

**NOTES**  
**Student Success, Academic Programs & Campus Identity Subcommittee**  
**October 18, 2018**

Present: Mike Griffin, Chair; Rick Piccolo, Dr. Tonjua Williams

**I. Call to Order**

Chair Griffin called the meeting to order and thanked everyone for attending.

Dr. Martin Tadlock welcomed the Task Force subcommittee and audience members to USF St. Petersburg.

Senator Brandes provided introductory comments about USF St. Petersburg and the community's investment in its success, noting for consolidation to succeed, all of the campuses must move forward.

**II. New Business – Action Items**

The September 19, 2018 meeting were approved.

**III. New Business – Information Items**

**a. Introduction**

**b. Testimony**

**• Workforce Demand**

**Ms. Kyle Barr, Senior Vice President of Team Resources Officer, Bay Care Health System**, began her presentation by noting Bay Care is the second largest employer in the region. Because of size and scope Bay Care generates \$4 Billion in revenue and has an economic impact of \$7 billion. Bay Care is a not-for-profit community-owned organization that provides health care to underserved and uninsured patients. Recognized as a top 65 place to work by Forbes Magazine, Bay Care has been committed for years to growth and education of the community. It has a long partnership with USF training residents and fellows.

She said over 160,000 people work in healthcare jobs in the area and there are more than 6,500 job openings at any given time. There will be more than 60,000 openings over the next five years. There is a high demand for nurse assistants, RNs, and medical clinical assistants.

Ms. Barr stressed that university partnerships are key. Bay Care trains USF Medical Residents and Fellows at Morton B Plant Hospital. Bay Care has an earn-as-you-learn

Advanced Technical Certificates with Hillsborough Community College. Bay Care also has an RN program with St Petersburg College.

She noted the following regional workforce shortages: lab techs, clinical and advanced nurses, medical records coder, primary care physicians, psychiatry and psychologists. Ms. Barr said that she hears from her team that they need to stack their education to afford it and continue to work. She closed by reiterating the biggest needs for the hospital system: nursing, lab sciences and primary care and psychiatry physicians.

There were questions from the subcommittee members regarding stackable credentials and partnerships in the Sarasota-Manatee region.

**Kristi Hoskinson, Training and Development Lead, FCCI Insurance** said that the insurance industry is aging and at risk of losing institutional memory over the next several years. A major challenge is how to fill the talent and skills gap that comes with the aging workforce.

Ms. Hoskinson highlighted FCCI's outstanding partnership with USF Sarasota-Manatee, noting they have hired 39 USF graduates in the last five years. She also explained various partnerships FCCI employees have with USFSM such as serving on college advisory committees.

FCCI has a goal to expose students to how exciting the insurance industry is and she recommended that recent graduates who are currently in the industry serve as recruiters. Benefits of insurance careers include multiple disciplines, opportunities for continuing education, competitive income, and career growth.

There was discussion regarding FCCI's number of employees and locations across the country.

- **Developing the Research Capacity**

**Dr. Paul Sanberg, Senior Vice President for Research, Innovation & Knowledge Enterprise, USF System**, began his presentation noting that USF Research and Innovation is proud to be a USF System Office, partnering with all three USF campuses. They serve the USF community in three main ways:

- Management of grants and contracts
- Technology transfer and commercialization
- Office of Corporate Partnerships

USF ranks 5<sup>th</sup> nationally in the number of patents issued. He also highlighted the new Office of Corporate Partnership, which creates a single entry point for industry partnerships for all three USF campuses.

Dr. Sanberg provided an overview of the USF Research Strategic Plan, noting that it is the first of its kind among state universities in Florida. He also noted all three USF campuses

participated in the development of the plan. He explained that nearly half of the Preeminence metrics are related to research. Research expenditures are weighted towards USF Tampa, but there is important research happening on all three campuses, with consolidation providing an opportunity to expand research across the university. Over time, the combined achievements will bring a unified USF closer to AAU membership. The achievements in research commercialization show USF's impact on the world; USF ranks 5th among public institutions in generating new patents. Dr. Sanberg noted some critical challenges however, including infrastructure and resources.

There were questions asked regarding research dollars at regional campuses and how the Research Office manages grants. Dr. Sanberg noted opportunities for growth in grants at USF St. Petersburg and USF Sarasota-Manatee. He also noted the significant infrastructure in place to aid with faculty research, including helping faculty apply for grants and complying with audits.

There was further discussion regarding proactively seeking and asking faculty to apply for grants as well as the resources and facilities needed for research. Additionally, there were questions regarding additional resources that will need to be provided to expand research across the three USF campuses.

Chair Griffin said that the subcommittee's expectation is that additional research capacity is developed at across all campuses.

**Dr. Paul Kirchman, Dean of the College of Science & Mathematics, Co-Chair of the Consolidation Implementation Committee (CIC) Research Committee and Dr. Bob Dechenes, Associate Dean, College of Medicine Molecular Medicine, Co-Chair of the Consolidation Implementation Committee Research Committee, USF Health,** provided a presentation regarding the research capacity of a consolidation USF, noting that a key focus of universities is research. The System Research Plan was referenced and the six focus areas of research outlined within it: Brain and Spinal Cord, Data Science, Heart, Human Security, Research Translations and Water.

While the Preeminence metrics for research have been met, USF must continually push forward towards AAU membership and other goals, while maintaining a focus on improving Preeminence metrics. Many of the other Preeminence metrics are also related to research, including public university ranking and retention/graduation rates.

Drs. Kirchman and Dechenes highlighted their work as the CIC Research Committee co-chairs, noting the committee started out by collecting a lot of data on the current state including research centers of excellence and infrastructure.

Dr. Dechenes outlined several *DRAFT* considerations from the CIC Research committee. The considerations are still in progress, pending other decisions and further discussion. Considerations included supporting the growth of regional campus research initiatives and strengths as well as joint appointments for USFSM and USFSP faculty. Additionally, a database was suggested that an online database be created that includes the resources and

centers that are available to all faculty, as well as the implementation of state of the art video-teleconferencing capabilities.

Dr. Kirchman stressed that the information presented is preliminary considerations from the CIC and has not yet been fully vetted.

There was discussion from the subcommittee members regarding opportunities for increased master's and doctoral programs at USF St. Petersburg and USF Sarasota-Manatee.

- **Shaping Unique Campus Identities in the Context of Consolidation**
  - Dr. Ralph Wilcox, Provost and Executive Vice President, USF System
  - Dr. Martin Tadlock, Regional Chancellor, USF St. Petersburg
  - Dr. Karen Holbrook, Regional Chancellor, USF Sarasota-Manatee

Chair Griffin asked that each of the three leaders discuss how to maintain the unique identity of his/her campus as well as the strategic vision for each campus today and what should it look like in the future.

**Dr. Wilcox** began by noting that while USF Tampa is the oldest of the three campuses, it is still a young organization. USF Tampa is one of 115 public doctoral universities with the highest level of research activity, which is measured not by structure, but by the array of degrees we deliver, the weight of the research portfolio, and by the profile and success of students.

With consolidation, the expectation is that the one university will retain its classification as a high research activity university. The research powerhouse that the campus has become is built on the six research pillars already outlined. He said that he had yet to talk to a faculty member that thought they had enough space, infrastructure and resources to achieve their goals. He pledged that the university would continue to meet the needs of students, faculty, staff and the community.

Provost Wilcox explained that the consolidation process is guided by the BOT Guiding Principles and the SACSCOC guidance.

Provost Wilcox shared that it may be ill advised to start programs without knowing what the specific demands or resources are. If there is a proven demand for doctoral programs they will be delivered, noting the flexibility with existing degree programs and the locations they can be offered.

**Dr. Tadlock** shared steps taken over the past three years to position USFSP as a research intensive campus. There are faculty who have high levels of research activity with heavy teaching loads.

Research efforts at USFSP have been expanded through deliberate hiring of faculty from R1 Institutions, specifically, faculty hired in the last two years have come from or received doctorates from high research universities. The number of awards in the last five years has increased from 13 to 30. USFSP added new science labs that are spectacular, innovative and cutting edge; invested \$500, 000 in research facilities; and doubled staff (from one to two people) dedicated to supporting research; USFSP also put together a research advisory committee to identify research opportunities and mentor junior faculty.

Dr. Tadlock shared that preeminence metrics are USFSP's largest opportunity for success but noted the current numbers are not where they should be and are unacceptable. USFSP is dedicated to student success and has had a 9% increase in retention and 7% increase in the four-year graduation rate. This fall, 93% of students admitted had USFSP listed as a first or second university choice. Two years ago, that percentage was 60%. Dr. Tadlock said that the best way to improve retention is to increase program offerings.

The USF System Master Academic Plan created before the consolidation effort began outlines new programs that could be offered at USFSP. Dr. Tadlock highlighted that USFSP is in the middle of the Innovation District and the campus should be the research corridor for the entire region. Finally, he noted USFSP is partnering with USF Tampa and USFSM to deliver programs in the areas of insurance, management, hospitality, and more.

Dr. Tadlock concluded his remarks by saying local decision making has to stay at USFSP; the campus cannot be dictated or mandated in everything because their work centers on relations with the community.

**Dr. Holbrook** described the unique identity of USFSM, noting it is a very small non-residential campus, which meets the higher education needs of a very diverse population. 85% of the students work and over 50% of those work more than 30 hours a week. Due to the size of USFSM, faculty know the students by name and can provide a personalized education. USFSM's agility and local decision-making authority allows for the delivery of programs to be tailored to the local community needs.

While the Sarasota area is a great arts community, USFSM doesn't have arts programming. Degree programs are already highly interdisciplinary (e.g. aging matches with Science and Business programs) and USFSM is thinking about how further develop existing programs. She explained the need for resources for research and space to grow. USFSM needs to build cohorts of faculty to apply for grants but also need resources to apply.

There were questions from the subcommittee regarding the current processes to add degree programs across at a system level. Provost Wilcox noted that all USF campuses coordinate planning for academic programming, because the programs are approved through the BOT and BOG. Academic planning must take duplicate programs from other state universities into consideration.

There was discussion regarding academic decision-making authority. Provost Wilcox noted the delivery of programs would be made with significant input from the communities USF

serves. As of July 1, 2020, “one” USF must break down this notion of “your” students and think of “our” students. USFSM and USFSP have been very innovative in the programs they have implemented and the focus should be on meeting the needs of our students, not on the structure of the institution.

Mr. Piccolo asked for a better understanding of what Preeminence would bring to regional campuses and clarity around the difference between the decision making with separate accreditations and single accreditation.

Chair Griffin explained that there are still several meetings left and they will be designed as workshops to flesh out final recommendations.

The subcommittee members asked Drs. Wilcox, Tadlock and Holbrook what each of their campus strengths are.

**Dr. Tadlock** said USFSP is committed to research and innovation, and its existing opportunities around life sciences and marine sciences. He noted that sustainability ties into those opportunities, as well as bio-medicine. New degree programs on the Master Academic Plan follow this trend. Additionally, he noted that STEM is important to teaching and Arts and Sciences program will connect with this major emphasis. Finally, he noted USFSP should be all things Red Tide, Blue Green Algae.

**Dr. Holbrook** said USFSM is very proud of its business programs. She said that through the consolidation process USFSM will not lose programs but can only gain additional programs post-consolidation. Dr. Holbrook explained how to build a T Shaped Student and that cross-disciplinary areas or interdisciplinary degrees are where USFSM could focus.

**Provost Wilcox** highlighted that no campus will be shutting down any programs, though a system-wide review is conducted regularly in terms of student inactivity. USF leads the state in types of degrees awarded in STEM – 66% of students. USF Tampa wants to extend those programs and are exploring a digital ecosystem. Provost Wilcox also discussed Centers of Excellence that could be leveraged across the three campuses.

• **Student Success in the Context of Consolidation - Postponed**

- Dr. Paul Dosal, Vice President for Student Affairs and Student Success, USF Tampa
- Dr. Patti Helton, Regional Vice Chancellor for Student Affairs, USF St. Petersburg
- Dr. Brett Kemker, Regional Vice Chancellor for Academic and Student Affairs, USF Sarasota-Manatee

Chair Griffin asked the Student Success representatives from the three campuses to postpone their presentation until the Nov. 6<sup>th</sup> subcommittee meeting.

**c. Public Comment**

**Craig Sher, executive chair of the Sembler Company**, said that in real estate development, there has been a flight of professionals. The core professionals are aging out

and new people are not coming in. There are a few programs at UF and FSU, however it will be important to bring talent back to the Tampa Bay area. He closed by noting USFSP does not offer any programs in real estate and there are dozens of real estate professions who would be willing to mentor and hire graduates.

**Robert Kapusta, Managing Partner at FisherSauls, Director at the Warehouse Arts District Association, and the American Arts and Crafts Museum, Board of Duncan McClellan's non-profit, chair of Bill Edwards Foundation of the Arts,** said that the arts are part and parcel of St. Petersburg and recommended that a school or college of the arts be created at USFSP.

**Chris Steinocher, President and CEO of the St. Petersburg Chamber of Commerce,** noted he was still unsure what the focus areas of the KTCOB be and the College of Arts and Sciences will be in the future. He explained that the details are very important and there are several conversations that still need to be had.

#### **d. Discussion**

Chair Griffin highlighted the three legislative focus areas for the committee:

1. Identification of specific degrees in programs of strategic significance, including health care, science, technology, engineering, mathematics, and other program priorities to be offered at the University of South Florida St. Petersburg and the University of South Florida Sarasota/Manatee and the timeline for the development and delivery of programs on each campus;
2. Maintaining the unique identity of each campus and an assessment of whether a separate educational mission is beneficial to the future of each campus;
3. Developing the research capacity at each campus.

Dr. Williams said that this Task Force expects to add resources to all three USF campuses.

#### **IV. Adjournment**

Adjourned at 4:20pm