

UNIVERSITY OF SOUTH FLORIDA

Consolidation
Planning Study and
Implementation
Task Force



PUBLIC
COMMENT
RECORD

University of South Florida
Consolidation Planning Study and Implementation Task Force
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Introductory Information

In accordance with the Florida Excellence in Higher Education Act, the USF Consolidation Planning Study and Implementation Task Force was established. The law requires the Task Force to make recommendations to the USF Board of Trustees on areas including student access, shared governance, academic programs and campus identity. The Task Force is comprised of members of the community, the President of USF and the Regional Chancellors at USF St. Petersburg and USF Sarasota-Manatee and is operating from a shared set of guiding principles set forth by the USF Board of Trustees.

Hearing from faculty, staff, students and community members is an important part of the Task Force's charge. In order to do so in a meaningful way, the Task Force held a series of Town Hall meetings, one at each USF campus. These Town Hall meetings invited the USF community to share public comment regarding USF accreditation consolidation and were held during the following times:

Aug. 22, 2018 | 3:00 PM

USF Tampa, Marshall Student Center 3707

Sept. 11, 2018 | 2:00 PM

USF St. Petersburg, Student Center Ballroom

Oct. 2, 2018 | 3:00 PM

USF Sarasota Manatee, Selby Auditorium

Additionally, the Task Force has accepted comments via an online portal and email. This document provides a summary of the public comment received to date from the Town Hall meetings and online submissions. The online portal for public comments can be found here: bit.ly/usf-consolidation

Tampa Town Hall
August 22, 2018

- 1.** Dr. Robert Frisina, Director of Biomedical Engineering at USF Tampa, commented that this process must recognize how preeminence was reached, and that USF should still continue to utilize concerted strategic planning efforts. He stated that not everything can be funded, therefore USF must remain strategic and selective in that sense.
- 2.** Dr. Timothy Boaz, President of the USF Tampa Faculty Senate, described the transformation USF has made in the last thirty years, stating that the greatest achievements came from a gradual, deliberate process rather than dramatic changes. He also recognized that resources need to be allocated correctly and that it may take some time for those allocations to be effective.
- 3.** Dr. Michael Cross, Director of the Office of Undergraduate Research, observed that not only is the USF System consolidating, but also the USF community as whole. He requested as a faculty member that more communication may help him better understand the high-level implications of his role in consolidation alongside communication to students regarding new opportunities presented by consolidation.
- 4.** Dr. Gregory Teague, faculty member at USF Tampa and Special Advisor to the President for USF System Strategic Planning, explained there is a lot of interest in the outside perspectives that the Task Force will bring, but there is still some fear of loss of autonomy at regional campuses. He described that there is desire for strong resources, but priorities should still remain for research and strategic investment, departmental success that furthers student success. Involvement by those who will be affected by decision-making and communication among workgroups should happen as early as possible.
- 5.** Dr. Stephen Turner, faculty member at USF Tampa, described the past structure before separate accreditation, noting that faculty had to report to two different supervisors, which often created issues. He recommended that academic and administrative governance need to be united.
- 6.** Dr. Scott Besley, faculty member at USF Tampa, discussed the General Education Council, which has recently been working to revise the general education curriculum. They have created a flexible model with a pyramid for student achievement. He stated that there should not be many issues with general education through consolidation and the council is ready and willing to take on the task.
- 7.** Dr. Robert Bishop, the dean of the College of Engineering, stated that the college is growing and is rising in the ranking. He stated he would like to be able to expand the college to all campuses, but more resources would be needed to extend the programs.
- 8.** Dr. Richard Manning, faculty member at USF Tampa, recommended that the Task Force ensure the individuals who will be impacted by the changes brought forth by consolidation are consulted during the process. He commented that Task Force is largely comprised of community members

and recommended that they consult faculty at every stage of the consolidation process.

9. Dr. Paul Atchley, Dean of Undergraduate Studies, commented that there needs to be more investment and more structure in order to get the best results rather than asking current employees to double up on responsibilities.

10. Dr. Julie Leos, Assistant Dean of students at USF Tampa, spoke regarding housing and residential education, stating that it is a growing powerhouse aiming to create a residential experience that is above all other universities. She recommended that when considering consolidation, residential education should be consistent with student success.

11. Dr. Steven Surrency, faculty member at USF Tampa, recommended that the principle of subsidiarity is honored as much as possible. Additionally, he recommended that programs are not too rigid, as it makes it difficult for departments to follow if there is no flexibility.

12. Dr. Jill Roberts, faculty member at USF Tampa, asked that the Task Force be aware that faculty are heavily invested in their own curriculum, which often takes countless meetings, hearings, and battles to create. She also recommended that the Undergraduate Council is consulted regarding consolidation of councils and other efforts.

13. Cliff Henderson, faculty member at USF Tampa, expressed concern regarding student access with research facilities possibly being spread across campuses. He stated that it does not take much geographical distance to create issues for student access, which he experienced working at other universities with campuses only 4-5 miles away.

14. David Naar, faculty member at USF Tampa, recommended that a student from each campus be on the Task Force for equal representation.

15. Valerie Harwood, faculty member at USF Tampa, expressed concern regarding merging two biology departments, as they have been autonomous and well-established with different degree programs and research assignments for years. She urged the Task Force to involve faculty as much as possible.

16. Ralph Wilcox, Executive Vice President and Provost of the USF System, commented that it is important to speak about student success when discussing student access. He also spoke regarding the Preeminence designation and how it would help extend access to students in St. Petersburg and Sarasota-Manatee.

17. A member of USF Tampa Student Government commented that there have been great strides toward connecting students, faculty, and administration. He stated that connecting these groups facilitates success all around. He requested that opportunities to continue these relationships still remain.

St. Petersburg Town Hall September 11, 2018

- 1.** Dr. Patti Helton, Regional Vice Chancellor for Student Affairs at USF St. Petersburg, expressed concern regarding the raising of admission standards at USF St. Petersburg, which may limit student access.
- 2.** Dr. Melanie Reidinger-Whitmore, faculty member at USF St. Petersburg, reminded the Task Force that there needs to be a balance between maintaining excellent teaching and small class sizes while growing research opportunities. She also noted that USF St. Petersburg will need space, buildings, and research infrastructure to continue to succeed and offer more opportunities for students.
- 3.** Kaeden Kelso, USF St. Petersburg SGA President, asked the Task Force to preserve USF St. Petersburg's unique identity including smaller classes and the community. He also suggested the addition of athletics and Greek life could be beneficial to the campus as well as adding programs in high demand fields in the community such as nursing, engineering, computer science, and the arts.
- 4.** Dr. Jacob Diaz, Dean of Students at USF St. Petersburg, commented that he was drawn to USF St. Petersburg by the diversity, inclusion, and opportunities for everyone in the community. He expressed his excitement and fear of what may be gained and potentially lost in consolidation, but ultimately that USF must continue to improve student access and success.
- 5.** Diane Morton, Executive Director of the Warehouse Arts District Association, recommended that more arts and culture be woven into the curriculum at USF St. Petersburg alongside partnerships with non-profits in the area.
- 6.** Dr. Michelle Madden, Director of Institutional Effectiveness and Assessment and the SACSCOC Liaison at USF St. Petersburg, recommended that the Task Force consider the SACSCOC guidelines regarding "branch campuses" and "instructional sites." She would like to see USF St. Petersburg and USF Sarasota-Manatee remain branch campuses rather than become instructional sites.
- 7.** Jason Mathis, CEO of the St. Petersburg Downtown Partnership, described the five programmatic elements that should be focused on during consolidation: arts, engineering, health care, business and entrepreneurship, and continued support for marine science. He expressed his hope that consolidation will bring new resources and opportunities.
- 8.** Dr. Catherine Cardwell, Dean of the Library at USF St. Petersburg, shared that the library is a "learning laboratory" for the campus and has many great resources that are utilized. She emphasized that when programs expand, resources will also have to increase to meet the demand from faculty and students.
- 9.** Robert Kapusta, Managing Partner of Fisher & Saul's, P.A., stated that USF St. Petersburg originally advocated to be separate because it was not treated equally with USF Tampa. He suggested that

this was an opportunity to set the right priorities at USF St. Petersburg and create a more equal structure, as well as improve the opportunity to set the right priorities at USF St. Petersburg and create a more equal structure, as well as improve the arts curriculum as the community demand grows and increase the capabilities of the marine science program.

10. John Hamilton, St. Petersburg community member, expressed three areas that he believed the Task Force should take note of: 1. Expanding research due to influx of new resources; 2. Expanding programming in the arts; and 3. Need for activities on USF St. Petersburg campus such as athletics, intramural sports, and Greek life.

11. Karly Taylor, student at USF St. Petersburg, described her experience and explained she choose to attend USF St. Petersburg over USF Tampa due to the smaller atmosphere and the student voice on campus.

12. Dr. Joan Reid, faculty member at USF St. Petersburg, expressed her concerns regarding consolidation for faculty. She recounted an incident between herself and an employee from the Tampa campus who suggested that their programs would be separated and she would no longer be a part of the same department. She asked that the Task Force ensure that all voices are heard and equal in the process.

13. Sheila Cowley, a playwright in St. Petersburg, recommended that more performing arts be incorporated into the curriculum, as there is a built-in audience for performances and many opportunities in the area.

14. Jadzia Duarte, student at USF St. Petersburg, expressed her concern that consolidation might hinder progress toward sustainability efforts at USF St. Petersburg. She also stated that the small campus environment made the transition from high school to college easier, asking for assurances that the missions and visions of each campus are blended to ensure new students are afforded the same opportunities as she was given.

15. Paula Kramer, St. Petersburg Dance Alliance, commented that consolidation is an opportunity to fill an obvious void in the Arts and the growing dance community in St. Petersburg.

16. Crystal DelGiudice, former USF Student, shared that as a graduate from the USF dance performance program, there is a critical need for greater investments in the arts at the St. Petersburg campus, including dance, theatre, and music.

17. Samantha Fiore, student at USF St. Petersburg, described the tightly-knit community at USF St. Peterburg due to student leaders on campus. She wanted to ensure that student voices at USF St. Petersburg are heard regarding consolidation in order to keep its unique personality.

- 18.** Dr. Sri Sundram, Dean of the Kate Tiedemann College of Business at USF St. Petersburg, recommended that the Task Force rethink how each campus can best serve their community with the programs offered as well as ensure that faculty and staff are involved in the consolidation process. He also noted there is a very strong community at USF St. Petersburg and the economic and social impact of consolidation needs to be considered.
- 19.** Dr. Allyson Watson, Dean of the College of Education at USF St. Petersburg, described her thoughts as USF moves into a “new era,” including the inclusive community, research and innovation, and sustainability aspects at the St. Petersburg campus. She emphasized the shortage of k-12 teachers, yet low demand for teaching programs demonstrates a need for revised curriculum to include interdisciplinary education
- 20.** Dr. Magali Michael, Dean of the College of Arts and Sciences at USF St. Petersburg, expressed her hope that consolidation will increase potential at USF St. Petersburg. She described several areas of research in which faculty are excelling, as well as many current successful programs and her expectation of growth. She also mentioned the possibility of forming a College of Interdisciplinary Studies at USF St. Petersburg.
- 21.** Dr. James Moy, Dean of the College of the Arts at USF Tampa, expressed that it may be difficult to transfer infrastructure from one campus to another but that there is a desire to share more resources in the Arts as there is a need for more art-related programs at USF St. Petersburg.
- 22.** John Collins, Executive Director of the St. Petersburg Arts Alliance, shared some examples of ways that USF St. Petersburg could develop arts programming, which include local internships and community service projects as well as requiring some arts courses that fit in with non-arts majors.
- 23.** Donna Knudsen, Director of the Office of Graduate Studies at USF St. Petersburg, explained that when students are surveyed at the beginning of their time at USF St. Petersburg, the number one reason they are satisfied is because of the faculty. She stated that they are also surveyed when they leave, which is often due to lack of programs and graduate student funding.
- 24.** Jay Sokolovsky, faculty member at USF St. Petersburg, expressed deep concern that consolidation was passed through the legislature without consulting the community. He cited his experience as an instructor at both USF Tampa and USF St. Petersburg and how the campuses operate differently. He referenced his work at the University of Maryland, describing that when consolidated, the branch campus become an Honors College; he recommended USF consider doing the same with St. Petersburg.
- 25.** Tonya Elmore, President and CEO of the Tampa Bay Innovation Center, reminded the Task Force that this center will require strong talent from the College of Business and Entrepreneurship program at USF St. Petersburg for success. She asked that they continue to look at the economic

impact for sponsored research and programs, including developers, data scientists, and engineers.

26. Chris Steinocher, President and CEO of the St. Petersburg Area Chamber of Commerce, commented on the strong love the community has for the city of St. Petersburg. He described the community support and demand for local businesses, as well as the hope that the community will continue to grow in art and design, specialized manufacturing, marine and life sciences, data analytics, and financial tech and services opportunities.

27. Dr. James McHale, faculty member at USF St. Petersburg, described the difficulty of conducting research at an institution that cannot keep excellent faculty members due to severe lack of start-up funding. He expressed his desire to see consolidation uplift campuses with more funding for ground-breaking research.

28. Hugh Tulloch, community member of St. Petersburg, recommended that USF St. Petersburg launch an International Relations program, as there are many faculty with the proper credentials that could support it.

29. Mark Aeling, sculptor and President of the Board of the Warehouse Arts District Association, described the growth in the arts community in St. Petersburg that has a mission of creating sustainability for the arts.

30. Representative Wengay “Newt” Newton expressed his support for the USF community and recommended that STEM be embraced to help bring well-paying jobs to the area.

Sarasota-Manatee Town Hall

October 2, 2018

- 1.** Dr. Anila Jain, USF Sarasota-Manatee Campus Board member, expressed her concern that the majority of the students at USF Sarasota-Manatee are first generation college attendees and may not have had the opportunity for a college education without the regional institution. She also noted the low student to faculty ratio and the unique hospitality and cybersecurity programs that are vital to the community. She also mentioned that many students work full time and it is important to expand to support the workforce needs.
- 2.** Dr. Carol Probstfeld, the President of State College of Florida, noted that State College of Florida's closest and largest partner is USF Sarasota-Manatee. There is a need for local control and local authority for academic programs.
- 3.** Dr. Richard Barnhouse, Vice President for Strategic Enrollment Management at State College of Florida, discussed the importance of USF Sarasota-Manatee offering upper-level and graduate-level coursework for local students as well as the importance of local decision-making for governance but also from a curricular perspective to best meet the needs of this community.
- 4.** Linda de Mello, Director of the Cross College Alliance, discussed the Alliance and how the entities come together to re-think education for this community, while moving forward with a center for creativity and competitiveness in the community.
- 5.** Dr. Pat Moreo, Dean of College of Hospitality and Tourism Leadership (CHTL) at USF Sarasota-Manatee, explained that CHTL is an important part of the campus and is one of seven autonomous programs in the country, with three others located in Florida. He discussed that expanding the program to other USF campuses would help increase enrollment, but there still is a need for local control for partnerships and the community. USF Sarasota-Manatee has submitted a proposal to Representative Sprowls detailing how much funding is required to expand the program. ** Please see appendix for handout provided during meeting
- 6.** Keith Barron, faculty member at USF Sarasota-Manatee, expressed the need for expertis in the hospitality field to deliver hospitality courses.
- 7.** Scott Hopes, Chair of the Manatee County School Board, expressed concern that Huron had not consulted local entities when developing the initial academic structure recommendations. He recommended that the Tampa Bay 2018 Regional Competitiveness Report also be reviewed for local job information and asked that USF use this opportunity to refocus on producing the workforce needed in Sarasota-Bradenton area.
- 8.** Lee Williams, Regional Vice Chancellor for Advancement at USF Sarasota-Manatee, stated that donor gifts given to USF Sarasota-Manatee will stay there. The donor's tax receipt will be from USF Tampa, but unless the donor specifies otherwise, the money will be used at USF Sarasota-Manatee.

- 9.** Dr. Greg Smogard, Innovation and Business Development Officer at USF Sarasota-Manatee, discussed current partnerships that USF Sarasota-Manatee has with many local businesses. He stated that USFSM is already cultivating essential student skills such as creativity, communication, cultural literacy and critical thinking, but additional resources are needed to expand these programs. Maintaining local decision making authority is critical to being responsive to the needs of the community.
- 10.** Dr. Brett Kemker, Regional Vice chancellor for Academic and Student Affairs at USF Sarasota-Manatee, stated that USF Sarasota-Manatee must establish a strong sense of investment by maintaining current and establishing future colleges. While USF Sarasota-Manatee supports hosting programs from the Muma COB, there is also a desire and need to keep the College of Hospitality as well as create other new colleges. The curriculum has been developed deliberately with interdisciplinary learning and investment in these programs to provide the community with customized curriculum offerings based on local business needs. ** Please see appendix for handout provided during meeting
- 11.** Dr. Anurag Agarwal, faculty member at USF Sarasota-Manatee, stated that student success is the most important outcome, but it is often contingent upon faculty success, which will help drive up overall metrics. He shared that faculty feel it would be unreasonable for all faculty to be held to the same R1 tenure and promotion standards immediately after consolidation due to different work performance, access to resources and existing tenure and promotion guidelines.
- 12.** John Jorgensen, CEO of Sylint Group, made recommendations regarding cybersecurity and noted how Sylint is currently working with USF Sarasota-Manatee to strengthen programs and respond to the ever-changing needs in the field. He expressed the desire to keep the program local and had concerns about replicating it remotely.
- 13.** Dr. Joe Askren, faculty member at USF Sarasota-Manatee, commented that the College of Hospitality and Tourism Leadership at USF Sarasota-Manatee must remain autonomous, as recent labor statistics show that job growth in hospitality outpaces all other job growth. The partnership USF Sarasota-Manatee has with the Ritz Carlton is critical, noting many industry partners recognize that a hospitality degree is different than a business degree.
- 14.** Dr. Katerina Berezina, faculty at USF Sarasota-Manatee, expressed her excitement for consolidation, but added that she has concerns about making the College of Hospitality and Tourism Leadership part of another college. She explained that outstanding and specialized faculty alongside highly motivated students and industry partners are critical for success.
- 15.** Robert Kaplan, community member, shared the concern that students will not be accepted at USF Sarasota-Manatee based on their high school GPA, due to increased admission standards and will have trouble if they must drive back and forth to Tampa. He suggested that graduate-level courses should be removed to allow for more undergraduate courses.

- 16.** Dr. Kathy Black, faculty at USF Sarasota-Manatee, commented that there is a potential for increased visibility for USF Sarasota-Manatee's aging research and education, as aging has tremendous societal impacts, especially in Florida. She would like to see the programs at USFSM be more responsive to learners of all ages. One in five UFS Sarasota-Manatee faculty are conducting research connected to aging.
- 17.** Bill Hampton, consultant for USF Sarasota-Manatee, shared how he conducted community focus groups in the USFSM area that showed a bold vision for the campus. Consolidation provides an opportunity for the university to evaluate USF Sarasota-Manatee's role in the ecosystem as a unique piece of the system.
- 18.** Murray Devine, Communications, Marketing and Community Investment Manager for the Community Foundation of Sarasota County, discussed the partnership that USF Sarasota-Manatee has with the Community Foundation of Sarasota County. He stated that USF Sarasota-Manatee has been awarded over \$500k in grants from CFSC and \$2 million in scholarships for students. Additionally, the support provided to veterans is extremely impressive.
- 19.** Roger Frazee, community member and past chair of the USF Sarasota-Manatee Community Leadership Council, noted that USF Sarasota-Manatee must remain a regional campus, as it has always strived to meet the needs of families in the surrounding area. He stated that USF Sarasota-Manatee has high growth potential, but it needs additional resources to expand such as student housing and an academic and technology building.
- 20.** Jacki Dezelski, President/CEO of the Manatee County Chamber of Commerce, urged the Task Force to safeguard the profile and resources at USF Sarasota-Manatee, including the College of Hospitality and Tourism Leadership. She noted that the College's advisory boards are filled with top local leaders who help respond directly to local business needs in one of the fastest growing areas in the country. She also stressed the need for on-campus housing and a science and technology building as well as the value of the Cross College Alliance to the community.
- 21.** Dr. Mike Gillespie, faculty member and President of the USF Sarasota-Manatee Faculty Senate, expressed concern that USF Sarasota-Manatee may have increased demands, but less control post-consolidation. He explained the demand/control model and noted that increasing demands at USF Sarasota-Manatee require more local control in order to be successful.
- 22.** Dr. Sandra Stone, faculty member and Vice President of the USF Sarasota-Manatee Faculty Senate, underscored that one of the BOT guiding principles is to serve students. The USF Sarasota-Manatee student population is not traditional, is generally older and tends to be place-bound by jobs or personal reasons. For many USF Sarasota-Manatee is the only viable option for a four year degree and USFSM has developed programming to meet their needs.
- 23.** Jovana Hoti, USF Sarasota-Manatee student, commented how she values the low student-to-faculty ratio and ability to get a quality education close to home.
- 24.** Bob Turner, community member, commented that USF Sarasota-Manatee is valued in the community because of local partnerships with businesses. Consolidation has many positive benefits,

- 25.** Sami Araboghli , USF Sarasota-Manatee student, commented that USF Sarasota-Manatee is greatly valued by the local community and consolidation should take advantage of that. USF Sarasota-Manatee should implement more programs in the arts, as well as graduate medical programs as it is close to five hospitals. He also stated that more facilities for research (e.g. a STEM building) as well as student housing are needed to attract more students.
- 26.** Dr. Paul Kirchman, Dean of the College of Science and Mathematics at USF Sarasota-Manatee, presented a proposal that would change the current College of Science and Math at USF Sarasota-Manatee to the College of Integrated Science. He explained that USF Sarasota-Manatee is small enough to be agile and responsive to the needs of the community. He also expressed the need for resources such as on-campus housing and a science and technology building. ** Please see appendix for handout provided during meeting
- 27.** Michael Klene, Student Body President at USF Sarasota-Manatee, expressed concerns regarding possible new student fees without equivalent services. . He stated that there is significantly less facility space (sq. ft.) per student at USF Sarasota-Manatee than USF St. Petersburg and USF Tampa and reminded the Task Force that many students choose USF Sarasota-Manatee because it is cost-effective, so there should be a middle-ground regarding fees post-consolidation.
- 28.** Evan Fruehauf, Student Body Vice President at USF Sarasota-Manatee, noted his appreciation for consistent opportunities for student voices to be heard regarding consolidation. He also stated that this type of two-way communication should be available post-consolidation.
- 29.** Dr. Phillip Wagner, faculty at USF Sarasota-Manatee, expressed concerns regarding current instructor positions at USF Sarasota-Manatee, noting that instructors primarily teach lower-level general education course and are major facilitators of student success. He recommended adding greater resources and possibly multi-year contracts to improve instructor morale.
- 30.** Dr. Jane Rose, Dean of the College of Liberal Arts and Social Sciences at USF Sarasota-Manatee, shared a proposal for a new College of Integrative Studies at USF Sarasota-Manatee. She informed the Task Force that multiple interdisciplinary degrees options, blended with internships and skill building, are better positioned to advance education and enhance student success. ** Please see appendix for handout provided during meeting
- 31.** Dr. Gert-Jan de Vreede, Interim Dean of the College of Business at USF Sarasota-Manatee, explained how USF Sarasota-Manatee has changed over the years to adapt to student and community needs while performing impactful research. He stated that USF Sarasota-Manatee is making a significant contribution to a preeminent university, which calls for a balance of rights, responsibilities, authority, and accountability.
- 32.** Elizabeth Cordes, Business Program Manager at the Manatee County EDC, expressed the need for a diversified workforce for the local economy and the successful partnership with USF Sarasota-Manatee to provide resources and opportunities to the community.

- 33.** Dr. Donal O’Shea, the President of New College of Florida, informed the Task Force that Sarasota-Manatee is the only county that would not be covered by a R1 institution or a “full scale” university if USF Sarasota-Manatee no longer existed. USF Sarasota-Manatee plays an important role in responding to community needs and providing graduate level programs. He asked that USF Sarasota-Manatee receive more resources and maintain local autonomy, colleges and master level programs.
- 34.** CJ Fishman, community member and board member of CHTL Advisory Council, recommended that USF Sarasota-Manatee keep the College of Hospitality and Tourism Leadership and expand throughout the USF System.
- 35.** Lisa Krouse, Executive Vice President at FCCI, explained that USF Sarasota-Manatee has contributed tremendously to FCCI’s success through a long-standing partnership. FCCI’s strategic plan includes a strong talent strategy that needs deliberate action from USF Sarasota-Manatee to develop future leaders in the insurance industry.
- 36.** Dr. Laurey Stryker, former regional chancellor at USF Sarasota-Manatee, questioned the benefits of consolidation and views it as years of hard work for separate accreditation and establishment being taken away. She stated that resources come from community, donor, and student support. She fears that uncertainty will cause the loss of many talented faculty members and urged members of the community to contact their local legislative delegation to overturn the law.
- 37.** Destin Wells, Vice President of Business Development at the Sarasota County EDC, emphasized that change can be uncomfortable, but that consolidation presents a tremendous opportunity. He presented data regarding job growth in the area and asked that the Task Force use the data to create programs within growth areas and to ensure student success. ** Please see appendix for handout provided during meeting
- 38.** Dr. Tom Becker, faculty at USF Sarasota-Manatee, commented that it is not unusual for confusion to accompany change. He stated that he understands that preeminence moves the focus to funding. He is troubled by the fact that the Legislature prioritizes students graduating in as little time as possible over learning.
- 39.** Dr. Denise Davis-Cotton, Director of The Florida Center for Partnerships for Arts Integrated Teaching (PAInT), discussed the program and noted it provides supportive infrastructure for teaching and learning across all disciplines and opportunities for students at USF Sarasota-Manatee. She commented that the economic contribution of arts and cultural production in Florida is significant. ** Please see appendix for handout provided during meeting

40. Ernie Withers, President of Mercedes Benz of Sarasota, expressed the desire to build on-campus housing and a science and technology building at USF Sarasota-Manatee. He mentioned that consolidation for businesses means saving money and asked USF Sarasota-Manatee be represented to ensure faculty and staff portions are not eliminated and the campuses are provided with a fair share of resources.

41. Lauren Henry, former student at USF Sarasota-Manatee, shared that one of the things that makes USF Sarasota-Manatee unique is that it is truly a regional campus that tailors programs to community needs and provides a personalized learning experience. The campus is poised for greatness and as it continues to grow, it will need more resources such as housing, academic buildings, and faculty. She requested that the community stay involved and that the campus remain autonomous.

42. Charles Baumann, community member, expressed his concerns for consolidation noting he would like to ensure the campus is represented, has sufficient resources, and the ability to create new academic programs without approval from USF Tampa. He stated that community and academic partnerships need to be sustained and encouraged.

Online Comment Submissions

1. Randall Russell, President & CEO of Foundation for a Healthy St. Petersburg submitted via online portal: "The ability to connect students who can access the potential expansion of programs offered at USFSP from other campuses can: 1) propel community connections to students adjacent and/or near USFSP campus; 2) Offer interdisciplinary programs and degrees to fuel a changing economy and creative new career pathways; and 3) craft advanced degree programs to grow and sustain new talent in the unique USFSP environment. University ivory towers are created when the local surrounding and adjacent communities are ignored. The impact USFSP can have on people who have generational poverty, higher rates of unemployment, and poorer health outcomes because of these conditions will greatly benefit if USFSP can find partnerships with community leaders to bridge access. The Foundation is interested in supporting the bridges being built between St Petersburg College, the Pinellas County School Board, and the Pinellas Technical College to address resident pathways to meaningful and immediately useful degree programs from USF. This connects to the interdisciplinary programs. The second area could be amassing the wide-ranging and deep talent of the faculty in Tampa and Sarasota who can work with degree programs that are interdisciplinary. I am the graduate of an Individualized Major Program from Indiana University where I bridged political science, with german, and music to earn a bachelor of arts offering multiple job options as one example. Finally the use of advance degree offerings locally."

2. Elizabeth Wilder, a USF Tampa student, submitted via online portal: "It would improve the student experience at USF if there was more study rooms. During the semester we struggle to find seating to study in between classes. Often times my peers and I have to sit on the floor of the NES because there are not enough tables. However it is not just a problem in the NES, it also extends to other building on campus."

3. Janet Schalk, an alumni and current graduate student, submitted via online portal: "I am very pleased about USF's new status as a preeminent university. I also understand this requires the consolidation of accreditation of the multiple USF campuses. It seems that this would be a welcome move for all campuses, despite past initiatives to pursue SEPARATE accreditation in order to maintain the independence of USFSP and USFSM. I assume that the sister campuses would be happy to facilitate consolidation, but I'm sure they're concerned about potentially losing some of their independence in the process. I hope that the Task Force will go above and beyond in making sure the needs of the sister campuses are addressed in the consolidation process, and that the Task Force makes an extra effort to maintain the identities of these campuses."

4. Emma Huffner, a community member, submitted via online portal: "Nice that budget is being taken into account of in this law. Also nice that they're trying to be more beneficial to students across the three campuses and providing a sense of togetherness."

5. Jamie Bennett, a doctoral candidate, submitted via online portal: "I am a former foster youth, former Academic Success Coordinator at USFSP, and current student pursuing an Ed.D in Program Development/Innovative Education at USF. I wanted to provide comment on the unique challenges for youth who are in foster care, have been adopted as teens, or have aged out of the foster care system. Financial aid programs exist but more should be done to reduce inequities for this population. County/region wide data on educational outcomes for student from foster care is not readily available, but specific data on foster youth population at USF can be obtained through the cashier's office as these students use a waiver for their tuition. I encourage USF to consider this unique population when thinking about access for vulnerable students. These students experience challenges at a higher rate than the average student in navigating university from enrollment through completion due to lack of family support, limited experience in navigating higher education systems, and potential residual effects of a childhood spent in foster care. Financial support alone is often not enough to help students from foster care enroll in college and earn a bachelors degree in a timely manner." ** See appendix for an overview of the national snapshot regarding this topic by former foster youth Molly Sarubbi

6. David Thompson, USF St. Petersburg alumni submitted via online portal: "I served as Student Body President when consolidation was passed into law and throughout the early process. Earlier this year on behalf of Student Government I submitted a letter to Rep. Sprowls, Sen Brandes, and the USF Board of Trustees and System Leadership. We interacted with students across our campus and came up with a list of key priorities during the legislative process. I would like to reiterate those concerns for the transition task force.

- 1. A continued commitment to small class sizes and a low faculty to student ratio on the St. Petersburg Campus.
- 2. Local empowerment to continue campus specific programs, like the Honors College and Compass FYE.
- 3. Student Government authority to finance and support clubs and organizations, as well CTF, SGEF, and student fees based out of the St. Petersburg.
- 4. Continued development of the physical aspects of our campus with investment in new capital projects and completion of existing ones. 5. Financial and Staff support for the presence of Fraternity and Sorority Life, Intercollegiate Athletics, and an Office of Research and Innovation based out of St. Petersburg. 6. A diverse and inclusive Student Body should remain at the forefront of our mission."

7. Lisa Vanover, a community member and graduate student at USFSP, submitted via email: "Thank you for your work to strengthen the USF System through this consolidation. I appreciate the time you are giving this important endeavor.

I'm a proud USFSP stakeholder, many times over: employer of USFSP graduates in my former business; spouse of an associate professor; collaborator regarding sustainability and civic engagement initiatives; graduate student in the MBA program; and, since April, member of the Kate Tiedemann College of Business team. Also, I have hired USF Tampa graduates, and I plan to get my doctorate there. In other words, I am a true Bull.

I am writing this as a graduate student and as a community member only. I wanted to listen to the Town Hall, see what the common threads were, and then provide a comment, so thank you for accepting written comments.

Before I joined the USFSP team, each time I came to the campus, I walked away feeling deeply connected, enlivened by the beauty, vibrancy, and culture of the place. Now, I hear that feeling resound in the pride that faculty, staff, and students take in being a part of the campus. And at the Town Hall, I heard students, alumni, community members, and industry partners all speak with love for the unique, innovative place that is USFSP. Chancellor Tadlock aptly described the symbiotic relationship between the City and the University; "we are the City, and the City are (sic) us." Geographers call this kind of love place attachment.

With the consolidation, we have the opportunity to become stronger by joining with USF Tampa and USFSM. I support the consolidation and our collective work to meet and exceed preeminence levels and obtain the top level of performance-based funding. As a data geek, I appreciate the importance of driving the numbers, and I understand why most of the consolidation and overall metrics are focused on student success and revenue.

I have three points I ask you to consider in your work:

- I hope you will agree that we have an opportunity to ensure goals and metrics regarding place attachment, engagement, culture, and satisfaction are on the list and tracked over time. These additions would ensure that the USFSP vibrancy, uniqueness, and sense of place are not lost in this transition. This could be measured by things like: Number of students, visitors, faculty, and staff ranking our campus high on a sense of place and innovation scorecard - Number of undergraduate students who would return to USFSP for their Master's degree and Faculty and staff satisfaction and retention
- Like others, I was a bit concerned regarding the future SACSCOC status of USFSP because section 1004.341, the statute section authorizing these campuses, does not include the word "branch." As you heard on Tuesday, there was a considerable, and understandable, amount of concern regarding ensuring USFSP remains strong for our community. While community members did not use SACSCOC status language, they may not know about structure options and their relationship to institutional strength. Due to the recent announcement of President Genshaft's retirement and upcoming system leadership change, reaffirming the future status of the smaller campuses would be timely. I have been advised that Task Force members have said USFSP and USFSM will be branch campuses, and that reassures me. Thinking of the overall USFSP community, I'd like to suggest that if the Task Force could provide reassurance to the students, faculty, and staff at USFSP and USFSM that they will firmly recommend to the Board of Governors SACSCOC branch campus status for each campus, their overall buy-in to this process would be strengthened and the change curve timeframe would perhaps be shortened, both of which would help strengthen the USF System.
- I live in south Pinellas County, close to south St. Pete. I see the need for more economic development, more STEAM opportunities, and strong education opportunities, as Dr. Watson referred to. I am very excited about the access opportunities that the SPC-USFSP PATHe program will provide, and I commend the work that was done to develop that program and all of the other excellent programs that USFSP is already engaged in regarding south St. Pete.

However, I also want to challenge you to address the need for more resources and more commitment to this part of the county. As you know, not only is USFSP close to south St Pete, but so is the rest of the Innovation District. Many people, institutions, and companies would benefit through more resources for this work, allocated strategically and sustainably.

In summary, engagement and sense of place, structure, and community development all matter, and they should all matter in this process. Long-term, it is not only excellence and preeminence that will define us. These pieces of our culture; our ability to be strong and responsive; and our ability to help to lift up south St Pete will define us as well. We have the opportunity to do this right by beginning with the end in mind and building strength into this new version of USFSP, which will in turn strengthen the USF System and Tampa Bay and create strong opportunities for students. I hope you will agree we should do that and make recommendations accordingly.

8. Jody McBrien, a USFSM faculty member, submitted via online portal: "I have been faculty at USF/USFSM since 2005 and have gone through the ranks from assistant to full professor. Shortly after starting at USF, the legislature chose to separate the campuses. USFSM fought against that. However, we worked hard after the determination to create processes that we are proud of and that serve our students well. Now we may lose those structures we created over many years. We are expected to meet the preeminence mark without full assurance that we will receive identical support as Tampa faculty in terms of course loads, graduate assistants, doc committee opportunities, lab facilities, equal pay, etc. Given that this decision came from the FL legislature, I would like full assurance from them that there will be equal financing and opportunities for all three campuses. This will certainly mean that the Tampa campus will need to redistribute finances with a result of financial loss to that campus. USFSM faculty do remarkable work and research, especially given the disproportionate campus resources. Given equitable money and other resources, I have every confidence that our faculty will contribute to preeminence. Without such a guarantee, however, we are simply not on a fair playing field. I find it challenging when a legislative body orders something without considering details, as in this case. Given their mandate, they should require equal resources."

9. Dr. Jane Rose, Dean of USFSM College of Liberal Arts & Social Sciences submitted via online portal: "Because of its size, established ethos, and already existing unique programs, USFSM can enhance USF's stature by providing a new college of Integrative Studies. Data from employers has questioned the effectiveness of traditional university degrees in narrow disciplines, and has posited that better career preparation for success in the 21st century would be interdisciplinary. High-impact integrative degrees are not merely multi-disciplinary, but truly blend fields of knowledge for more effective analysis and problem-solving, ideally also including an internship for application of integrative skills. USFSM is uniquely positioned to enhance USF's commitment to student success by providing the option of interdisciplinary degrees through this new college. With its College of Integrative Studies, USFSM can contribute to the ONE University more than geographic distribution, it can provide an educational option that the main campus is too big and too siloed to offer. This proposal builds on what USFSM already does. To illustrate, the College of Liberal Arts and Social Sciences currently offers four truly interdisciplinary degree programs with curricula not offered by any other USFSM campus (I can describe). They illustrate USFSM's unique capability to

provide this new dimension to USF. Through its new college of Integrative Studies, USFSM can use its agility and responsiveness to develop high-impact academic programs focused on student success in the 21st century.”

10. Kristal Holmes, community member, submitted via online portal: “Offering more degree programs which do not require the GRE would help increase enrollment!. Also many in the community have mentioned nursing programs for B.S and R.N certification not being readily or that the waiting list were extremely long. So working on this issue would a great help to the community. Thank you for seeking public input on these matters.”

11. Stevan High, Director of the Ringling Museum of Art and member of the Cross College Alliance submitted via online portal: “I am writing to support the importance of USFSM to our region and as a component of the greater USF community. USFSM has been a presence in our community for many years and for the last 4 years has been a partner in the establishment of the Cross College Alliance (CCA). Our region is one of the fastest growing areas in the country and the establishment of the CCA capitalizes on the academic excellence existing in our regions by bringing together five centers of higher education. USFSM plays a critical role in this partnership along with New College, State College of Florida, Ringling College of Art and Design, and FSU-Ringling Museum. It is important that USFSM maintain its status as a regional campus by maintaining its important academic programs in hospitality leadership, business, and education. The consolidation should take advantage of what USFSM adds to the USF System, the unique students and community of Sarasota/Bradenton served by a curriculum

12. Tom Gardner, a community member, submitted via online portal: “I am a local businessman, community volunteer and co-founder of BRIDGE Angel Investors. The Sarasota community is rapidly evolving from an economic base supported principally by tourism and retirement to one that also has a thriving tech and health care new business startup ecosystem. USFSM does now and is needed to continue playing an important role in this ecosystem. I am in favor of the consolidation, because it puts the needs of students first. I am nonetheless concerned that safeguards are put in place to ensure that all available capital is not hoarded in Tampa post-consolidation, thus starving USFSM and making it difficult to develop the campus as a community resource for the greater Sarasota and Manatee counties’ region.”

13. Dr. Ulyee Choe submitted via email: “The DOH along with community partners recently completed the Community Health Assessment. I have attached the report and the executive summary. Three areas bubbled up to the surface as top health priorities.

1. Access to care – ensuring access for medical, dental, behavioral health for all residents
2. Behavioral health – includes mental health and substance abuse. For Pinellas, we have one of the highest rates of suicide in the state. Similar to the rest of country, we are also seeing the effects of the opioid epidemic with 204 opioid-related deaths reported in our county.

1. Built Environment/ Social Determinants of Health. Ensuring access to healthy behaviors.

Any efforts to address these top health priority areas would be beneficial. Specifically to the medical community:

- Ensuring that doctors, nurses, and other ancillary staff are trained and available. There are always discussion about impending shortages.
- Working with on a number of mental health committees, I understand there is high turnover and difficulty with recruitment of mental health physicians and nurse practitioners.
- More education about the social determinants of health (SDoH) to the medical community would be beneficial. Medical governing bodies/ boards are pushing for more SDoH education. It is important that physicians realize that where someone lives, works and plays has a bigger effect on health than even health care services."

14. erviceBarb Bushnell, a staff member, submitted via online portal: "I would love for us to have light rail running between all three campuses and the new medical facilities downtown. It would be a wonderful way to really seal the three campuses under one roof and provide the ultimate service for our students. If we end up having faculty teach between the different campuses, light rail would make this feasible vs sitting in traffic for hours. I am excited with the consolidation efforts and see a great outcomes for our students.

CONSOLIDATION TOWN MEETING

OCTOBER 2, 2018

PAT MOREO SPEAKING POINTS @ 3 MINUTES EACH

WE ARE THE ONLY HOSPITALITY PROGRAM IN THE USF SYSTEM

17 YEARS OLD AND SACS ACCREDITED.

LEGISLATION STIPULATES THAT THE COLLEGES REMAIN ON THEIR CURRENT CAMPUS.

WE ARE ONE OF 8 AUTONOMOUS PROGRAMS IN THE U.S., INCLUDING 3 OTHERS HERE IN FLORIDA

PROPOSAL PREPARED FOR REPRESENTATIVE SPROWLES TO EXPAND THE COLLEGE'S DEGREES AND OFFERINGS TO USFSP AND USFT. ENROLLMENT TO AT LEAST TRIPLE.

CONSOLIDATION OFFERS THE OPPORTUNITY FOR OUR COLLEGE TO OPERATE AS ONE COLLEGE GEOGRAPHICALLY DISBURSED. WE BEGAN OFFERING OUR INTRODUCTORY COURSE IN TAMPA THIS SEMESTER.

ADDITION OF A RESIDENCE HALL WILL GREATLY ENHANCE THE ENROLLMENTS HERE IN SARASOTA-MANATEE BOTH FROM REGIONAL STUDENTS, OTHER FLORIDA STUDENTS AND TRANSFER STUDENTS FROM OUT OF STATE WHO WILL AUGMENT A BADLY NEEDED LABOR POOL.



Destin Wells, Vice President of Business Development

Phone: 407-489-3410

Email: dwells@edcsarasotacounty.com

Job Overview In North Port - Sarasota - Bradenton MSA

	<u>Current Jobs</u>	<u>Average Wage</u>	<u>5-year Forecast</u>
Health Care	49,137	\$49,000	30,240
Tech/Cybersecurity	5,536	\$70,222	2,700
Insurance	3,803	\$68,611	2,131
Business and Finance	13,594	\$66,700	7,431
Aerospace Engineering	63	\$102,000	23

Award Gaps in North Port-Sarasota-Bradenton, FL MSA, Knowledge Occupations

<u>SOC</u>	<u>Title</u>	<u>Award Gap</u> <u>(Surplus)</u>	<u>Awards</u>	<u>Target</u> <u>Range</u>	<u>Annual</u> <u>Demand</u>
11-0000	Management Occupations	760	319	1,079 – 1,106	1,079
	Healthcare Practitioners and				
29-0000	Technical Occupations	614	314	928 – 1,081	1,081
	Education, Training, and Library				
25-0000	Occupations	580	198	777 – 1,010	1,010
	Business and Financial Operations				
13-0000	Occupations	427	114	541 – 1,387	1,387
	Community and Social Service				
21-0000	Occupations	218	100	317 – 398	398
	Architecture and Engineering				
17-0000	Occupations	208	25	233 – 287	287
	Arts, Design, Entertainment,				
27-0000	Sports, and Media Occupations	165	234	399 – 401	401
	Life, Physical, and Social Science				
19-0000	Occupations	108	36	144 – 181	144
23-0000	Legal Occupations	102	13	115 – 194	194
	Computer and Mathematical				
15-0000	Occupations	69	107	176 – 317	317

**University of South Florida Sarasota-Manatee
Town Hall Meeting**

As we begin consolidation to establish a more relevant footprint; a more unified force to be reckoned with, it is important that we make a solid statement to the world, our competing institutions, and our invaluable community partners; about our intentions moving forward with the Sarasota Manatee campus.

It is for this reason that we must establish a strong sense of investment, permanence, and value. This is accomplished with the fortification and the creation of current and future colleges respectively based on the Sarasota Manatee Campus proper that can serve all three campuses.

- We support the Muma College of Business at Sarasota Manatee, and hosting those programs thereunto.
- We support the College of Hospitality & Tourism Leadership at Sarasota Manatee
 - The only college of its kind in the USF system.
 - SACS~COC accredited College Established ~7yrs ago
- We support creating other colleges at USF Sarasota-Manatee:

Our curriculum has been developed deliberately with these unique overarching themes:

- **IncrediBULL Critical Thinking**
 - This is one of the most successful; most completely embraced Quality Enhancement Plan that I in my 20+ years in higher ed have ever seen.
- **Interdisciplinary/ Multidisciplinary/ Transdisciplinary/ Integrated Learning**
 - Is integrated across our curriculum and is part of our identity.

Continuing to develop students with CREATIVITY AND CRITICAL THINKING skills is vital to our Student Success and future contributors to our community:

These initiatives amplify and expand learning opportunities to prepare our students for work and life. That preparation includes classroom, service and work experiences. We have connecting our students with employers through internships and employment. In recent meetings with community leaders as a new administrator here, they are adamant about having a university in their community that will serve their employment needs through the provision of a customized curriculum developed and controlled on this campus that is specific to their industry.

Given the examples I have provided, we are excited and committed to expand our scope of opportunity for our faculty and staff to develop the next generation of community leaders by maintaining the integrity of our unique identity and contributions to USF at large.

*Brett E. Kemker, PhD
October 2, 2018*

Good Afternoon and Thank you for spending this time here today!

In 2016, Florida's governor awarded **PAInT as the State Center here at USFSM** to engage state-wide arts integration partnerships. PAInT provides a **supportive infrastructure** for teaching and learning across all disciplines. We know that **72%** of business leaders say that creativity is the number one skill they are seeking when hiring. So, PAInT enables us to **provide a well-rounded education through CREATIVE and CRITICAL THINKING processes.**

PAInT is more than Arts! In a society struggling to find equity and social justice, PAInT promotes personal well-being and helps students understand other cultures. By instilling cultural competences, learners respond effectively and appropriately to different cultures *in* and *through* the arts.

PAInT also provides opportunities to prepare students as users, consumers, participants, and producers; ultimately, contributing to a **multibillion dollar** arts and cultural industry. In Florida, arts and cultural production contribution to the **national Gross Domestic Product** was **840 Billion Dollars**. In Sarasota County, nonprofit Arts and Cultural Organizations spending was over **201 million dollars**. In Manatee County, it was over **14 million dollars**.

“Arts integration is a diversity of knowledge, programs, experiences, and aspirations that bring meaning to ideas and content through the arts and human interactions.”

High schools cannot have graduation as the finish line and universities cannot have acceptances as anything other than a start. *Why PAInT?* A student involved in the arts is **4 times** more times likely to be recognized for academic achievement. Low-income students highly engaged in the arts are **2 times** more likely to graduate college. Students with four years of arts score **100 points higher on the average SAT** score.

PAInT provides a menu of services across four major themes: *Literacy, STEM/STEAM, Creativity, and Arts in Health (which includes Aging).*

Because **PAInT is more than Arts**, it instills a harmonious engagement among our communities through commitment, vision, and mission. PAInT provides the tools and resources for us to ***Teach Students to Learn from the Past...Fulfill the Present...Preserve the Future...Embrace Diversity...Master the Arts and Sciences... Respect the Dignity of Self and Others... Affirm Hope... And more important, obtain the knowledge to Change the World.***

I bear witness to the positive impact of PAInT in Florida. Learners: See things **they have never seen** before. Do things **they have never done** before. Feel things **they have never felt** before; and Go places **they have never been** before.

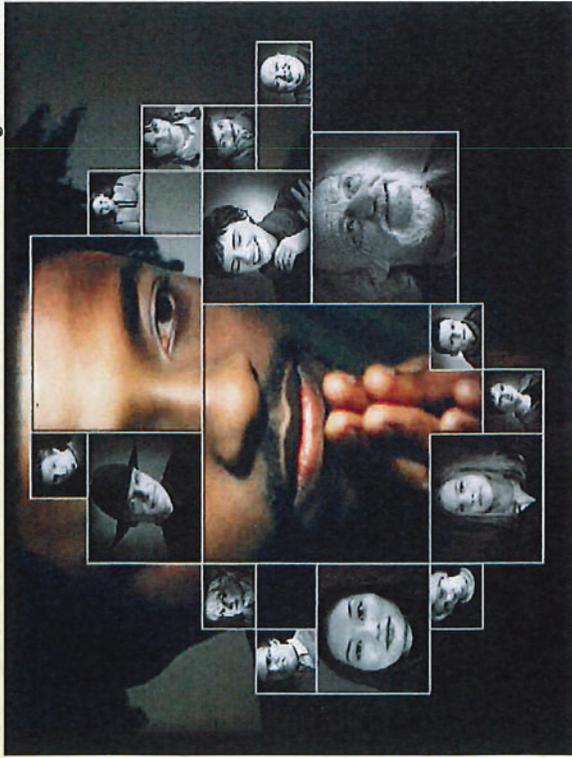
I anticipate the sustainability of PAInT with ***hope, expectancy, and unity!***

Look through the lens of PAInT as Validation. Look through the lens of PAInT as Opportunity... Look through the lens of PAInT as Engagement and Understand that PAInT is more than Arts....It is a vital part of Florida's Economic Prosperity. PAInT provides learners with access to a thriving Industry!

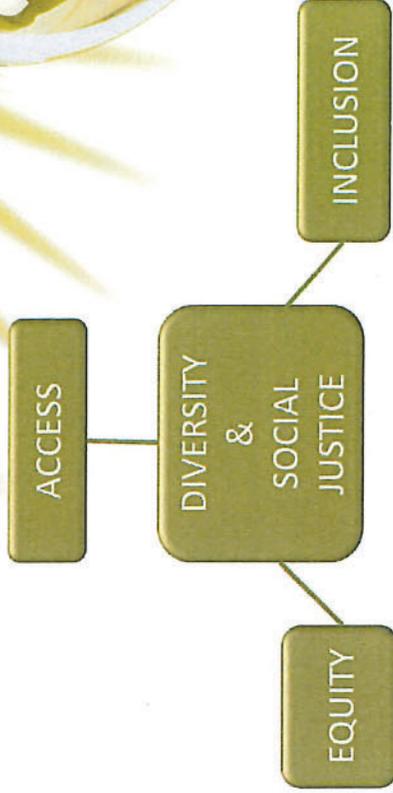
I am Dr. Denise Davis-Cotton the Chair of the Staff Advisory Council, and I lead the Florida Center for Partnerships for Arts Integrated Teaching (commonly known throughout Florida as PAInT) here at USFSM.

Diversity: Will America's Future Cultural Landscape Represent Diverse Programs and Include Diverse Populations/Perspectives?

Why Should We Care?



Conceptual Framework



I have the right to learn and practice the arts in a positive environment where everyone understands and acts on the knowledge that I am engaging in valuable and important work.



Florida Center for Partnerships
for Arts-Integrated Teaching



Guiding Principles for USF Consolidation

- **Embrace: One University, Geographically Distributed**
- **Commit: Student Success**

Because of its size and established ethos, as well as already existing unique programs, USFSM is capable of enhancing USF's stature by providing a new college of Integrative Studies. For some time, data from employers has questioned the effectiveness of traditional university degrees in narrow disciplines, and has posited that better career preparation for success in the 21st century would be interdisciplinary. High-impact integrative degrees are not merely multi-disciplinary, but truly blend fields of knowledge for more effective analysis and problem-solving, ideally also including an internship for application of integrative skills.

Over the past few years, USFSM, not being inhibited by departmentalization or size, has been able to create new degrees and redesign inherited degrees to be interdisciplinary. USFSM is uniquely positioned to enhance USF's commitment to student success by providing the option of interdisciplinary degrees through this new college. With its College of Integrative Studies, USFSM can contribute to the ONE University more than geographic distribution, it can provide an educational option that the main campus is too big and too siloed to offer.

The new College of Integrative Studies would offer at least four totally new degrees; and these degrees could have multiple tracks. USFSM faculty are developing a variety of interdisciplinary degree options within their current resources. However, this proposal is not a transformation. It builds on what USFSM already does. To illustrate, the College of Liberal Arts and Social Sciences, which includes Education, currently offers four truly interdisciplinary degree programs. They illustrate USFSM's unique capability to provide this new dimension to USF.

Current Integrative Degrees offered exclusively at USFSM–

- B.A. Professional and Technical Communications
Core of written and oral communication combined with courses from business, and information technology disciplines, includes required internship
- B.A. Interdisciplinary Education
Combines Education with courses from liberal arts or social sciences disciplines (does not lead to credential)
- M.A. English Education
Core of methods combines with courses in English language and literature and education courses (does not lead to certification)
- B.A. Interdisciplinary Social Sciences
(Degree exists at USFT and USFSP, but our version is totally different; we need to change its title)
Core of integrative theory and methods combined with courses from multiple social sciences focused on the topics theme, includes required internship

In summary, through its new college of Integrative Studies, USFSM can use its agility and responsiveness to develop high-impact academic programs focused on student success in the 21st century.

Proposal for a **College of Integrated Science** (currently the USFSM College of Science & Mathematics)

A proposal that the **campus' unique identity be integrated/interdisciplinary/multidisciplinary degrees and research**. In a presentation on this campus, a representative of Burning Glass Technologies stated that businesses are looking for students who merge different fields. He also referenced communication, critical thinking, and creativity as necessary skills. These are all learning goals already emphasized on this campus. The addition of the multidisciplinary degrees will increase options for students and give this campus a unique **identity that complements the other campuses**. These degrees also work well with a small faculty that can be agile and responsive to the changing needs of the community, the University, and the world.

Students interested in such a program may come from anywhere in the state, not just the current 50 mile radius where most of our student are currently recruited. To open the possibilities for any student the campus will require a solution to the lack of housing, either **dorms on campus or private apartments nearby**, which currently do not exist.

The National Science Foundation (NSF) has recently sent a "Dear Colleague Letter" in which they call for "convergence research", which is interdisciplinary. Taking advantage of NSF's goal to fund convergence research and building on an interdisciplinary identity for this campus will require research facilities, which are currently severely lacking on this campus. To add to role of this campus as an undergraduate teaching site, we will need additional research facilities. There is an existing proposal for an **Integrated Science & Technology building**.

Degrees to continue here, utilizing existing and future college faculty

- Biology* (or whatever Tampa's current 6 or 7 biology degrees end up being) (**STEM** area of emphasis)
- Psychology* - Home Tampa Psychology
- 2+2 Mechanical Engineering (year 3 & 4 in Tampa) currently active (**STEM** area of emphasis)
- Nursing (all 4 years) CoN upper level here in 2020. FTICs already here (**HEALTH** area of emphasis)

Degrees housed in this college

- Multidisciplinary Biological Science* (New) –CIP code 30.0101 (**STEM** area of emphasis)
- Multidisciplinary Behavioral Science* (New) –CIP code 30.1701 (**STEM** area of emphasis)
- Communication Sci. & Disorders B.S. (Existing) – CIP code 51.0201 (**HEALTH** area of emphasis)

Nursing and allied health were consistently mentioned as needs in this area, and want to continue to address those needs.

*Note that biology and psychology are the primary degrees that students currently use to continue on to graduate programs such as **medical, dental, pharmacy, veterinary, genetic counselling, and other allied health degrees**, but that the multidisciplinary degrees can be designed to meet the same requirements.

Consider adding other degrees housed in Tampa

- Mathematics B.A. (possible by adding one or 2 faculty or by having excellent distance learning facilities on each campus so that students here can participate in small Tampa classes) (**STEM** area of emphasis)
- Expanded engineering pathways from just Mechanical to Civil, Industrial, and Chemical (possible by adding 2 course - EGN 3311 Statics and EGN 3343 Thermodynamics) (**STEM** area of emphasis)
- Communication Sciences & Disorders B.A. – Tampa CSD under CIP 51.0204 (**HEALTH** area of emphasis)
- Communication Sciences & Disorders Clinical doctorate SLP-D (**HEALTH** area of emphasis)

The 341 Participating Arts & Economic Prosperity 5 Study Regions

State	Name of Study Region	Type of Region	2015 Population	Estimated Spending by Nonprofit Arts and Cultural Organizations	Estimated Spending by Cultural Audiences	Total Spending by the Nonprofit Arts and Culture INDUSTRY	TOTAL ECONOMIC IMPACT			
							4.6 Million	\$9.1 Billion	\$6.9 Billion	\$7.7 Billion
NATIONAL ESTIMATES OF ECONOMIC IMPACT										
				\$63.8 Billion	\$102.5 Billion	\$166.3 Billion	4.6 Million	\$9.1 Billion	\$6.9 Billion	\$7.7 Billion
AK	City of Fairbanks	City	32,469	\$8,779,765	\$9,283,046	\$18,062,811	548	\$10,982,000	\$805,000	\$1,295,000
AL	City of Huntsville/Madison County	Multi-County Region	350,299	\$53,843,563	\$36,057,737	\$89,901,300	3,073	\$53,530,000	\$3,133,000	\$3,467,000
AR	Northwest Arkansas Region	Multi-County Region	463,113	\$67,503,606	\$63,693,488	\$131,197,094	4,647	\$92,899,000	\$3,466,000	\$10,792,000
AZ	City of Flagstaff	City	68,785	\$51,666,744	\$38,129,798	\$89,796,542	3,035	\$67,683,000	\$4,665,000	\$4,439,000
AZ	City of Mesa	City	464,704	\$16,854,627	\$12,783,542	\$29,638,169	1,024	\$24,996,000	\$1,371,000	\$1,723,000
AZ	West Valley Region	Multi-City Region	1,270,000	\$13,189,366	\$9,795,104	\$22,984,470	758	\$18,005,000	\$1,087,000	\$1,503,000
AZ	City of Phoenix	City	1,537,058	\$164,604,285	\$237,176,500	\$401,780,785	12,815	\$285,526,000	\$19,544,000	\$24,950,000
CA	City of Laguna Beach	City	23,341	\$40,118,691	\$55,244,985	\$95,363,676	2,512	\$58,914,000	\$4,046,000	\$4,788,000
CA	City of Benicia	City	27,930	\$2,902,134	\$1,760,159	\$4,662,293	149	\$2,730,000	\$174,000	\$240,000
CA	City of Walnut Creek	City	67,673	\$21,097,821	\$20,432,138	\$41,529,959	1,036	\$23,587,000	\$1,491,000	\$2,142,000
CA	City of Thousand Oaks	City	129,342	\$8,609,672	\$4,203,069	\$12,812,741	450	\$8,370,000	\$461,000	\$646,000
CA	San Luis Obispo County	County	279,083	\$13,693,022	\$14,029,567	\$27,722,589	916	\$16,842,000	\$1,101,000	\$1,650,000
CA	City of Riverside	City	319,504	\$17,575,088	\$25,414,927	\$42,990,015	1,268	\$28,968,000	\$1,784,000	\$2,746,000
CA	Santa Barbara County	County	440,668	\$126,303,269	\$72,295,776	\$198,599,045	5,857	\$131,421,000	\$8,326,000	\$10,737,000
CA	Sonoma County	County	500,292	\$45,118,213	\$35,290,315	\$80,408,528	2,684	\$47,873,000	\$3,167,000	\$4,210,000
CA	City and County of San Francisco	County	852,469	\$780,613,098	\$667,740,510	\$1,448,353,608	39,699	\$1,006,718,000	\$53,862,000	\$77,227,000
CA	City of San José	City	1,015,785	\$73,462,553	\$117,746,926	\$191,209,479	4,255	\$91,719,000	\$5,866,000	\$7,612,000
CA	City of San Diego	City	1,381,069	\$553,563,393	\$546,370,965	\$1,099,934,358	35,914	\$894,406,000	\$48,122,000	\$67,871,000
CA	Balboa Park Cultural District	Cultural District	1,381,069	\$380,437,910	\$289,710,435	\$670,148,345	22,578	\$555,306,000	\$28,904,000	\$40,591,000
CA	Sacramento County	County	1,482,026	\$82,336,356	\$84,387,257	\$166,723,613	5,888	\$133,213,000	\$8,856,000	\$10,998,000
CA	Santa Clara County	County	1,894,605	\$112,342,340	\$138,697,159	\$251,039,499	5,816	\$127,837,000	\$9,434,000	\$11,667,000
CA	Riverside County	County	2,329,271	\$63,975,017	\$61,196,927	\$125,171,944	3,683	\$80,448,000	\$5,653,000	\$7,162,000
CO	Town of Crested Butte	City	1,541	\$4,554,422	\$5,681,804	\$10,236,226	252	\$5,198,000	\$455,000	\$245,000
CO	City of Durango	City	17,834	\$8,619,712	\$9,476,898	\$18,096,610	602	\$12,313,000	\$975,000	\$476,000
CO	City of Grand Junction	City	60,210	\$11,275,100	\$5,991,168	\$17,266,268	512	\$12,930,000	\$936,000	\$456,000
CO	City of Boulder	City	105,112	\$35,514,381	\$34,283,259	\$69,797,640	1,832	\$47,649,000	\$2,224,000	\$2,331,000
CO	Pikes Peak Region	Multi-County Region	686,908	\$51,193,211	\$102,068,841	\$153,262,052	5,070	\$100,801,000	\$10,849,000	\$5,052,000
CO	Downtown Colorado Springs Creative District	Cultural District	686,908	\$20,773,371	\$16,271,894	\$37,045,265	1,239	\$24,954,000	\$2,304,000	\$1,124,000
CT	Middlesex County	County	164,943	\$20,883,683	\$11,117,321	\$32,001,004	995	\$17,217,000	\$1,249,000	\$1,477,000

Source: Arts and Economic Prosperity 5, Americans for the Arts, 2017 (www.AmericansForTheArts.org/EconomicImpact).

The 341 Participating Arts & Economic Prosperity 5 Study Regions

State	Name of Study Region	Type of Region	2015 Population	Estimated Spending by Nonprofit Arts and Cultural Organizations	Estimated Spending by Cultural Audiences	Total Spending by the Nonprofit Arts and Culture INDUSTRY	TOTAL ECONOMIC IMPACT			
							Full-Time Equivalent Jobs Supported	Resident Household Income Generated	Local Government Revenue Generated	State Government Revenue Generated
NATIONAL ESTIMATES OF ECONOMIC IMPACT							4.6 Million	\$96.1 Billion	\$6.9 Billion	\$7.7 Billion
CT	Northwest Connecticut Region	Multi-City Region	184,993	\$21,482,961	\$12,877,676	\$34,360,637	812	\$16,727,000	\$1,447,000	\$1,903,000
CT	Southeastern Connecticut Region	County	273,676	\$87,159,766	\$81,213,782	\$169,373,548	4,460	\$83,747,000	\$3,889,000	\$6,591,000
CT	Greater New Haven Area	Multi-City Region	570,001	\$114,867,991	\$19,821,820	\$134,689,811	5,667	\$92,553,000	\$6,340,000	\$7,236,000
CT	Fairfield County	County	945,438	\$148,621,258	\$86,618,360	\$235,239,618	6,789	\$142,288,000	\$9,375,000	\$11,239,000
CT	State of Connecticut	State	3,596,677	\$515,311,370	\$281,938,021	\$797,249,391	23,114	\$24,913,000	\$29,743,000	\$42,528,000
DC	District of Columbia	City	658,893	\$1,654,234,168	\$1,252,037,358	\$2,906,271,526	39,720	\$1,234,017,000	\$193,041,000	\$0
DC	Greater Washington Region	Multi-County Region	4,146,875	\$2,172,509,756	\$1,577,823,038	\$3,750,332,794	59,423	\$1,680,795,000	\$224,268,000	\$32,735,000
DE	State of Delaware	State	935,614	\$103,624,375	\$46,279,508	\$149,903,883	4,062	\$111,640,000	\$1,805,000	\$8,647,000
FL	City of Winter Park	City	29,442	\$16,576,065	\$29,406,839	\$45,982,904	1,649	\$32,723,000	\$1,801,000	\$2,217,000
FL	City of Lake Worth	City	37,097	\$14,656,059	\$12,613,298	\$27,269,357	650	\$14,933,000	\$1,247,000	\$1,420,000
FL	City of Ocala	City	57,586	\$14,295,754	\$41,671,737	\$55,967,491	1,422	\$29,432,000	\$2,369,000	\$3,684,000
FL	Town of Jupiter	City	60,681	\$8,019,104	\$5,110,235	\$13,129,339	317	\$7,423,000	\$608,000	\$690,000
FL	City of Delray Beach	City	65,055	\$11,319,692	\$10,115,146	\$21,434,838	511	\$11,689,000	\$979,000	\$1,115,000
FL	City of Fort Myers	City	70,918	\$13,682,062	\$36,033,896	\$49,715,958	1,389	\$32,187,000	\$2,670,000	\$3,983,000
FL	Monroe County	County	77,136	\$27,188,753	\$57,877,545	\$85,066,298	2,193	\$41,322,000	\$3,054,000	\$4,938,000
FL	City of Boca Raton	City	91,332	\$10,757,773	\$11,057,891	\$21,815,664	517	\$11,712,000	\$990,000	\$1,130,000
FL	City of Miami Beach	City	91,732	\$84,770,391	\$75,134,150	\$159,904,541	4,489	\$143,228,000	\$7,745,000	\$11,605,000
FL	City of West Palm Beach	City	104,031	\$117,010,242	\$105,023,175	\$222,033,417	5,291	\$121,024,000	\$10,139,000	\$11,550,000
FL	Indian River County	County	144,755	\$16,019,023	\$8,855,149	\$24,874,172	651	\$12,661,000	\$1,127,000	\$1,893,000
FL	Martin County	County	153,392	\$14,266,732	\$12,885,638	\$27,152,370	752	\$14,437,000	\$1,015,000	\$1,994,000
FL	Alachua County	County	256,380	\$36,563,147	\$67,892,593	\$104,455,740	2,847	\$60,433,000	\$3,987,000	\$5,124,000
FL	City of Orlando	City	262,372	\$123,648,175	\$65,576,512	\$189,224,687	6,907	\$162,458,000	\$6,907,000	\$8,703,000
FL	Loch Haven Cultural Park	Cultural District	262,372	\$29,253,216	\$30,590,137	\$59,843,353	2,185	\$48,518,000	\$2,413,000	\$3,005,000
FL	Leon County	County	283,988	\$100,454,010	\$101,416,276	\$201,870,286	7,161	\$125,694,000	\$10,926,000	\$15,646,000
FL	St. Lucie County	County	291,028	\$3,119,978	\$4,697,606	\$7,817,584	222	\$4,576,000	\$288,000	\$496,000
FL	Osceola County	County	310,211	\$1,922,406	\$1,731,658	\$3,654,064	113	\$2,501,000	\$88,000	\$235,000
FL	Escambia County	County	310,659	\$27,449,975	\$61,364,635	\$88,814,610	2,932	\$58,223,000	\$4,410,000	\$6,223,000
FL	Lake County	County	315,690	\$1,137,478	\$8,016,604	\$9,154,082	201	\$3,692,000	\$380,000	\$635,000
FL	Collier County	County	348,777	\$62,973,722	\$44,713,126	\$107,686,848	2,923	\$57,399,000	\$3,560,000	\$7,193,000

Source: Arts and Economic Prosperity 5, Americans for the Arts, 2017 (www.AmericansForTheArts.org/EconomicImpact).

The 341 Participating Arts & Economic Prosperity 5 Study Regions

State	Name of Study Region	Type of Region	2015 Population	Estimated Spending by Nonprofit Arts and Cultural Organizations	Estimated Spending by Cultural Audiences	Total Spending by the Nonprofit Arts and Culture INDUSTRY	TOTAL ECONOMIC IMPACT			
							Full-Time Equivalent Jobs Supported	Resident Household Income Generated	Local Government Revenue Generated	State Government Revenue Generated
NATIONAL ESTIMATES OF ECONOMIC IMPACT										
				\$36.8 Billion	\$102.5 Billion	\$166.3 Billion	4.6 Million	\$96.1 Billion	\$6.9 Billion	\$7.7 Billion
FL	Manatee County	County	351,746	\$14,441,702	\$32,987,303	\$47,429,005	1,260	\$23,956,000	\$2,221,000	\$3,562,000
FL	City of Tampa	City	358,699	\$130,701,988	\$218,525,750	\$349,227,738	11,889	\$262,991,000	\$16,937,000	\$24,867,000
FL	Sarasota County	County	396,962	\$201,514,937	\$93,489,521	\$295,004,458	7,445	\$220,677,000	\$12,495,000	\$19,944,000
FL	City of Miami	City	430,332	\$487,578,468	\$262,596,886	\$750,175,354	21,198	\$685,600,000	\$31,350,000	\$48,607,000
FL	Seminole County	County	442,516	\$8,253,173	\$8,306,215	\$16,559,388	464	\$10,682,000	\$851,000	\$1,188,000
FL	Volusia County	County	507,531	\$13,720,631	\$35,015,240	\$48,735,871	1,472	\$32,370,000	\$2,980,000	\$4,016,000
FL	Brevard County	County	556,885	\$7,119,716	\$3,505,227	\$10,624,943	415	\$7,711,000	\$439,000	\$734,000
FL	Treasure Coast Region	Multi-County Region	589,175	\$33,405,733	\$26,438,393	\$59,844,126	1,625	\$31,674,000	\$2,430,000	\$4,383,000
FL	Polk County	County	634,638	\$15,790,432	\$30,799,415	\$46,589,847	1,469	\$32,345,000	\$2,569,000	\$3,703,000
FL	Lee County	County	679,513	\$33,978,684	\$106,117,364	\$140,096,048	3,875	\$89,250,000	\$7,565,000	\$11,238,000
FL	Greater Sarasota/Bradenton Area	Multi-County Region	748,708	\$215,956,639	\$126,476,824	\$342,433,463	8,705	\$244,633,000	\$14,716,000	\$23,506,000
FL	Pinellas County	County	938,098	\$100,195,060	\$140,781,982	\$240,977,042	7,211	\$155,244,000	\$11,621,000	\$18,130,000
FL	Orange County	County	1,253,001	\$154,347,536	\$110,252,239	\$264,599,775	9,630	\$218,241,000	\$9,853,000	\$12,263,000
FL	Hillsborough County	County	1,316,298	\$175,225,260	\$257,987,724	\$433,212,984	14,962	\$329,133,000	\$20,950,000	\$30,964,000
FL	Palm Beach County	County	1,397,710	\$184,292,190	\$160,992,666	\$345,284,856	8,237	\$188,770,000	\$15,787,000	\$17,977,000
FL	Broward County	County	1,869,235	\$148,488,007	\$265,744,813	\$414,232,820	11,078	\$268,867,000	\$20,107,000	\$19,951,000
FL	Greater Tampa/St. Petersburg Area	Multi-County Region	2,254,396	\$275,420,320	\$398,769,706	\$674,190,026	22,173	\$484,377,000	\$32,571,000	\$49,094,000
FL	Miami-Dade County	County	2,662,874	\$851,913,996	\$578,598,817	\$1,430,512,813	40,944	\$1,305,508,000	\$60,648,000	\$96,213,000
FL	Central Florida Region	Multi-County Region	4,020,472	\$202,291,372	\$197,626,598	\$399,917,970	13,764	\$307,542,000	\$17,160,000	\$22,774,000
FL	State of Florida	State	19,893,297	\$2,285,671,265	\$2,390,536,073	\$4,676,207,338	132,366	\$3,348,159,000	\$201,165,000	\$291,176,000
GA	Columbia County	County	139,257	\$43,211	\$44,626	\$87,837	2	\$35,000	\$4,000	\$3,000
GA	City of Savannah	City	144,352	\$34,799,185	\$101,140,651	\$135,939,836	4,548	\$86,377,000	\$9,373,000	\$5,338,000
GA	Macon-Bibb County	County	153,691	\$49,139,734	\$38,937,787	\$88,077,521	3,222	\$66,058,000	\$3,675,000	\$3,091,000
GA	Richmond County	County	201,368	\$37,811,438	\$19,941,434	\$57,752,872	2,403	\$40,466,000	\$2,657,000	\$1,986,000
GA	Greater Augusta Area	Multi-County Region	340,625	\$37,854,649	\$19,986,060	\$57,840,709	2,405	\$40,501,000	\$2,661,000	\$1,989,000
GA	City of Atlanta	City	456,002	\$371,899,510	\$232,656,425	\$604,555,935	19,392	\$478,089,000	\$27,322,000	\$27,118,000
GA	Fulton County	County	996,319	\$382,742,711	\$236,232,626	\$618,975,337	19,842	\$490,550,000	\$27,881,000	\$27,670,000
GA	Metro Atlanta	Multi-County Region	4,375,973	\$434,779,646	\$285,041,141	\$719,820,787	23,514	\$565,754,000	\$32,929,000	\$31,579,000
GA	Greater Atlanta Region	Multi-County Region	5,647,894	\$442,368,282	\$288,193,599	\$730,561,881	23,943	\$574,219,000	\$33,475,000	\$32,014,000

Source: Arts and Economic Prosperity 5, Americans for the Arts, 2017 (www.AmericansForTheArts.org/EconomicImpact).

The 341 Participating Arts & Economic Prosperity 5 Study Regions

State	Name of Study Region	Type of Region	2015 Population	Estimated Spending by Nonprofit Arts and Cultural Organizations	Estimated Spending by Cultural Audiences	Total Spending by the Nonprofit Arts and Culture INDUSTRY	TOTAL ECONOMIC IMPACT			
							Full-Time Equivalent Jobs Supported	Resident Household Income Generated	Local Government Revenue Generated	State Government Revenue Generated
NATIONAL ESTIMATES OF ECONOMIC IMPACT							4.6 Million	\$96.1 Billion	\$6.9 Billion	\$7.7 Billion
HI	State of Hawaii	State	1,419,561	\$125,921,352	\$79,722,005	\$205,643,357	5,968	\$154,068,000	\$4,039,000	\$19,163,000
IA	Greater Des Moines Region	Multi-County Region	611,549	\$71,922,902	\$113,115,609	\$185,038,511	5,677	\$124,804,000	\$7,460,000	\$9,308,000
ID	Wood River Valley	Multi-City Region	15,094	\$15,469,150	\$13,849,987	\$29,319,137	891	\$15,594,000	\$705,000	\$1,350,000
IL	City of Chicago	City	2,722,389	\$1,374,865,815	\$1,836,870,238	\$3,211,736,053	85,248	\$1,995,330,000	\$182,015,000	\$154,469,000
IL	State of Illinois	State	12,880,580	\$1,780,626,339	\$2,253,017,062	\$4,033,643,401	111,068	\$2,998,841,000	\$247,032,000	\$231,495,000
IN	City of Noblesville	City	57,584	\$475,139	\$1,701,673	\$2,176,812	53	\$1,018,000	\$66,000	\$121,000
IN	City of Fishers	City	86,325	\$23,094,545	\$11,406,796	\$34,501,341	1,175	\$20,696,000	\$1,260,000	\$2,139,000
IN	City of Carmel	City	86,682	\$12,559,425	\$6,951,895	\$19,511,320	653	\$11,557,000	\$706,000	\$1,202,000
IN	Hamilton County	County	302,623	\$36,204,739	\$21,902,882	\$58,107,621	1,921	\$34,068,000	\$2,087,000	\$3,562,000
IN	City of Indianapolis	City	848,788	\$227,293,491	\$213,236,618	\$440,530,109	14,729	\$361,653,000	\$17,826,000	\$29,907,000
KS	Douglas County	County	116,585	\$15,670,891	\$15,090,256	\$30,761,147	1,061	\$19,290,000	\$1,255,000	\$1,537,000
KS	City of Wichita	City	388,413	\$43,936,656	\$50,788,472	\$94,725,128	2,841	\$70,925,000	\$4,985,000	\$4,526,000
KS	Johnson County	County	574,272	\$12,335,839	\$10,438,987	\$22,774,826	875	\$14,761,000	\$874,000	\$1,161,000
KY	City of Paducah	City	24,978	\$18,055,851	\$9,391,310	\$27,447,161	991	\$16,512,000	\$608,000	\$1,135,000
KY	Lexington-Fayette Urban County	County	310,797	\$16,129,322	\$15,984,825	\$32,114,147	1,185	\$29,247,000	\$840,000	\$2,357,000
KY	City of Louisville	City	612,780	\$224,560,560	\$237,946,184	\$462,506,744	17,529	\$353,818,000	\$10,786,000	\$32,088,000
LA	City of Lafayette	City	126,066	\$6,356,368	\$10,620,627	\$16,976,995	580	\$11,975,000	\$724,000	\$749,000
MA	Town of Medfield	City	12,024	\$2,748,727	\$382,700	\$3,131,427	125	\$2,087,000	\$113,000	\$111,000
MA	City of Cambridge	City	109,694	\$119,802,629	\$55,007,895	\$174,810,524	6,129	\$98,251,000	\$7,038,000	\$6,595,000
MA	City of Lowell	City	109,945	\$8,688,661	\$3,605,666	\$12,294,327	500	\$8,002,000	\$478,000	\$469,000
MA	City of Springfield	City	153,991	\$36,109,244	\$13,876,246	\$49,985,490	1,857	\$34,734,000	\$2,251,000	\$2,201,000
MA	City of Worcester	City	183,016	\$64,504,636	\$61,185,858	\$125,690,494	4,062	\$72,793,000	\$4,434,000	\$5,467,000
MA	City of Boston	City	655,884	\$763,888,012	\$590,249,049	\$1,354,137,061	45,889	\$908,937,000	\$34,909,000	\$52,418,000
MA	State of Massachusetts	State	6,745,408	\$1,386,703,275	\$879,596,273	\$2,266,299,548	73,288	\$1,435,631,000	\$62,997,000	\$96,187,000
MD	City of Baltimore	City	622,793	\$326,333,152	\$279,675,260	\$606,008,412	15,052	\$392,817,000	\$27,740,000	\$26,734,000
MD	Prince George's County	County	904,430	\$23,782,748	\$34,910,511	\$58,693,259	1,160	\$31,096,000	\$2,353,000	\$2,722,000
MD	Montgomery County	County	1,030,447	\$105,104,756	\$78,111,500	\$183,216,256	3,807	\$84,248,000	\$7,052,000	\$7,937,000
MD	State of Maryland	State	5,976,407	\$511,399,372	\$450,172,892	\$961,572,264	23,248	\$643,499,000	\$41,770,000	\$45,596,000
ME	High Peaks Region	Multi-City Region	4,592	\$733,718	\$1,021,519	\$1,755,237	46	\$850,000	\$71,000	\$80,000

Source: Arts and Economic Prosperity 5, Americans for the Arts, 2017 (www.AmericansForTheArts.org/EconomicImpact).

The 341 Participating Arts & Economic Prosperity 5 Study Regions

State	Name of Study Region	Type of Region	2015 Population	Estimated Spending by Nonprofit Arts and Cultural Organizations	Estimated Spending by Cultural Audiences	Total Spending by the Nonprofit Arts and Culture INDUSTRY	TOTAL ECONOMIC IMPACT			
							Full-Time Equivalent Jobs Supported	Resident Household Income Generated	Local Government Revenue Generated	State Government Revenue Generated
NATIONAL ESTIMATES OF ECONOMIC IMPACT							4.6 Million	\$96.1 Billion	\$6.9 Billion	\$7.7 Billion
ME	City of Waterville	City	16,182	\$4,449,410	\$1,843,453	\$6,292,863	259	\$3,931,000	\$317,000	\$290,000
ME	City of Bangor	City	32,568	\$3,437,656	\$6,577,435	\$10,015,091	312	\$6,193,000	\$561,000	\$496,000
ME	Greater Belfast Area	County	39,051	\$2,683,737	\$5,124,419	\$7,808,156	155	\$3,190,000	\$348,000	\$372,000
ME	City of Portland	City	66,666	\$46,572,402	\$29,028,265	\$75,600,667	2,372	\$57,333,000	\$3,913,000	\$4,670,000
ME	State of Maine	State	1,330,089	\$92,577,604	\$57,967,891	\$150,545,495	4,190	\$93,219,000	\$5,647,000	\$6,651,000
MI	Greater Ann Arbor Area	Multi-County Region	393,331	\$49,916,641	\$50,031,630	\$99,948,271	2,574	\$66,475,000	\$2,786,000	\$9,966,000
MN	City of Pine City	City	3,076	\$425,217	\$561,510	\$986,727	18	\$442,000	\$15,000	\$78,000
MN	Cook County	County	5,233	\$2,575,814	\$2,027,212	\$4,603,026	127	\$2,941,000	\$94,000	\$368,000
MN	City of Virginia	City	8,649	\$115,568	\$64,430	\$179,998	5	\$117,000	\$4,000	\$15,000
MN	City of Grand Rapids	City	11,097	\$2,833,920	\$2,246,065	\$5,079,985	139	\$3,244,000	\$103,000	\$407,000
MN	City of Fergus Falls	City	13,304	\$2,272,954	\$682,635	\$2,955,589	86	\$1,850,000	\$49,000	\$222,000
MN	City of Red Wing	City	16,470	\$1,724,398	\$504,243	\$2,228,641	66	\$1,383,000	\$36,000	\$189,000
MN	City of Northfield	City	20,356	\$1,297,441	\$874,552	\$2,171,993	59	\$1,267,000	\$35,000	\$184,000
MN	Millie Laas County	County	25,884	\$575,555	\$270,407	\$845,962	17	\$435,000	\$14,000	\$67,000
MN	City of Winona	City	27,384	\$3,269,837	\$1,459,202	\$4,729,059	135	\$2,853,000	\$76,000	\$402,000
MN	City of St. Louis Park	City	47,502	\$758,069	\$759,072	\$1,517,141	40	\$1,030,000	\$36,000	\$128,000
MN	Chisago County	County	54,025	\$655,430	\$2,200,334	\$2,855,764	46	\$1,125,000	\$43,000	\$229,000
MN	City of St. Cloud	City	66,389	\$5,345,355	\$7,088,986	\$12,434,341	338	\$7,750,000	\$250,000	\$1,043,000
MN	North Central Minnesota Region	Multi-County Region	84,627	\$1,630,565	\$1,435,387	\$3,065,952	62	\$1,554,000	\$49,000	\$263,000
MN	Northwest Minnesota Region	Multi-County Region	85,823	\$616,142	\$477,641	\$1,093,783	23	\$555,000	\$18,000	\$88,000
MN	City of Duluth	City	86,238	\$14,291,391	\$21,734,978	\$36,026,369	922	\$21,905,000	\$779,000	\$2,968,000
MN	Brainerd Lakes Region (Minnesota)	Multi-County Region	162,821	\$2,753,533	\$885,007	\$3,638,540	95	\$2,282,000	\$62,000	\$290,000
MN	East Central Minnesota Region	Multi-County Region	162,898	\$3,802,469	\$5,924,425	\$9,726,894	172	\$4,248,000	\$150,000	\$775,000
MN	Lake Region (Minnesota)	Multi-County Region	224,676	\$6,485,666	\$3,338,821	\$9,824,487	273	\$5,952,000	\$161,000	\$746,000
MN	South Central Minnesota Region	Multi-County Region	231,622	\$6,433,650	\$7,166,691	\$13,600,341	348	\$7,729,000	\$265,000	\$1,058,000
MN	Southwest Minnesota Region	Multi-County Region	278,421	\$4,868,274	\$2,416,051	\$7,284,325	208	\$4,556,000	\$130,000	\$570,000
MN	City of St. Paul	City	297,640	\$281,609,958	\$195,262,963	\$476,872,921	13,406	\$335,781,000	\$10,784,000	\$40,249,000
MN	Arrowhead Region (Minnesota)	Multi-County Region	326,489	\$19,637,859	\$20,102,830	\$39,740,689	1,063	\$24,897,000	\$827,000	\$3,219,000
MN	Maple Grove and the Northwest Suburbs	Multi-City Region	332,654	\$1,487,198	\$2,534,610	\$4,021,808	99	\$2,584,000	\$103,000	\$339,000

Source: Arts and Economic Prosperity 5, Americans for the Arts, 2017 (www.AmericansForTheArts.org/EconomicImpact).

The 341 Participating Arts & Economic Prosperity 5 Study Regions

State	Name of Study Region	Type of Region	2015 Population	Estimated Spending by Nonprofit Arts and Cultural Organizations	Estimated Spending by Cultural Audiences	Total Spending by the Nonprofit Arts and Culture INDUSTRY	TOTAL ECONOMIC IMPACT			
							Full-Time Equivalent Jobs Supported	Resident Household Income Generated	Local Government Revenue Generated	State Government Revenue Generated
NATIONAL ESTIMATES OF ECONOMIC IMPACT							4.6 Million	\$96.1 Billion	\$6.9 Billion	\$7.7 Billion
MN	City of Minneapolis	City	407,207	\$323,394,524	\$217,285,067	\$540,679,591	15,264	\$381,858,000	\$12,170,000	\$45,634,000
MN	Central Minnesota Region	Multi-County Region	409,934	\$8,800,646	\$7,633,741	\$16,434,387	468	\$10,531,000	\$321,000	\$1,379,000
MN	Southeast Minnesota Region	Multi-County Region	500,137	\$16,690,210	\$8,885,650	\$25,575,860	716	\$15,757,000	\$412,000	\$2,171,000
MN	Seven-County Metro Area (Minnesota)	Multi-County Region	2,952,932	\$624,372,639	\$442,493,585	\$1,066,866,224	29,953	\$749,630,000	\$24,208,000	\$90,046,000
MN	State of Minnesota	State	5,489,594	\$696,091,653	\$500,759,829	\$1,196,851,482	33,381	\$827,691,000	\$26,603,000	\$100,605,000
MO	City of Hannibal	City	17,893	\$1,399,947	\$3,692,452	\$5,092,399	126	\$2,430,000	\$323,000	\$183,000
MO	City of Joplin	City	51,316	\$1,792,656	\$3,558,721	\$5,351,357	191	\$3,432,000	\$251,000	\$201,000
MO	Buchanan County	County	89,486	\$10,079,729	\$10,978,269	\$21,057,998	869	\$17,207,000	\$875,000	\$843,000
MO	City of Columbia	City	116,906	\$9,152,344	\$5,561,719	\$14,714,063	659	\$10,766,000	\$679,000	\$605,000
MO	City of Springfield	City	165,378	\$9,778,504	\$17,087,113	\$26,865,617	1,065	\$20,543,000	\$1,265,000	\$1,042,000
MO	City of Kansas City	City	470,800	\$161,706,593	\$82,505,241	\$244,211,834	7,515	\$220,798,000	\$7,918,000	\$10,856,000
MO	Greater St. Louis Area	Multi-County Region	1,319,295	\$363,745,576	\$227,188,613	\$590,934,189	19,129	\$476,226,000	\$28,586,000	\$29,110,000
MO	Grand Center Arts & Entertainment District	Cultural District	1,319,295	\$77,174,797	\$29,240,126	\$106,414,923	3,441	\$89,009,000	\$4,712,000	\$5,112,000
MO	Greater Kansas City Metropolitan Area	Multi-County Region	1,747,569	\$179,536,915	\$96,561,206	\$276,098,121	8,970	\$253,634,000	\$10,097,000	\$14,473,000
MO	State of Missouri	State	6,063,589	\$602,903,738	\$436,105,742	\$1,039,009,480	31,925	\$805,621,000	\$42,612,000	\$46,998,000
MS	Lafayette County	County	52,930	\$2,655,457	\$8,337,600	\$10,993,057	336	\$5,765,000	\$287,000	\$799,000
MT	City of Missoula	City	69,821	\$20,392,313	\$33,643,180	\$54,035,493	1,913	\$39,184,000	\$2,361,000	\$2,005,000
NC	Town of Hillsborough	City	6,388	\$1,594,300	\$3,982,167	\$5,576,467	185	\$3,798,000	\$296,000	\$327,000
NC	Town of Carrboro	City	20,984	\$3,640,757	\$4,070,927	\$7,711,684	274	\$5,670,000	\$370,000	\$439,000
NC	Dare County	County	35,104	\$13,790,194	\$41,040,752	\$54,830,946	1,307	\$24,927,000	\$1,881,000	\$1,898,000
NC	Yadkin County	County	37,792	\$809,737	\$70,670	\$880,407	28	\$461,000	\$26,000	\$35,000
NC	Toe River Valley	Multi-County Region	50,698	\$11,706,879	\$5,401,784	\$17,108,663	412	\$8,047,000	\$524,000	\$738,000
NC	Lenoir County	County	58,485	\$932,880	\$12,666,803	\$13,599,683	369	\$8,912,000	\$941,000	\$713,000
NC	Town of Chapel Hill	City	59,376	\$88,407,897	\$28,613,313	\$117,021,210	4,542	\$95,683,000	\$4,712,000	\$6,365,000
NC	Albemarle Region	Multi-County Region	61,685	\$2,724,828	\$4,231,853	\$6,956,681	209	\$3,754,000	\$236,000	\$301,000
NC	City of Asheville	City	87,882	\$19,541,466	\$39,114,604	\$58,656,070	1,894	\$42,728,000	\$3,047,000	\$3,288,000
NC	Moore County	County	93,077	\$6,876,979	\$6,389,283	\$13,266,262	311	\$6,888,000	\$407,000	\$505,000
NC	Cleveland County	County	97,076	\$2,287,739	\$3,367,458	\$5,655,197	138	\$2,814,000	\$223,000	\$245,000
NC	City of High Point	City	108,629	\$2,560,289	\$3,190,517	\$5,750,806	204	\$4,823,000	\$257,000	\$307,000

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The 341 Participating Arts & Economic Prosperity 5 Study Regions

State	Name of Study Region	Type of Region	2015 Population	Estimated Spending by Nonprofit Arts and Cultural Organizations	Estimated Spending by Cultural Audiences	Total Spending by the Nonprofit Arts and Culture INDUSTRY	TOTAL ECONOMIC IMPACT			
							Full-Time Equivalent Jobs Supported	Resident Household Income Generated	Local Government Revenue Generated	State Government Revenue Generated
NATIONAL ESTIMATES OF ECONOMIC IMPACT										
				\$63.8 Billion	\$102.5 Billion	\$166.3 Billion	4.6 Million	\$96.1 Billion	\$6.9 Billion	\$7.7 Billion
NC	Wayne County	County	124,456	\$1,570,039	\$3,260,763	\$4,830,802	152	\$3,209,000	\$239,000	\$236,000
NC	Robeson County	County	134,760	\$2,914,420	\$1,037,548	\$3,951,968	124	\$2,229,000	\$128,000	\$155,000
NC	Orange County	County	140,420	\$93,643,475	\$36,666,872	\$130,310,347	5,001	\$105,151,000	\$5,378,000	\$7,131,000
NC	Catawba County	County	154,534	\$12,569,224	\$36,671,219	\$49,240,443	1,442	\$29,903,000	\$1,941,000	\$2,223,000
NC	Town of Cary	City	155,227	\$6,153,643	\$10,826,761	\$16,980,404	628	\$13,733,000	\$924,000	\$977,000
NC	Alamance County	County	155,792	\$3,877,725	\$4,937,353	\$8,815,078	299	\$5,233,000	\$304,000	\$405,000
NC	Pitt County	County	175,354	\$12,689,847	\$5,422,000	\$18,111,847	882	\$17,525,000	\$751,000	\$807,000
NC	Center City Charlotte	Cultural District	175,422	\$124,091,617	\$92,406,680	\$216,498,297	6,830	\$166,089,000	\$8,713,000	\$10,566,000
NC	Cabarrus County	County	192,103	\$2,265,571	\$4,677,402	\$6,942,973	209	\$4,333,000	\$293,000	\$322,000
NC	New Hanover County	County	216,298	\$14,841,737	\$40,963,688	\$55,805,425	2,076	\$44,122,000	\$2,933,000	\$2,709,000
NC	Buncombe County	County	250,539	\$26,363,882	\$42,520,698	\$68,884,580	2,233	\$51,258,000	\$3,472,000	\$3,811,000
NC	Durham County	County	294,460	\$104,619,126	\$49,550,897	\$154,170,023	5,722	\$132,528,000	\$6,960,000	\$6,397,000
NC	Cumberland County	County	326,328	\$29,655,943	\$29,520,110	\$59,176,053	1,867	\$38,161,000	\$2,924,000	\$3,189,000
NC	Northeast Commission	Multi-County Region	363,945	\$22,642,818	\$53,311,686	\$75,954,504	1,916	\$36,187,000	\$2,617,000	\$2,791,000
NC	Forsyth County	County	365,298	\$104,706,797	\$2,083,038	\$156,789,835	5,559	\$129,468,000	\$6,052,000	\$8,710,000
NC	City of Raleigh	City	439,896	\$167,668,956	\$363,988,155	\$531,657,111	18,894	\$356,720,000	\$25,817,000	\$27,648,000
NC	Guilford County	County	512,119	\$67,062,726	\$95,171,867	\$162,234,593	5,963	\$112,060,000	\$7,299,000	\$8,293,000
NC	Wake County	County	998,691	\$179,146,269	\$378,008,208	\$557,154,477	19,873	\$377,750,000	\$27,110,000	\$29,095,000
NC	Mecklenburg County	County	1,012,539	\$137,737,853	\$104,985,768	\$242,723,621	7,652	\$185,664,000	\$9,804,000	\$11,844,000
NC	Eastern Region	Multi-County Region	1,069,424	\$27,730,102	\$56,999,129	\$84,729,231	2,857	\$58,982,000	\$3,926,000	\$4,349,000
NC	Advantage West Region	Multi-County Region	1,131,482	\$73,230,591	\$164,631,483	\$239,862,074	7,064	\$149,553,000	\$11,539,000	\$12,901,000
NC	Southeast Commission	Multi-County Region	1,151,993	\$50,352,984	\$77,078,611	\$127,431,595	4,347	\$90,030,000	\$6,336,000	\$6,481,000
NC	Piedmont Triad Partnership	Multi-County Region	1,679,041	\$207,772,417	\$185,161,256	\$392,933,673	14,234	\$292,819,000	\$16,467,000	\$20,770,000
NC	Research Triangle Regional Partnership	Multi-County Region	2,170,933	\$387,905,496	\$475,338,356	\$863,243,852	31,219	\$628,044,000	\$40,218,000	\$43,560,000
NC	Charlotte Regional Partnership	Multi-County Region	2,389,165	\$165,862,764	\$166,522,445	\$332,385,209	10,340	\$242,047,000	\$13,441,000	\$16,057,000
NC	Greater Charlotte Region	Multi-County Region	2,801,806	\$179,142,409	\$180,278,450	\$359,420,859	11,186	\$259,104,000	\$14,266,000	\$17,246,000
NC	State of North Carolina	State	9,943,964	\$937,497,172	\$1,179,042,966	\$2,116,540,138	71,977	\$1,497,662,000	\$94,544,000	\$106,909,000
ND	City of Jamestown	City	15,446	\$1,055,380	\$5,806,005	\$6,861,385	193	\$3,653,000	\$377,000	\$376,000
ND	City of Grand Forks	City	56,057	\$2,781,581	\$3,159,035	\$5,940,616	180	\$3,849,000	\$187,000	\$295,000

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The 341 Participating Arts & Economic Prosperity 5 Study Regions

State	Name of Study Region	Type of Region	2015 Population	Estimated Spending by Nonprofit Arts and Cultural Organizations	Estimated Spending by Cultural Audiences	Total Spending by the Nonprofit Arts and Culture INDUSTRY	TOTAL ECONOMIC IMPACT			
							Full-Time Equivalent Jobs Supported	Resident Household Income Generated	Local Government Revenue Generated	State Government Revenue Generated
NATIONAL ESTIMATES OF ECONOMIC IMPACT										
				\$63.8 Billion	\$102.5 Billion	\$166.3 Billion	4.6 Million	\$96.1 Billion	\$6.9 Billion	\$7.7 Billion
ND	Bismarck-Mandan Region	Multi-City Region	89,716	\$22,135,263	\$19,075,541	\$41,210,804	1,559	\$27,543,000	\$1,209,000	\$2,312,000
ND	Greater Minot Region	Multi-County Region	97,319	\$8,739,861	\$4,770,610	\$13,510,471	303	\$6,081,000	\$465,000	\$696,000
ND	Greater Fargo-Moorhead Area	Multi-City Region	194,125	\$17,509,395	\$24,056,460	\$41,565,855	1,533	\$29,968,000	\$1,273,000	\$2,332,000
ND	State of North Dakota	State	739,482	\$56,458,549	\$53,659,524	\$110,118,073	3,861	\$73,064,000	\$3,525,000	\$6,053,000
NE	City of Lincoln	City	272,996	\$50,665,562	\$48,329,810	\$98,995,372	2,976	\$74,020,000	\$4,743,000	\$5,086,000
NH	City of Rochester	City	29,991	\$4,353,943	\$7,902,214	\$12,256,157	405	\$8,080,000	\$444,000	\$604,000
NH	Greater Portsmouth Area	Multi-City Region	36,386	\$21,456,627	\$36,585,032	\$58,041,659	1,825	\$38,408,000	\$3,707,000	\$3,061,000
NH	Greater Concord Area	Multi-City Region	84,300	\$17,833,550	\$13,351,816	\$31,185,366	962	\$22,438,000	\$1,422,000	\$1,332,000
NH	Monadnock Region	Multi-City Region	88,700	\$13,271,384	\$5,280,101	\$18,551,485	659	\$12,724,000	\$963,000	\$941,000
NJ	Cape May County	County	95,344	\$4,544,984	\$15,021,250	\$19,566,234	430	\$8,344,000	\$1,216,000	\$1,055,000
NJ	Cumberland County	County	157,389	\$9,546,724	\$7,196,474	\$16,743,198	576	\$9,272,000	\$884,000	\$839,000
NJ	City of Newark	City	280,579	\$109,365,244	\$68,963,054	\$178,328,298	4,963	\$133,752,000	\$7,208,000	\$8,360,000
NJ	Mercer County	County	371,537	\$22,095,147	\$18,713,948	\$40,809,095	1,367	\$24,778,000	\$2,144,000	\$1,936,000
NJ	Morris County	County	499,727	\$15,784,179	\$16,028,988	\$31,813,167	982	\$17,218,000	\$1,404,000	\$1,781,000
NJ	State of New Jersey	State	8,938,175	\$296,140,348	\$223,674,136	\$519,814,484	14,342	\$340,048,000	\$17,305,000	\$23,659,000
NM	City of Las Cruces	City	101,408	\$8,508,432	\$10,596,813	\$19,105,245	426	\$10,560,000	\$700,000	\$1,276,000
NM	Dofia Ana County	County	213,676	\$12,920,210	\$20,191,146	\$33,111,356	743	\$18,032,000	\$1,241,000	\$2,199,000
NV	City of Reno	City	236,995	\$50,139,403	\$38,895,672	\$89,035,075	2,658	\$52,815,000	\$2,645,000	\$5,323,000
NV	State of Nevada	State	2,839,099	\$227,298,372	\$244,426,892	\$471,725,264	10,494	\$250,658,000	\$12,001,000	\$24,827,000
NY	Westchester County	County	972,634	\$106,569,709	\$65,689,723	\$172,259,432	5,179	\$126,199,000	\$13,957,000	\$11,820,000
NY	Western New York	Multi-County Region	1,394,749	\$156,024,439	\$196,125,443	\$352,149,882	10,160	\$208,246,000	\$27,497,000	\$12,801,000
OH	Dayton Region	Multi-County Region	800,836	\$95,159,725	\$118,527,088	\$213,686,813	8,829	\$153,262,000	\$10,770,000	\$13,085,000
OH	Greater Columbus Area	County	1,231,393	\$222,477,493	\$189,782,016	\$412,259,509	14,980	\$373,393,000	\$20,321,000	\$26,453,000
OK	City of Alva	City	5,174	\$1,188,716	\$569,771	\$1,758,487	66	\$974,000	\$54,000	\$56,000
OK	City of Guthrie	City	11,096	\$1,611,682	\$2,331,481	\$3,943,163	79	\$1,565,000	\$153,000	\$185,000
OK	City of Ponca City	City	24,766	\$2,799,217	\$2,206,719	\$5,005,936	112	\$2,317,000	\$158,000	\$147,000
OK	City of Norman	City	118,040	\$11,552,877	\$44,621,918	\$56,174,795	1,544	\$29,213,000	\$1,856,000	\$2,983,000
OK	Greater Tulsa Region	Multi-County Region	1,180,284	\$91,182,165	\$137,689,013	\$228,871,178	7,876	\$156,636,000	\$9,441,000	\$12,309,000
OK	Greater Oklahoma City Region	Multi-County Region	1,504,374	\$220,484,100	\$382,263,042	\$602,747,142	20,571	\$417,582,000	\$28,183,000	\$33,536,000

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The 341 Participating Arts & Economic Prosperity 5 Study Regions

State	Name of Study Region	Type of Region	2015 Population	Estimated Spending by Nonprofit Arts and Cultural Organizations	Estimated Spending by Cultural Audiences	Total Spending by the Nonprofit Arts and Culture INDUSTRY	TOTAL ECONOMIC IMPACT			
							Full-Time Equivalent Jobs Supported	Resident Household Income Generated	Local Government Revenue Generated	State Government Revenue Generated
NATIONAL ESTIMATES OF ECONOMIC IMPACT							4.6 Million	\$96.1 Billion	\$6.9 Billion	\$7.7 Billion
OK	State of Oklahoma	State	3,878,051	\$331,249,786	\$541,580,846	\$872,830,632	29,165	\$588,207,000	\$38,107,000	\$46,397,000
OR	Southern Oregon Area	Multi-City Region	29,854	\$37,531,117	\$63,078,564	\$100,609,681	3,365	\$65,420,000	\$6,968,000	\$1,755,000
OR	Clatsop County	County	37,474	\$2,874,045	\$10,849,913	\$13,723,958	359	\$6,738,000	\$702,000	\$560,000
OR	Lincoln County	County	46,406	\$1,595,530	\$8,828,455	\$10,423,985	272	\$5,056,000	\$529,000	\$515,000
OR	Northeast Oregon Region	Multi-County Region	48,570	\$652,008	\$556,935	\$1,208,943	39	\$657,000	\$38,000	\$34,000
OR	City of Corvallis	City	57,390	\$27,545,447	\$44,324,930	\$71,870,377	1,968	\$32,804,000	\$2,024,000	\$2,744,000
OR	Yamhill County	County	101,758	\$20,664,640	\$24,305,837	\$44,970,477	1,150	\$20,635,000	\$1,418,000	\$1,469,000
OR	City of Eugene	City	160,561	\$40,780,515	\$21,423,287	\$62,203,802	2,401	\$45,714,000	\$2,366,000	\$1,567,000
OR	Central Oregon Region	Multi-City Region	192,580	\$9,958,558	\$24,706,823	\$34,665,381	968	\$18,522,000	\$1,482,000	\$939,000
OR	Clackamas County	County	394,972	\$5,821,109	\$9,016,568	\$14,837,677	417	\$8,027,000	\$491,000	\$708,000
OR	Washington County	County	562,998	\$13,813,264	\$7,272,749	\$21,086,013	942	\$14,947,000	\$765,000	\$795,000
OR	Greater Portland Area	Multi-County Region	1,734,682	\$214,420,434	\$115,982,321	\$330,402,755	11,505	\$268,293,000	\$13,663,000	\$13,979,000
OR	State of Oregon	State	3,970,239	\$364,065,287	\$322,956,808	\$687,022,095	22,299	\$469,461,000	\$29,319,000	\$23,636,000
PA	Southwestern Pennsylvania Area	Multi-City Region	34,208	\$13,154,583	\$27,580,415	\$40,734,998	1,160	\$24,419,000	\$1,084,000	\$2,212,000
PA	Erie County	County	278,443	\$19,091,150	\$23,147,814	\$42,238,964	1,456	\$29,795,000	\$1,601,000	\$2,386,000
PA	Berks County	County	413,691	\$10,805,527	\$8,140,047	\$18,945,574	625	\$11,551,000	\$785,000	\$1,095,000
PA	Greater Harrisburg Area	Multi-County Region	560,849	\$12,684,667	\$7,409,784	\$20,094,451	763	\$16,347,000	\$705,000	\$1,292,000
PA	Lehigh Valley Region	Multi-County Region	722,918	\$83,164,601	\$103,220,986	\$186,385,587	6,908	\$140,215,000	\$7,095,000	\$11,710,000
PA	Allegheny County	County	1,231,255	\$549,874,646	\$509,510,265	\$1,059,384,911	32,211	\$640,526,000	\$47,724,000	\$67,397,000
PA	City and County of Philadelphia	County	1,560,297	\$848,922,523	\$765,177,606	\$1,614,100,129	37,590	\$930,418,000	\$81,093,000	\$75,979,000
PA	Greater Philadelphia Region	Multi-County Region	4,079,583	\$992,509,546	\$892,141,419	\$1,884,650,965	55,225	\$1,296,510,000	\$98,659,000	\$125,606,000
PA	State of Pennsylvania	State	12,787,209	\$1,753,309,722	\$1,634,835,604	\$3,388,145,326	100,114	\$2,205,857,000	\$178,522,000	\$223,594,000
RI	City of Providence	City	179,154	\$93,832,555	\$111,948,211	\$205,780,766	5,115	\$121,255,000	\$10,024,000	\$10,910,000
SC	City of Charleston	City	130,113	\$66,091,990	\$120,433,761	\$186,525,751	6,744	\$131,328,000	\$9,794,000	\$9,294,000
SC	York County	County	245,346	\$13,279,645	\$13,756,005	\$27,035,650	846	\$17,057,000	\$825,000	\$1,189,000
SC	Greater Spartanburg Area	County	293,542	\$21,371,683	\$10,670,113	\$32,041,796	1,130	\$22,372,000	\$1,110,000	\$1,549,000
SC	Greater Columbia Area	Multi-County Region	679,454	\$22,480,674	\$42,190,412	\$64,671,086	2,630	\$55,052,000	\$3,333,000	\$3,963,000
SD	City of Sioux Falls	City	168,586	\$20,112,501	\$84,438,598	\$104,551,099	3,535	\$70,356,000	\$3,350,000	\$5,188,000
SD	Black Hills Region	Multi-County Region	199,656	\$22,974,769	\$91,334,299	\$114,309,068	3,573	\$70,882,000	\$3,783,000	\$6,247,000

Source: Arts and Economic Prosperity 5, Americans for the Arts, 2017 (www.AmericansForTheArts.org/EconomicImpact).

The 341 Participating Arts & Economic Prosperity 5 Study Regions

State	Name of Study Region	Type of Region	2015 Population	Estimated Spending by Nonprofit Arts and Cultural Organizations	Estimated Spending by Cultural Audiences	Total Spending by the Nonprofit Arts and Culture INDUSTRY	TOTAL ECONOMIC IMPACT			
							Full-Time Equivalent Jobs Supported	Resident Household Income Generated	Local Government Revenue Generated	State Government Revenue Generated
NATIONAL ESTIMATES OF ECONOMIC IMPACT										
				\$63.8 Billion	\$102.5 Billion	\$166.3 Billion	4.6 Million	\$96.1 Billion	\$6.9 Billion	\$7.7 Billion
SD	Greater Sioux Falls Area	Multi-County Region	248,351	\$20,601,653	\$84,845,941	\$105,447,594	3,567	\$71,135,000	\$3,380,000	\$5,232,000
TN	Grundy County	County	13,425	\$110,283	\$916,143	\$1,026,426	16	\$284,000	\$44,000	\$61,000
TN	City of Tullahoma	City	18,899	\$610,715	\$457,871	\$1,068,586	32	\$561,000	\$31,000	\$54,000
TN	Macon County	County	23,003	\$104,098	\$66,583	\$170,681	3	\$73,000	\$5,000	\$10,000
TN	Hickman County	County	24,384	\$1,152,455	\$628,056	\$1,780,511	39	\$1,107,000	\$50,000	\$103,000
TN	McNairy County	County	26,267	\$22,544	\$288,940	\$311,484	5	\$87,000	\$14,000	\$14,000
TN	Henry County	County	32,204	\$183,974	\$541,722	\$725,696	18	\$355,000	\$29,000	\$47,000
TN	Weakley County	County	34,373	\$211,563	\$1,174,650	\$1,386,213	37	\$686,000	\$63,000	\$97,000
TN	City of Columbia	City	36,071	\$1,297,724	\$6,362,126	\$7,659,850	213	\$3,657,000	\$317,000	\$493,000
TN	Campbell County	County	39,918	\$108,671	\$436,962	\$545,633	9	\$171,000	\$17,000	\$32,000
TN	Monroe County	County	45,233	\$666,880	\$6,027,214	\$6,694,094	145	\$3,033,000	\$264,000	\$434,000
TN	Gibson County	County	49,472	\$1,003,653	\$7,117,024	\$8,120,677	151	\$3,402,000	\$212,000	\$402,000
TN	McMinn County	County	52,626	\$2,021,520	\$5,383,250	\$7,404,770	170	\$3,314,000	\$241,000	\$407,000
TN	Hamblen County	County	63,036	\$760,318	\$1,259,169	\$2,019,487	62	\$1,176,000	\$74,000	\$116,000
TN	City of Jackson	City	67,319	\$2,666,496	\$2,052,410	\$4,718,906	190	\$3,138,000	\$144,000	\$237,000
TN	Greene County	County	68,335	\$2,505,621	\$2,241,470	\$4,747,091	116	\$2,175,000	\$140,000	\$251,000
TN	Putnam County	County	74,165	\$2,038,202	\$365,463	\$2,403,665	79	\$1,691,000	\$68,000	\$125,000
TN	Sevier County	County	95,110	\$3,645,416	\$42,123,668	\$45,769,084	1,047	\$19,109,000	\$2,364,000	\$2,360,000
TN	Washington County	County	126,242	\$3,257,903	\$15,198,698	\$18,456,601	553	\$10,962,000	\$1,373,000	\$1,223,000
TN	Montgomery County	County	189,961	\$2,964,420	\$2,041,349	\$5,005,769	181	\$2,756,000	\$215,000	\$380,000
TN	Greater Kingsport Area	Multi-County Region	213,782	\$9,562,287	\$19,946,401	\$29,508,688	793	\$16,034,000	\$1,263,000	\$1,749,000
TN	Southwest Tennessee Development District	Multi-County Region	251,519	\$3,129,255	\$3,150,012	\$6,279,267	236	\$3,949,000	\$205,000	\$327,000
TN	Northwest Tennessee Development District	Multi-County Region	251,739	\$2,283,302	\$9,771,421	\$12,054,723	259	\$5,426,000	\$365,000	\$652,000
TN	Rutherford County	County	288,906	\$10,798,787	\$20,370,806	\$31,169,593	1,054	\$18,266,000	\$1,396,000	\$1,992,000
TN	Upper Cumberland Development District	Multi-County Region	343,430	\$6,334,696	\$4,778,035	\$11,112,731	327	\$6,312,000	\$436,000	\$678,000
TN	Hamilton County	County	351,220	\$64,768,855	\$107,710,825	\$173,479,680	6,345	\$144,945,000	\$7,284,000	\$12,582,000
TN	South Central Tennessee Development District	Multi-County Region	430,544	\$4,064,456	\$10,903,233	\$14,967,689	392	\$7,349,000	\$569,000	\$916,000
TN	First Tennessee Development District	Multi-County Region	507,724	\$15,384,812	\$38,063,182	\$53,447,994	1,481	\$29,564,000	\$2,821,000	\$3,277,000
TN	Southeast Tennessee Development District	Multi-County Region	638,360	\$67,352,550	\$116,017,033	\$183,369,583	6,607	\$150,096,000	\$7,688,000	\$13,233,000

Source: Arts and Economic Prosperity 5, Americans for the Arts, 2017 (www.AmericansForTheArts.org/EconomicImpact).

The 341 Participating Arts & Economic Prosperity 5 Study Regions

Name of Study Region	Type of Region	2015 Population	Estimated Spending by Nonprofit Arts and Cultural Organizations	Estimated Spending by Cultural Audiences	Total Spending by the Nonprofit Arts and Culture INDUSTRY	TOTAL ECONOMIC IMPACT			
						Full-Time Equivalent Jobs Supported	Resident Household Income Generated	Local Government Revenue Generated	State Government Revenue Generated
NATIONAL ESTIMATES OF ECONOMIC IMPACT						4.6 Million	\$96.1 Billion	\$6.9 Billion	\$7.7 Bil
Greater Knoxville Region	Multi-County Region	650,511	\$48,160,880	\$97,766,533	\$145,927,413	5,503	\$104,004,000	\$8,398,000	\$10,242,
Nashville-Davidson County	County	668,347	\$178,780,284	\$250,560,557	\$429,340,841	14,277	\$309,406,000	\$19,642,000	\$31,470,
Shelby County	County	938,803	\$118,196,607	\$79,131,575	\$197,328,182	6,138	\$160,806,000	\$8,332,000	\$14,044,
Memphis Area Association of Governments	Multi-County Region	1,066,819	\$118,315,928	\$79,242,425	\$197,558,353	6,145	\$160,968,000	\$8,341,000	\$14,060,
East Tennessee Development District	Multi-County Region	1,202,594	\$53,564,537	\$148,670,020	\$202,234,557	6,807	\$128,340,000	\$11,189,000	\$13,279,
Greater Nashville Regional Council	Multi-County Region	1,856,623	\$200,353,380	\$287,705,334	\$488,058,714	16,228	\$345,770,000	\$22,329,000	\$35,566,
State of Tennessee	State	6,549,352	\$470,782,916	\$698,300,695	\$1,169,083,611	38,482	\$837,774,000	\$53,943,000	\$81,988,
City of Sugar Land	City	86,777	\$646,740	\$523,961	\$1,170,701	33	\$614,000	\$72,000	\$84,
City of Lewisville	City	102,889	\$1,513,284	\$304,772	\$1,818,056	66	\$1,229,000	\$125,000	\$139,
City of Richardson	City	108,617	\$12,143,635	\$8,452,425	\$20,596,060	694	\$14,840,000	\$831,000	\$1,095,
City of Waco	City	130,194	\$31,391,910	\$32,298,881	\$63,690,791	2,184	\$42,720,000	\$3,782,000	\$3,617,
City of Irving	City	232,406	\$24,192,919	\$1,260,973	\$25,453,892	1,031	\$20,911,000	\$1,151,000	\$1,407,
City of El Paso	City	679,036	\$59,978,686	\$43,468,775	\$103,447,461	4,193	\$73,708,000	\$5,795,000	\$6,352,
City of Fort Worth	City	812,238	\$255,976,253	\$194,654,565	\$450,630,818	14,480	\$337,917,000	\$26,552,000	\$29,403,
Fort Worth Cultural District	Cultural District	812,238	\$150,010,452	\$114,739,000	\$264,749,452	8,504	\$198,470,000	\$15,599,000	\$17,279,
City of Dallas	City	1,281,047	\$631,469,325	\$259,701,224	\$891,170,549	33,554	\$856,249,000	\$45,100,000	\$52,132,
Dallas Arts District	Cultural District	1,281,047	\$282,234,392	\$113,567,787	\$395,802,179	14,932	\$380,988,000	\$19,996,000	\$23,142,
City of San Antonio	City	1,436,697	\$143,127,136	\$280,305,439	\$423,432,575	15,193	\$367,271,000	\$23,606,000	\$31,693,
Harris County	County	4,441,370	\$565,143,010	\$528,903,379	\$1,094,046,389	25,102	\$785,492,000	\$56,045,000	\$60,644,
East End Cultural District	Cultural District	4,441,370	\$3,177,402	\$5,028,736	\$8,206,138	185	\$5,699,000	\$447,000	\$504,
Houston Museum District Association	Cultural District	4,441,370	\$321,550,313	\$324,523,136	\$646,073,449	14,783	\$461,644,000	\$33,392,000	\$36,569,
Midtown Cultural District	Cultural District	4,441,370	\$4,111,803	\$4,719,940	\$8,831,743	201	\$6,259,000	\$463,000	\$510,
Washington Avenue Cultural District	Cultural District	4,441,370	\$2,520,607	\$2,196,630	\$4,717,237	109	\$3,402,000	\$240,000	\$258,
Greater Houston Region	Multi-County Region	6,517,279	\$579,435,793	\$537,967,268	\$1,117,403,061	25,817	\$801,630,000	\$57,332,000	\$62,007,
Dallas-Forth Worth-Arlington.MSA	Multi-County Region	6,945,636	\$999,509,582	\$473,856,433	\$1,473,366,015	52,848	\$1,300,922,000	\$78,216,000	\$88,992,
Iron County	County	47,269	\$13,330,445	\$62,797,842	\$76,128,287	1,955	\$34,261,000	\$3,451,000	\$3,571,
City of Logan	City	48,997	\$17,572,786	\$13,753,037	\$31,325,823	1,104	\$17,351,000	\$1,453,000	\$1,241,
Salt Lake City	City	190,884	\$112,442,764	\$194,120,153	\$306,562,917	10,479	\$215,686,000	\$13,080,000	\$14,857,
City of Falls Church	City	13,601	\$6,749,150	\$19,029,073	\$25,778,223	626	\$8,156,000	\$1,066,000	\$1,804,

Source: Arts and Economic Prosperity 5. Americans for the Arts. 2017 (www.AmericansForTheArts.org/EconomicImpact).

The 341 Participating Arts & Economic Prosperity 5 Study Regions

Name of Study Region	Type of Region	2015 Population	Estimated Spending by Nonprofit Arts and Cultural Organizations	Estimated Spending by Cultural Audiences	Total Spending by the Nonprofit Arts and Culture INDUSTRY	TOTAL ECONOMIC IMPACT			
						Full-Time Equivalent Jobs Supported	Resident Household Income Generated	Local Government Revenue Generated	State Government Revenue Generated
NATIONAL ESTIMATES OF ECONOMIC IMPACT						4.6 Million	\$96.1 Billion	\$6.9 Billion	\$7.7 Billion
City of Fairfax	City	24,483	\$2,639,540	\$1,052,653	\$3,692,193	106	\$2,175,000	\$145,000	\$137,000
City of Lynchburg	City	79,047	\$6,648,618	\$4,207,822	\$10,856,440	251	\$5,311,000	\$477,000	\$485,000
James River Arts & Cultural District	Cultural District	79,047	\$6,394,249	\$3,759,455	\$10,153,704	234	\$4,945,000	\$444,000	\$454,000
Greater Charlottesville Area	Multi-County Region	150,082	\$60,559,918	\$61,250,521	\$121,810,439	2,131	\$54,685,000	\$5,717,000	\$3,844,000
City of Alexandria	City	150,575	\$35,827,099	\$76,016,409	\$111,843,508	2,628	\$56,913,000	\$3,831,000	\$3,710,000
Arlington County	County	226,908	\$170,762,477	\$18,476,219	\$189,238,696	5,156	\$118,675,000	\$7,512,000	\$6,392,000
City of Virginia Beach	City	450,980	\$25,929,369	\$61,802,150	\$87,731,519	2,875	\$52,494,000	\$3,739,000	\$3,285,000
Richmond & Tri-Cities Region	Multi-County Region	1,046,822	\$211,680,685	\$148,391,431	\$360,072,116	10,702	\$204,206,000	\$14,655,000	\$16,976,000
Fairfax County	County	1,137,538	\$173,409,818	\$98,189,315	\$271,599,133	6,220	\$145,515,000	\$9,268,000	\$10,033,000
Greater Fairfax Area	Multi-County Region	1,175,622	\$182,798,508	\$118,271,041	\$301,069,549	6,952	\$155,846,000	\$10,479,000	\$11,974,000
Greater Burlington Area	Multi-City Region	110,972	\$59,120,540	\$36,038,913	\$95,159,453	3,671	\$60,485,000	\$2,475,000	\$6,616,000
State of Vermont	State	626,562	\$78,856,911	\$44,027,403	\$122,884,314	4,268	\$71,747,000	\$2,597,000	\$7,188,000
City of Tacoma	City	203,446	\$74,648,459	\$62,565,471	\$137,213,930	3,656	\$86,035,000	\$5,979,000	\$7,977,000
Door County	County	27,766	\$9,730,760	\$14,967,671	\$24,698,431	632	\$12,247,000	\$1,240,000	\$1,274,000
City of La Crosse	City	52,440	\$12,827,852	\$19,855,615	\$32,683,467	1,132	\$24,318,000	\$1,410,000	\$1,827,000
Eau Claire County	County	101,564	\$4,509,343	\$5,800,746	\$10,310,089	393	\$8,745,000	\$525,000	\$554,000
Greater Green Bay Area	County	256,670	\$23,392,446	\$12,925,635	\$36,318,081	1,311	\$25,617,000	\$1,369,000	\$1,820,000
Greater Fox Cities Region	Multi-County Region	401,008	\$40,077,673	\$18,279,758	\$58,357,431	1,613	\$32,445,000	\$2,790,000	\$2,725,000
Dane County	County	516,284	\$145,739,612	\$104,161,585	\$249,901,197	9,154	\$183,574,000	\$9,943,000	\$13,953,000
State of Wisconsin	State	5,757,564	\$376,915,991	\$279,941,276	\$656,857,267	26,695	\$555,512,000	\$34,718,000	\$40,510,000
City of Morgantown	City	31,073	\$27,454,214	\$8,020,706	\$35,474,920	1,538	\$23,710,000	\$729,000	\$2,305,000
Town of Jackson	City	10,449	\$18,725,980	\$32,521,961	\$51,247,941	1,058	\$22,721,000	\$1,930,000	\$3,145,000