



Office of the President

## President Genshaft's 2002 Fall Address -

September 19, 2002

### The Strategic Transformation of the University of South Florida

Good afternoon.

Thank you for coming to my University Fall Address on the Strategic Transformation of USF.

And thank you for all you do to make USF a better university.

We have made extraordinary accomplishments over the past two years, and we have faced some significant issues.

I've always said that big universities have big challenges. I just didn't know they would all come at once.

The fact is, very few universities have ever undertaken a transformation so dramatic and rapid as USF's. This means we celebrate successes and take on challenges at a faster pace than other institutions.

I'm proud of the achievements of this University. They are most impressive.

We are in a period of strategic transformation.

Due to our size and complexity, this process involves an amazing number of university activities.

Many, many initiatives have been undertaken to support our drive to become a premier metropolitan research university. We are completing a [strategic plan](#) for becoming a university that is characterized by: Excellent research with a special focus on urban issues; excellent instruction; diverse and student-centered campuses; and engagement of intellectual resources to support economic and social development of our region and state.

Reaching these goals requires a great deal of determined work. Much of it is in progress.

In preparing this report, I identified 14 major initiatives that are under way or soon will be. All of these, and many more that I do not list, are facets of our united effort to complete the strategic transformation of USF. Don't worry about keeping count. All these initiatives fall into four broad categories: Students, faculty and staff, research, universitywide issues.

### STUDENTS

We have developed into a major research university, and now we are developing an enrollment profile that is typical of metropolitan research universities.

Remember, in Florida our enrollment profile is also our funding base. For stable enrollment and funding, we need a strong cadre of full-time undergraduates and graduate students as well as our large number of part-time students.

We learned this in the 1990s, when we lost millions of dollars because we didn't meet enrollment goals set for us by the state.

#### President's Office -

- :: [President's Index](#)
- :: [Addresses & Reports](#)
- :: [President's Biography](#)
- :: [Office Staff Listing](#)

#### USF Governance -

- :: [Board of Trustees](#)
- :: [Administration](#)
- :: [Organizational Chart](#)
- :: [USF Mission & Goals](#)
- :: [Strategic Plan](#)

\* \* \*

- :: [Fall 2002 Highlights & Construction Update](#)

- :: [Live Netcast of Address](#)

For the past three academic years, we have met or exceeded our enrollment goals. Now we have a strong pool of applicants and are raising admission standards.

Rising standards are part of a five-year Enrollment Management Plan under development by many people, including Associate Vice President Doug Hartnagel, Vice President Harold Nixon and Dean Dale Johnson. The restructuring of this very basic function is having a profound impact throughout the university.

This year, we have 39,170 students, a record. This is a 5 percent increase over last year. The mean grade-point average for entering freshmen is up to 3.6. The average SAT score is up to 1056. We recruited a record number of high school valedictorians. Honors enrollment is up. Graduate enrollment passed the 7,000 mark for the first time.

More detailed information about the characteristics of the student body is included in a fact sheet at the end of this document. ([2002 Fall Highlights & Construction Update](#))

We are investing substantially in excellent students. Since 2000, the University has added \$2 million in undergraduate scholarship funding and we have directed about \$1 million a year into new support for graduate students.

Recruitment is part of enrollment management. Retaining students and keeping them on track to timely graduation is the rest. Our retention rates are also improving. For further improvement, we have established a Retention Task Force chaired by Professor Dwayne Smith. We will be looking at retention factors such as academic advising, availability of classes, involvement in campus life and taking class loads that allow students to graduate in a timely manner. We know that advising, particularly for undeclared majors, has been an issue. One step we are taking is creation of the President's Academy of Advisors. Soon, I will be inviting members of the University to participate in this Academy to support our retention effort.

In the months ahead, under the leadership of Provost David Stamps, we will also begin a review of general education. The University and the world around us have changed dramatically since the last review close to a decade ago. We will be asking such fundamental questions as: What does it mean to be well-educated in the 21st Century? What are new approaches we can take to educate more effectively?

## **FACULTY AND STAFF**

The basic reason students choose USF is the work of the faculty, the caliber of instruction here and the quality of the experience provided at USF. This year, we welcomed 114 new faculty. They come to us from such institutions as the University of Pennsylvania, the University of Texas, the University of Virginia and yes, the University of Florida. This is pretty impressive. Many of them are getting their teaching and research programs going. But I would like for those new faculty who are here to stand for a moment.

We also have just made an important hire from Duke University. Our new Dean of Public Health is Dr. Laurence G. Branch, who is out of town today. I would like to introduce two new deans -- Dr. Harold Keller is Interim Dean of the College of Education and Dr. Stuart Silverman is Interim Dean of the Honors College. Would they both please stand. And Dr. Renu Khator, who was Interim Dean of the College of Arts and Sciences for almost two years, was named Dean last May. Dr. Khator, please stand.

The modern USF competes with research universities around the nation to hire and retain faculty. So improving the faculty pay structure is critical to our success. My first year here, we instituted enhancement raises for newly promoted faculty.

Today I'm pleased to announce a new initiative to enhance faculty salaries -- the President's Award for Faculty Excellence. About 100 superior tenured or tenure-track faculty will be awarded raises of 8 to 10 percent of their base salaries. The deans and Provost Stamps are developing the process for awarding these raises. The deans and provost will conduct the process and the Provost will recommend to me a list of faculty to receive the awards.

I am also concerned about the pay levels for the staff who make USF work day in and day out. The state this year has provided for a 2.5 percent across-the-board raise to take effect October 1. We must seek ways to provide more substantial raises to staff who do excellent work. Our Board of Trustees will receive more authority in the coming months, including responsibility for our job classification and pay systems. As we find ways to become more efficient, I am committed to putting a significant portion of the money we free up into staff salaries.

## **RESEARCH**

Our most dramatic achievement is in sponsored research. This past year, the faculty secured \$207 million in external research funding. We passed the \$200 million mark for the first time. It has increased more than 20 percent in two years.

Growth in federal funding has been even more astonishing - 91 percent in two years. Our competitiveness in the national arena is an important gauge of USF's rising academic stature. More significant, research funds enable USF to improve the quality of life for the people of Florida in ways that would not be possible otherwise. To the faculty and research staff who made these increases possible: Thank you.

I am pleased to report that we are revamping the basic system for administration of sponsored research funds. A number of faculty have told me about difficulties or delays in the awards administration area. Interim Vice President Bruce Lindsey, Executive Vice President Carl Carlucci and the staff are working diligently to improve the existing system.

But we also are dealing with a core problem. We're working with an awards administration system that is at least 20 years outdated. External research funding has increased almost 800 percent in 17 years. The system simply cannot efficiently handle the volume or complexity of present-day contract and grant activity. Executive Vice President Carlucci and others spent many months working with officials in Tallahassee to get authorization for an up-to-date automated system for administering research funds. Many people told us it couldn't be done.

But we succeeded, and are the first state university to develop a PeopleSoft system for awards administration. It should be up and running a year from now. This should improve service and morale for faculty and staff involved in the research enterprise.

## UNIVERSITYWIDE

We also are engaged in a number of universitywide initiatives.

[Strategic planning](http://www.acad.usf.edu/strategicplan/index.html) comes to mind first. We have established a vision to become a premier research university. And we have completed a draft plan for the Tampa Campus and it is up on the web (<http://www.acad.usf.edu/strategicplan/index.html>). Regional campuses are still working on theirs. We will also be holding town meetings to get your comments and suggestions. Vice Provost Catherine Batsche has done a magnificent job coordinating this effort. If you have any comments, you can email them directly to her. The deadline for feedback is October 15 so a final draft can go to the Board of Trustees in November.

This planning process has given us a better understanding of the vastness of USF and the scope of this university's excellent work. Among public research universities, we have an extraordinary commitment to undergraduate teaching. We receive widespread recognition as an extraordinarily engaged university - recognition that will increase as our Community Action Network develops. We have excellent programs in Arts and Sciences, Business, Visual and Performing Arts, Engineering, Marine Science, Architecture, Education, Medicine, Nursing, Public Health and FMHI. I will not attempt to list them all. But I am going to give some examples that have been chosen to make a point.

We are a national and international leader in areas such as: The neuroscience of aging, biochemistry, organizational psychology, ocean technology, biodefense and cancer research and therapies. With these examples, we have a whole that is greater than the sum of its parts. Each individual program is very good in its own right. But as a group, they give USF strength in the area of life sciences and biomedical development that is infinitely greater than any one program could provide.

This strength is the cornerstone of our economic development initiative. Across the nation, universities that are most effective contributing to economic progress use a cluster-based strategy -- encouraging collaboration among related disciplines and developing ways for government and corporations to have access to research findings. Our new Center for Entrepreneurship has a special emphasis on life sciences and biomedical. It includes an incubator facility where faculty continue development of research discoveries.

In large part, our competitive edge in life sciences and biomedical technology reflects a strong spirit of collaboration among our academic units. Under Vice President Robert Daugherty's leadership, the Health Science Center has undertaken an exhaustive direction-setting process. The colleges of the Health Science Center collaborate with each other more than ever. And we are seeing increased collaboration between Health Science Center units and other colleges.

A fully committed partner in our strategic transformation is the USF Foundation. As a major initiative, the Foundation has decided to use the University Strategic Plan as the basis for fund-raising strategies. I want to take this opportunity to thank Vice President Michael Rierson for his leadership of the Division of University Advancement. This is a challenging moment for all philanthropic enterprises.

Despite the economic downturn and financial uncertainties, last year we experienced a significant increase in giving to the Annual Fund and in planned giving. Thanks to our foundation investments committee and staff, our endowment has weathered the declines in financial markets better than most institutions. For the last fiscal year, we realized the best return on our investments of any Florida university. And we performed better than 87 percent of universities across the nation.

We are laying groundwork for a stronger fundraising effort. For example, the Advancement staff is broadening the University's outreach to the corporate community. We have established an Office of Community Relations. And we are developing a comprehensive communication plan for the University to help us better tell our story.

Diversity is an important issue for all universities as well as society in general. Diversity is an essential component of an educational environment that prepares students for the 21st Century. Diversity brings us intellectual talent from all backgrounds. And it brings different perspectives to the questions being considered on our campuses. As a university serving a region of richly diverse demographics, cultures and influences, we recognize that much of our future success will depend on our making diversity integral to all we do. Whether it's race, age, gender, economic background, sexual orientation or any of the other identifiers of a diverse world, our university must be a welcoming place.

For the current year, we instituted the Faculty Enhancement Program to aid in the recruitment of minority faculty. It has proven very effective, and we have renewed it for another year. We also continue to see more diversity in our student body. Details are provided in the fact sheet that is available. I would like to thank Provost Stamps for his work in restructuring diversity operations, including his recruitment of Deborah Love as associate vice president for diversity and equal opportunity. Ms. Love came to us from Washington State University last spring. Ms. Love, would you please stand.

One of our diversity efforts is a survey of the climate at USF. I would like to thank Professor James Cavendish for his leadership in this project. The survey responses are anonymous, and I would encourage all who receive this survey to respond.

We recognize that the university environment is important not only for diversity, but for the quality of the experience of everyone at USF. So we are focusing on development of the consistent, effective and efficient human interactions that are key to excellence. This is a challenge faced by every large, complex organization.

I met with recipients of Outstanding Staff Awards last month and heard certain themes that characterize those who are committed to providing a good environment for learning and working: Going out of your way to be helpful, willing to stay late, being happy. But faculty and staff also tell me about something called "the USF Shuffle." You know: Being sent from office to office to get something simple done, or excess paperwork and bureaucratic processes. How do we make sure our transactions occur in the most efficient and courteous manner? How do we enhance the environment for shared respect, helpfulness and concern for others? I hope everyone will give some thought to this in the months ahead. Each of you and I are responsible for this initiative to improve the quality of life for all of us at USF.

Another ambitious universitywide initiative is our development of autonomous regional campuses. This approach is based on successful models around the nation. This transition is well under way, and our regional campuses are flourishing, as evidenced by the remarkable growth in their enrollments. Dr. Laurey Stryker at USF Sarasota/Manatee and Dr. Preston Mercer at USF Lakeland are providing excellent leadership for their campuses during this transitional period. And I would like to introduce -- or, rather, reintroduce -- someone who is playing a key role in this process. Dr. Ralph Wilcox has returned to USF to serve as Interim Vice President and Campus Executive Officer of USF St. Petersburg. Many of you met him last year, when he was an American Council on Education Fellow in the USF President's Office. Dr. Wilcox, please stand.

The final initiative I will talk about today is enhancing safety. Last month, I received an excellent report from the Task Force on Campus Safety and Security. It is a blueprint -- with time-lines -- for systematic enhancements to keep our university safe. It covers such areas as general crime prevention, security of facilities and residential areas, emergency operations and counseling services. Professor Max Bromley has provided excellent leadership as chair of the Task Force and is continuing to work on these issues. At this point, I would like to introduce our Interim University Police Chief, Pat Johnson. Chief Johnson, please stand.

It has been a pleasure to work with USF's charter Board of Trustees for the past year. The Board of Trustees has been very helpful. Our board was instrumental in our very successful year in the Legislature, and particularly in our winning equity funding that brings our funding closer to the average for state universities. The board's attention to strategic issues is helping us chart a course for USF with greater clarity than ever. In January 2003, the board will gain additional authority and can be more helpful as we work on the initiatives we have undertaken. Much of the work of institutionalizing our governance changes goes on in the Office of the General Counsel. R.B. Friedlander is our Interim General Counsel, and I would like her to stand now so I can introduce her to those who haven't had the opportunity meet her.

We are aware of a proposed constitutional amendment that would create a new centralized board for state universities. Whatever governance system the state gives us, I can assure you that USF will continue to advance.

We also have the continuing challenge of developing the facilities we need for our rapid development in all areas. We have a large number of projects under way. The fact sheet at the end of this document includes a construction update. And we will continue to be aggressive in seeking construction funds.

As the year goes forward, Provost Stamps and I are visiting departments, and we plan to make the full circuit this year. He's a good partner to have. I am also joining other vice presidents for meetings with such units as financial aid, admissions and sponsored research post-awards. The insights into the work done by the faculty and staff and the constraints under which you work are very helpful, and I want to thank all of you who have made time or will make time for these sessions.

Change is all around us -- internally and externally. Transformation is seldom easy. But with the challenges of strategic transformation come the joy and pride of accomplishment. So we continue through this process with a sense of who we are, where we are going and how to get there.

I'm looking forward to all we will accomplish together at the University of South Florida.

Judy Genshaft, President

---

[President's office](#), 4202 E. Fowler Avenue, ADM241, Tampa, FL 33620 -- (813) 974-2791

Direct questions or comments about the Web site to [www@admin.usf.edu](mailto:www@admin.usf.edu)

Copyright © 2002, University of South Florida