to be more inclusive of staff from all campuses and the formation of a Student Success Communications Council.



The unit also coordinated a Student Success leadership workshop series to advance the understanding of analytics/care management model and prompt discussion for adoption of similar models on the Sarasota-Manatee and St. Petersburg campuses.



Student Success - St. Petersburg Campus

Key Accomplishments

- The Osprey Residence Hall was completed and opened to residential students. With the pandemic affecting occupancy, the Housing team was able to work out the kinks of the new facility without a full house. The campus is looking forward to fully celebrating the new hall in the upcoming year.
- In the summer of 2020, the St. Petersburg Student Success team began the new Race & Social Justice Hour and ran the weekly program through December. Well-received, participants offered a proposal in January 2021 to include the Multicultural Organization Development Model to organize action steps to move forward on diversity and inclusion. The unit has seven action steps towards building an anti-racist community and have incorporated them into a new committee and Student Success collaborative that all staff are participating in for the 2021-22 academic year.
- In December 2020, USF Pearls was launched. The new program offers individualized guidance and support for students emerging from foster care with opportunities to develop foundational self-knowledge, leadership skills and a sense of community to prepare for lifelong achievements. Launched on the St. Petersburg campus, the program will expand to the Tampa campus and, possibly, the Sarasota-Manatee campus in the future.

Consolidation Advancement Highlights

The Student Success division on the St. Petersburg campus was actively involved for two years in preparing for USF's consolidation with numerous meetings, trainings, workshops, retreats, town halls, negotiations, etc.

Post-consolidation, Regional Vice Chancellor of Student Success Patti Helton was instrumental in forming the functionally themed Work-a-Bull Teams in fall 2020 to engage all Student Success departments across the three campuses in ongoing monthly meetings to address outstanding issues, policies, scheduling, etc. This has been a major step in providing ongoing dialogue to work out the details of providing seamless service, offerings and transitions between campuses.

COVID-19 Response Highlights

- Although all Student Success departments took great initiative to address the needs of students during the pandemic, it was the health and wellness related departments that seemed to have the heaviest lift and there were many special precautions and that needed to be addressed as health care, counseling, recreation, and other wellness services were provided.
- Additionally, Student Life and Engagement had to find new modes of delivering "engagement" virtually which meant they had to get creative in how they kept students involved an engaged beyond course work.





Student Success - Sarasota-Manatee Campus

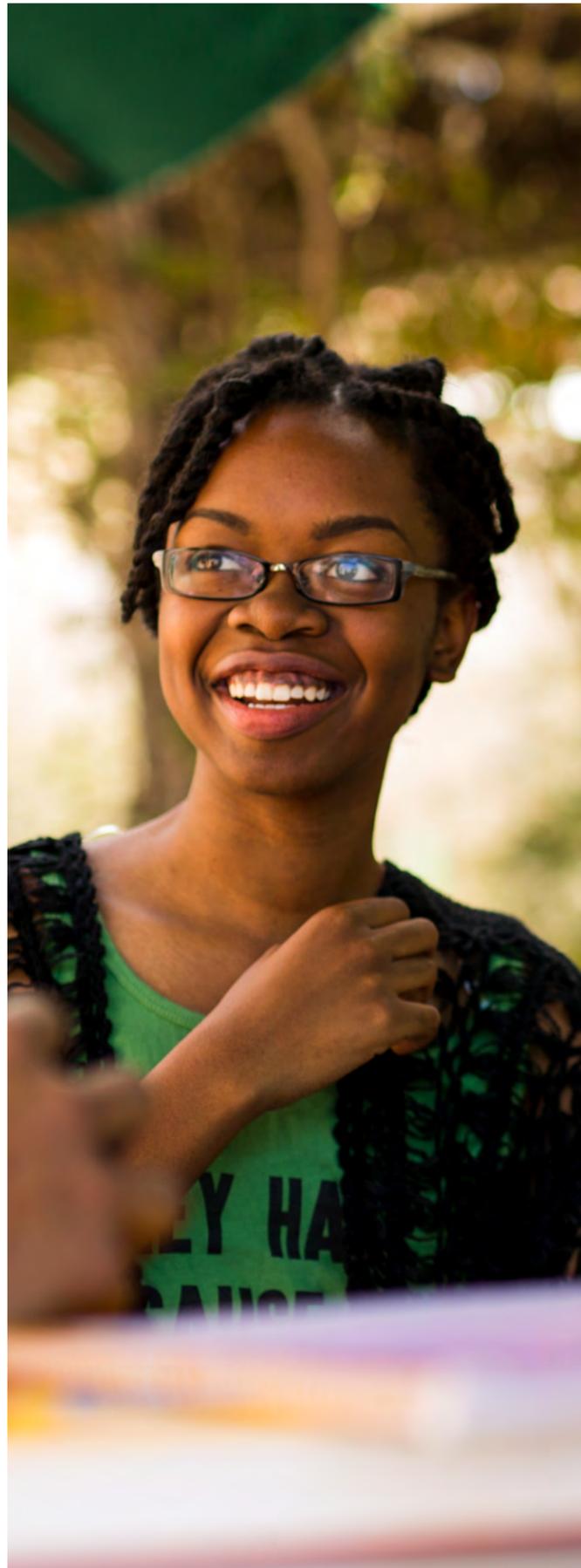
Key Accomplishments

- The creation of a newly formed Department of Student Support Services in January 2021 enhanced student success by providing individualized and tailored support and assistance to Sarasota-Manatee campus students. By aligning Orientation, New Student & Family Experience, the Academic Success Center, and the Support-a-Bull Pantry, along with the functions of the department, the new unit was able to take a more holistic approach to a student's well-being and success.
- The Academic Success Center, in collaboration with E-Learning Services and with funding by one-time Student Tech Fees, piloted the third-party tutoring platform TutorMe on the Sarasota-Manatee campus. When a third-party tutoring platform on the Tampa campus ran out of tutoring hours before the end of the fall 2020 term, a coordinated effort opened up TutorMe across all campuses, allowing students to continue accessing online tutors for a variety of subjects to help ensure academic success and degree progression.
- Engaging students in a virtual environment was challenging and programs were hit or miss in regard to interest and attendance. In May 2020, the Office of Student Engagement launched a virtual book club to provide a new opportunity for student engagement during the pandemic. The Book Club has been the most successful program during the 2020-21 academic year, consistently drawing 40-50 students each month who receive a copy of the book and join in for at least one of the book discussions.

Consolidation Advancement Highlights

Prior to July 1, 2020, Student Success offices began working collaboratively with their counterparts on the other campuses to determine the best practices for the delivery of services to students. Additionally, the Office of Academic Advising connected with colleagues in each of the respective colleges at the Tampa campus to align college-specific practices, policies, processes, and points of contact.

Preparing for post-consolidation, a recurring renewed contract/MOU with New College of Florida (NCF) was modified to exclude student health services and victim advocacy services being provided by NCF, beginning during the 2020-2021 academic year. During the fall 2020 term, a Sarasota-Manatee campus physical location was established for Student Health Services, which



included the hiring of a staff member and a Licensed Practical Nurse. The Center for Victim Advocacy and Violence Prevention on the Tampa campus began providing these victim advocacy services to the students on the Sarasota-Manatee campus.

Although Student Outreach & Support is not an office on the Sarasota-Manatee campus, the SOCAT continued to serve students. The Symplicity platform was changed to encompass each campus working within the system and a consistent mission and vision was established for all campuses.

Since July 2020, several departments have been renamed to align services with the other campuses, including the Academic Success Center and the Office of Multicultural Affairs. These and others continue to meet regularly with their counterparts to consolidate policies and processes, integrate technology platforms, adopt the academic advocacy model, align the Student Government advising model, collaborate on student engagement events and outcomes, and more.

COVID-19 Response Highlights

- Although the majority of Student Success staff worked remotely during the COVID-19 pandemic, the Academic Program Specialist team within the Office of Student Services continued to report daily to staff the main entrance's desk and answer incoming calls to the campus phone line and Student Services desk, ensuring continuous services to students and the university. The team also assisted with rerouting transcripts to the Tampa campus, managed central receiving, enforced COVID-19 protocols with campus visitors, monitored building entrances, and facilitated the process for the USF Libraries Laptop Loan Program on campus. The team also supported call overflow from the other campuses to provide assistance and information for students and others.
- The Support-a-Bull Pantry opening was escalated in response to COVID-19, to address the food insecurity needs of students who lost their jobs. Student Success staff had to develop and coordinate a curbside pick-up process that was safe and followed health standards. Staff also had to make frequent visits to the campus and pantry to fulfill orders and have them safely delivered.

Undergraduate Studies

Academic Foundations | Academic Programs | Academic Success Center | College Reach Out | General Education | Global Citizens Project | Joint Military Leadership Center | Office of Academic Advocacy | Office of Transfer Student Success | Office of Undergraduate Research | Office of Veteran Success | ROTC | Student Support Services | Upward Bound

Key Accomplishments

- The Office of Academic Advocacy had increased activity from 2019-20 to 2020-2021. Referrals were up by 12.5 percent, overall cases up by 82 percent, and outreach based on OAA SMART indicators up by 170 percent.
- The Office of Academic Advocacy has increased its efforts reaching out to transfer students and they are already making a difference. Based on the department's internal tracking data, the 2018 cohort two-year graduation rate is up from 42 percent (for 2017 comparable cohort) to 48 percent.
- Student Support Services conducted a virtual summer bridge program for the 2020 cohort and provided virtual services for 220 new and continuing students this past year. The students achieved a 94 percent good academic standing rate at end of spring 2021 semester.

Consolidation Advancement Highlights

In preparation for consolidation, Undergraduate Studies departmental personnel in Tampa worked with colleagues on the Sarasota-Manatee and St. Petersburg campuses to identify opportunities to integrate curriculum to benefit students. Three key initiatives lead the consolidation with the first being the creation of a new General Education (Creative Thinking) course IDS2378 Interdisciplinary Knowledge and Inquiry. With the help of Innovative Education, the highly engaging online course launched in Summer 2020 with over 60 sections.

Secondly, colleagues on the three campuses create a singular Leadership Studies minor, requiring students to select a fundamentals course from a slate of six options and three electives from a slate of six options.

Finally, the team worked together to expand the Exploratory Curricula (ECM) pathways to all campuses and worked with the Sarasota-Manatee campus to consolidate the Bachelor of General Studies and the Bachelor of Science in Applied Science.

Post consolidation, the Office of Undergraduate Studies on the Tampa campus serves students across all campuses. The Dean regularly meets with colleagues from the campuses, has working days from their campuses, and has included colleagues on multiple committees, including the unit's strategic plan committee.

The curriculum team put together a consolidated version of the USF Undergraduate Catalog. Colleges took curriculum related information off of their websites and redirected students to the comprehensive catalog.

In 2020-2021, the catalog management and curriculum workflow software was fully implemented and utilized for the 2021-2022 catalog production cycle. Acalog (catalog software) was implemented first, followed by Curriculog (curriculum) proposal system for both the USF undergraduate and graduate catalogs. Additionally, Curriculog was used by both the General Education and Undergraduate Councils to process curricular and course proposals for the 2021-2022 catalog production cycle.

Both the General Education Council and the Undergraduate Council held consolidated meetings virtually, reviewing consolidated curricula and courses.

Work-A-Bull teams were formed for each department, including Student Support Services, Veterans Success, Tutoring, Academic Advocacy, and the Office of Transfer Student Success. These functional teams fostered ongoing dialog between departments with presence across all campuses to build collaborative relationships, share tools and training, and develop cohesion between campus offerings.

As a result, the Office of Academic Advocacy assisted St. Petersburg campus with recruitment and training for new first year advocate and the Sarasota-Manatee campus with training of new Assistant Director for Advising and Advocacy. The collaboration lead to the adoption of a new leadership structure of Lead Advocates to guide and supervise the unique work of each of the advocate teams and support partners on other campuses.

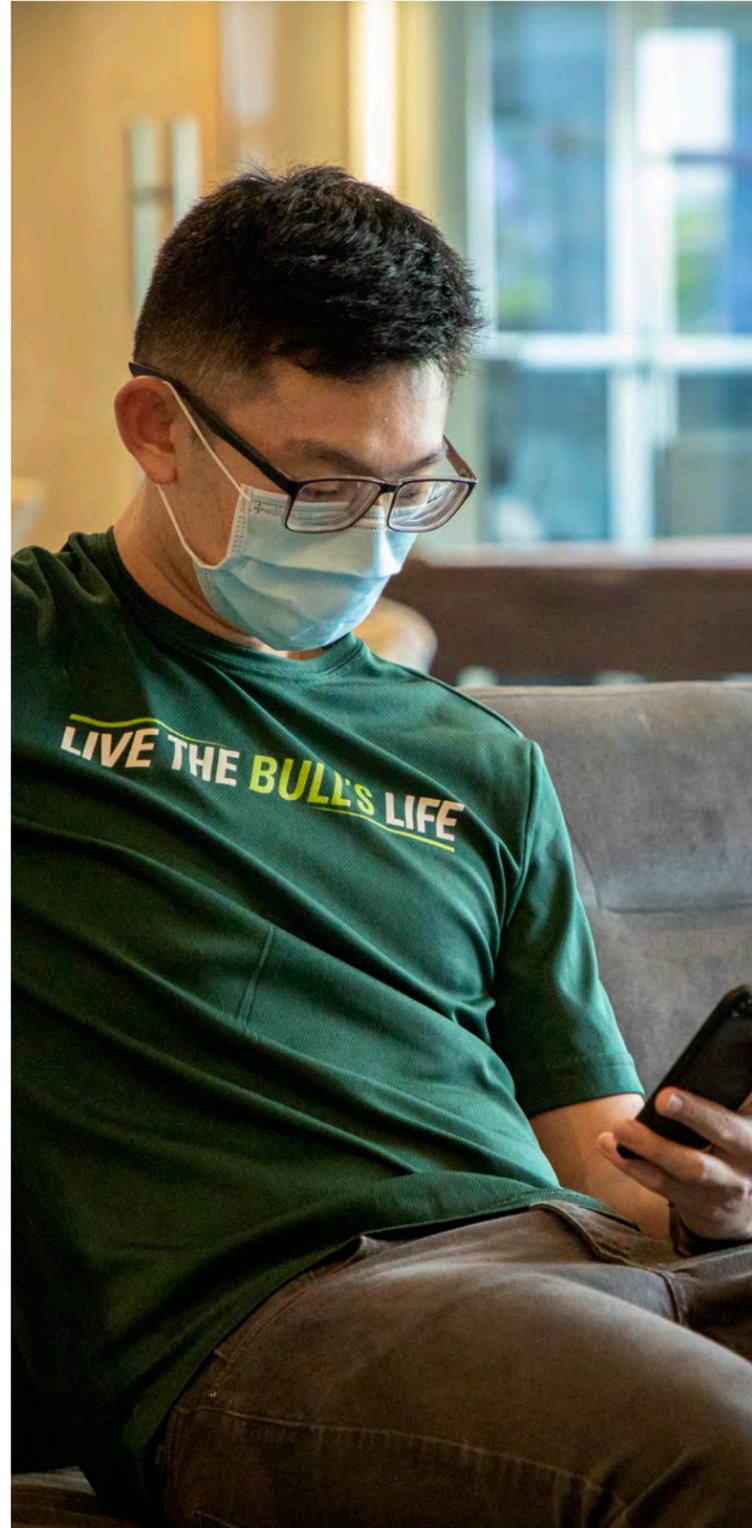
Additionally, Undergraduate Studies created an ARC Committee with membership from all campuses to work together on ARC petitions from students.

The Office of Transfer Student Success plans to convene a Transfer Success Council in the upcoming academic year to involve personnel from all campuses to align and improve efforts to support our transfer student population.

COVID-19 Response Highlights

- Upward Bound was creative in providing solutions to make the online shift for their high school students, who typically come to campus for tutoring and special programming on weekends and throughout the summer. With support from campus partners, students without laptops received a loaner from the Library. IT set up USF Net IDs so the students could access USF technology, such as Teams, so they could actively participate with virtual tutoring sessions and workshops. When Upward Bound discovered their high school students were food insecure, the staff collected food to be distributed to approximately 40 families in a drive-through setting every two weeks.
- The Academic Success Center provided 100 percent of learning support online resulting in 99 percent of students surveyed recommending this service to other students.
- The Office of Undergraduate Research organized an Undergraduate Research conference on Canvas where 187 students presented their research and 400 USF students, staff, and faculty engaged with the presentations in Canvas.
- Student Support Services sought permission from its funding source (USD OE) to purchase laptops for remote work by students; created virtual programming, group workshops, motivational speakers, field trips, and social events to promote student engagement.
- The Global Citizens Project-led study abroad experience with the University of Exeter and its Grand Challenges program was adjusted to a virtual experience with a total of 24 USF students participating in the June 2020 and 2021 program.
- The Office of Veteran Services created an online Veteran and Veteran Dependent Orientation Canvas Course for incoming students that included three

modules and a quiz sent to the students prior to their USF Orientation. Students received timely information in order to successfully apply for VA Education Benefits with no lapse in benefits.



Shared Best Practices

Community Development & Student Engagement

- Times Higher Ed Campus Advice Article: <https://www.timeshighereducation.com/campus/how-universities-can-support-students-return-campus-autumn#>
- At the NASPA Region III Drive in Conference in October 2020, Olivia Norton (GA) presented on the CLCE's Stampede of Service program and monthly engagement model. She was asked for resources and followed up with by participants from Stetson University.
- At the 2020 Student Organization Summit, Kaylan Burns, Coordinator for Student Organization Development, presented on the CLCE's approach to election cycle-based re-registration for student organizations to promote more intentional succession planning and officer transition for student organization incoming and outgoing leadership. After this program, professionals from other institutions connected to learn more about the shift to election-based re-registration and implementation plans for future success in transition programming.
- Ren Bradley-Tyler presented three times at NACA "DEI 101, LGBTQ+ training, and a DEI competency presentation.
- The University of Florida modeled their SG advising structure in part after the SGATO model.
- USF was the first Florida SUS institution to implement the new Title IX regulations in a Formal Hearing. Information was shared with Florida SUS schools during monthly FL SUS Director calls.
- USF was the first FL SUS institution to update the Student Code of Conduct to reflect changes to Title IX and HB233.
- Miranda, M.L. (2021, June). Identifying, Defining, and Acknowledging Hazing in Our Community. Presented at the annual Hazing Prevention Institute, Virtual.
- Bureau, D. & Miranda, M.L. (2020, November). AdvanceU: Assessment During Unprecedented Times. Presented for the Association of Fraternity/Sorority Advisors AdvanceU Series. Virtual.
- New College of Florida reached out to CSI staff to learn more about marketing and promotional efforts for the Centre Gallery and Artist Selection.
- Rachel Griffin, Program Coordinator - Transfer Orientation, served as Facilitator for the Returning Orientation Leader Institute at the Southern Regional Orientation Workshop (SROW) and was co-presenter for the Hero's Journey idea and Burnout with the University of Alabama.

Community Engagement & Career Readiness

- Conference presentations were provided to AAC&U by the OCEP team with specific Covid-19 related topics.
- Career Services shared with other state universities and colleges the steps and programs we were offering virtually during the pandemic shut-down.

Student Success St. Petersburg campus

- The COMPASS program, specifically PATHe (Pinellas Access To Higher Education) provided ‘Discover Your PATHe’ workshops to help de-mystify college admissions process for Pinellas County students and parents.
- Dr. Patricia Helton served as a faculty member for Academic Impressions Virtual Conference: Anti-Racism in Higher Education: Ensuring It’s a Movement, Not Just a Moment. The Race & Social Justice Hour program created at USFSP was the “best practice” program that was featured in one of her presentations.

Student Success Sarasota-Manatee campus

- One notable best practice model with other universities is in regards to Orientation. Members of the OneUSF Orientation team attended monthly FL SUS Orientation meetings. These monthly meetings were an opportunity for Orientation professionals across the state of Florida to come together to share updates on facilitating Orientation in the middle of a global pandemic, student leader recruitment/training, budget concerns, communications & marketing, etc. This was also extremely helpful when legal ramifications arose during the past year at other Florida universities regarding the Florida State Statute mandating that students are only charged an orientation fee of \$35. Members of the OneUSF Orientation team often shared current practices implemented on our respective campuses and how to implement those on the other respective campuses.
- Another best practice model is the Cross College Reverse Career Fair, held virtually on March 25, 2021. In its third year, the reverse career fair places students behind the hiring table, giving them the advantage to interview potential employers. Employers are invited to participate based on students’ career interests. Students are initially required to attend training sessions led by recruiters and business leaders designed to prepare students for the fair. Students also receive one-on-one coaching sessions to quickly develop rapport with employers, share their story, inquire into the requirements of positions, and connect the dots between their qualifications and the position. The collaboration among the local institutions included New College of Florida, Ringling College of Art & Design, State College of Florida, and the University of South Florida Sarasota-Manatee campus. This increased and diversified the talent pool and attending employers to ensure equitable access to opportunities. The collaboration increased employers recruiting with USF by 34%.

Undergraduate Studies

- Office of Transfer Student Success presented at the Florida Summit on Accelerating Transfer Success on October 26, 2020.
- On May 14, 2021 our Academic Recruiter Advisors presented at the virtual Florida Academic Advising Association (FLACADA) conference on Transforming the Student Experience for Community College Transfers Through a Research University Program.
- Air Force ROTC Detachment 158 hosted more than 30 officers from Air Force bases throughout Florida for two Career Day events, providing insight into the career options and service expectations in their future. The detachment also continued as 1 of 10 universities nationwide to participate in the Air Force Academy’s Exchange Program for the third year running; it hosted an Academy cadet in the Fall 2020 term and is scheduled to host another in Fall 2021.
- Office of Academic Advocacy responded to consultation requests from national higher education practitioners via virtual meetings and a Progression Advocate participated in a panel on Student Persistence and Retention Today via the Gardner Institute in spring 2021.
- USF and UMBC collaborated to present on the Academic Advocacy model for the National Student Success Speakers Series in April 2021.
- First-Year Advocates presented at the FLACADA virtual conference.
- Dr. Rahi Dayerizadeh and Parandoosh Sadeghinia, Ph.D. Candidate, presented at the: Association of American



Colleges and Universities (AAC&U) conference in January 2021 on “Operation: Global Action, a High Impact Practice” and American Association for Adult and Continuing Education (AAACE) conference in October 2020 on “COVID-19 and Distance Learning: Application of Adult Education and HRD Principles”

- Dr. Kristen Gay, Assistant Director of the Writing Studio, Academic Success Center, published: Promoting Writing as a Core Competency for Psychology Majors: Challenges and Opportunities. Co-author: Tiffany Chenneville. Scholarship of Teaching and Learning in Psychology.
- Dr. Kyna Betancourt, Assistant Dean, presented at the Gardner Institute’s Social Design series on using Curricular Analytics to reduce curricular complexity and increase student success.
- Dr. Melissa Irvin: Teaching Data Leadership, Culture and Strategy course for EDUCUASE Institute (Spring 2021)
- Dr. Melissa Irvin, Panel Webinar: Hardy, D., Irvin, M., & Peters, S. (2021, February 24). Digital Inequity Revealed. [Web Forum]. Panel conducted by the Gardner Institute as part of the Transformative Conversations: Restore and Rebuild 2021 series.
- Dr. Melissa Irvin, Moderator: National Student Success Conference 2021 Speaker series. That’s what we reckon: Observations on efforts to equitably transform student success in present and future. (2021, January 27)
- Dr. Melissa Irvin and Dr. Fai Howard Presentation: Howard, F. & Irvin, M. (2020, October 5). Confronting bias in the creation of a student-ready college [Webinar]. Concurrent session at We All Rise: The Biennial Conference on Equity and Completion.
- Dr. Melissa Irvin Presentation: Irvin, M & Landis, L. (2020, July 15). Technology-mediated advising reform at the University of South Florida: A case study [Webinar]. The Consortium for Student Retention Data Exchange.

Awards & Recognition

Community Development & Student Engagement

- \$3,000 in Voter Engagement Funding Awarded: USF was awarded a total of \$3,000 in grants to support our voter engagement initiatives during the 2020 election cycle.
- The Students Learn, Students Vote Fall Mobilization Award of \$1,000 was granted to support nonpartisan student voter engagement efforts related to National Voter Registration Day, National Voter Education Week, Vote Early Day, and general GOTV activities.
- The Florida Student Voting Virtual Summit mini-grant of \$1,000 was awarded for USF's participation in the summit and commitment to utilize the information and resources from the event in our voter engagement activities.
- NextGen, in partnership with Flytedesk, awarded \$1,000 for our involvement in distributing registration forms to be made available for USF community members in approved locations around campus and the surrounding area.
- USF ranked fourth in the nation for National Voter Registration Day Signups.
- USF ranked in the Top 25 among 200 campuses nationwide for TurboVote Users in 2020.
- Danielle McDonald was selected to serve on the NASPA AVP Steering Committee.
- Monica Lee Miranda received the Inaugural Lifetime Achievement Award in December 2020 from the National Association of Latino Fraternal Organizations (NALFO).

Community Engagement & Career Readiness

- Peter Thorsett received the President Award from Florida Association of College & Employers (ACE) for service to the association and the field.

Enrollment Planning & Management

- Dameion Lovett was recognized by the Florida Association of Student Financial Aid Administrators for his service as President during 2020-21.

Health & Wellness

- The Counseling Center won the "I heart diversity" Partner of the Year award from the USF Office of Multicultural Affairs in Spring 2021.
- The Clinical Services Committee of the Counseling Center was awarded the Innovation Award from USF Student Success in October 2020.
- Darleen Gracia, PsyD, and Dani Rosenkrantz, PhD, received USF Pride Awards (Staff) from the USF Committee on Issues of Sexual Orientation and Gender Identity in Spring 2021.



- Michael Rogers, PhD, received a USF Distinguished Undergraduate Psychology Alumni Award from the USF Psychology Department in Fall 2020.
- Health & Wellness received the EverFi Campus Prevention Network “Seal of Prevention”.

Student Success Sarasota-Manatee campus

- Bart Stucker was recognized with the USF Outstanding Staff Award, as well as named one of two winners of the USF Employee of the Year Award during a virtual ceremony that took place in October 2020.
- The Office of Student Services team of Topher Mowry, Tim Thomas, Cristyne Ramirez, and Darren L. Gambrell were featured as a Hero Among Us in the USF Official Magazine (Winter 2020).

Student Success St. Petersburg campus

- Dr. Anita Sahgal was named to the Elements of Excellence Committee.
- Dwayne Isaacs, director of Student Life & Engagement at the University of South Florida’s St. Petersburg campus, received the 2021 Legacy Leader Award from the Association of College Unions International (ACUI).
- Victoria Beltran was named the American Association of Sexuality Educators, Counselors and Therapist, Sexuality Educator Award for 2021.
- Joseph Contes was given the Best Practices and Institutional Impact Award from the National Association for Behavioral Intervention and Threat Assessment (NABITA).

Undergraduate Studies

- The Office of Veteran Services was ranked No. 19 overall among public universities and No. 5 within the southeastern United States by Military Times Edge magazine as the top college for veterans.
- Shane Combs was a Provost Awardee and Shelia Goeth was awarded the Honorable Mention for the Outstanding Undergraduate Academic Advising Award.
- The Office of Transfer Student Success received a \$500 grant from the National Institute for the Study of Transfer Students (NISTS) that was recommended by a USF transfer student who was selected for the 2021 NISTS National Transfer Student Award.
- The Army ROTC Suncoast Battalion’s success earned the coveted General MacArthur Award for 6th Brigade of Cadet Command as #1 of 39 battalions in the southeast region of the United States including Florida, Georgia, Alabama, Mississippi, Louisiana, and Puerto Rico. This award was given for the development of exceptional Second Lieutenants and making a positive impact on the community.
- LaTosha Thomas was an honoree for the USF Ambassadors Apple Polishing Ceremony and was on the USF Black Employee Steering Committee.
- Office of Transfer Student Success received the USF Student Success Partnership Award.
- Dean Allison Crume was selected as a Center of Influence by the U.S. Army ROTC 6th Brigade to participate in the annual U.S. Army ROTC Center of Influence Institute at Ft. Knox, KY in June 2021.



Moving Forward

- As the university begins the 2021-22 academic year, Student Success is optimistic that the pandemic is waning and the unit will soon be able to deliver our services, experiences, and supports for Student Success in a more normalized environment. The pandemic did thrust the university into the digital age, teaching us new modes and practices to connect with students – lessons learned that Student Success plans to leverage moving forward.
- The Student Success Work-a-Bull Teams will continue their ONE USF dialog and action plans to ensure students are fully supported by an aligned menu of services delivered conveniently from their campus or readily accessible via another.
- The groundwork for access, diversity and inclusion will be significantly furthered in the coming year as we anticipate the development of more effective strategies for recruiting and enrolling Black students in the region as the result of a grant from Helios Education Foundation. Additionally, the Office of Multicultural Affairs is expanding its staffing and scope to all campuses and will leverage the excellent work of the St. Petersburg campus’ Racism and Social Justice Meetings and Action Plan, as well as the partnership with USF’s Institute for Black Life and Dr. Elizabeth Horge-Freeman, Associate Professor of Sociology and Senior Advisor to the President and Provost for Diversity and Inclusion at USF.
- To address the retention and progression of male students, a recognized completion gap for USF, Student Success is piloting a mentoring program in the fall of 2021 to help ensure that male students have the resources and support needed to complete their planned program of study and, ultimately, achieve their educational goals. The program is designed to provide a highly focused and integrated model of academic, career, co-curricular and social resources to incoming male students as they navigate the university environment.



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