



President Judy Genshaft
Fall Address, October 6, 2010

“USF 2020”

Thank you Dr. Larkin. It is a symbol of our maturity that we now have a USF System Faculty Advisory Council.

Welcome. Welcome to Homecoming Week, with Research ONE following next week. Each year at this time, I have given a Fall Address to recap the accomplishments of the year. This year, I decided to be different. We’ve just finished the first decade of the 21st century and I invite you to look back ten years, to see what we can learn. Then let’s think about how we will create a spectacular future for the entire USF System by 2020.

In my inaugural speech, almost ten years ago, I said, “By virtue of our location, we have the opportunity and the obligation to be a relevant university, an engaged university, an involved university.”

Throughout this decade, the University of South Florida System HAS been relevant, engaged and involved. Whether it's the need for new models of education, or a crisis, or a disease, we have been there. As a result, this time period was astonishing for the entire University of South Florida System. We just saw two new rankings of the world’s universities that show our depth, our intensity and our energy.

Last week, the Chronicle of Higher Education published its ranking of federal research expenditures at American universities.

Allow this to sink in: Last year USF ranked 33rd in the nation among all PUBLIC research universities in federal research expenditures.

Among ALL American universities, public and private, USF now ranks 57th.

But more importantly, over the last five years, USF climbed 11 places on that list. That's a spectacular rate of growth.

We are now second in the state among public or private universities, and ahead of many of the nation's traditional prominent universities.

Our fellow researchers, faculty, staff, graduate students, postdocs, AND our undergraduates, all deserve credit for this rocket rise to the top.

There was another ranking published last month: A ranking of citations of published articles from every university in the world. This ranking measures the impact of our scholarly publications. It includes every major university, from Cambridge and Oxford, to Harvard, to Toronto, to the Sorbonne. In the ranking of "high impact" world universities, USF ranked 110 out of 5,000 universities.

This was a ranking of citations, but I believe we are high impact in many profound ways.

Let's take a quick look at the last ten years. I've been looking back at what we've written and published, and you can see where the pivotal events occurred.

In 2000, marine science became a college. Think about what that college has done since, including its heroic response to the Gulf oil spill.

In 2000, the Honors College was formed. Think about how it has shaped learning inside and outside the classroom.

And in 2000, the Department of Defense, thanks to the advocacy of Congressman Bill Young, gave us the money to launch a Center for Biodefense. Think about what that center meant only a year later.

In 2001, the world changed and so did our university. When 9-11 came, our faculty, students and staff created the devices and training that helped our nation. When anthrax came, we were ready. And we haven't stopped. This year, when the oil spill came, we were ready.

USF responded quickly and intelligently to 9-11. College of Engineering robots searched the wreckage of the World Trade Center towers, the only university that was allowed to deploy robots. A few weeks later, the anthrax letters were analyzed in the public health laboratory right here on the Tampa campus. Our Center for Biodefense trained frontline responders for all biological attacks. And our science laboratories developed rapid testing for diagnosing the agents.

It's worth mentioning that a graduate of our College of Nursing happened to be in charge of the Pentagon's internal clinic on 9-11. She set up the first response in D.C., the triage, and the 24-hour station as workers dug through the wreckage.

Remember what I said ten years ago: Relevant. Engaged. Involved.
That's why we're one of the highest impact universities in the world.

These ARE powerful stories, and a powerful record. Congratulations to all of you for being part of one of the most remarkable records in a modern American university. In the world of universities, YOU are the first responders.

I'm going to expand the theme of high impact. Being relevant and engaged involves more than planning for a crisis. USF has been an energized, high-impact university in many other ways.

In 2001, the first USF Board of Trustees was formed. For the first time, USF had local governance and a new group of advocates.

At the same time, the Florida Legislature affirmed in law that each of the USF campuses would become separately accredited. The first Board of Trustees then appointed the regional campus boards.

Fast forward to 2010, and now look at the USF System. One regional institution, USF-St. Petersburg, achieved its SACS accreditation. USF Sarasota-Manatee has submitted its application. And USF Polytechnic will apply this Fall.

We will see the USF System mature over the next decade. Each institution will further define its mission and its role in the system. We will have unique courses offered only in the system, which will be the envy of other universities.

I'm proud of our campuses and institutions. I'm especially proud of the model the USF System is becoming, in the state and nationally.

When the first USF Board of Trustees was formed, it allowed us to create local governance around a strategic plan.

You may remember the first strategic plan. Its primary goal was to become pre-eminent in research. It was our GPS. Our budget and our plan became intertwined. We measured our performance. And we developed accountability plans that are being copied across the nation.

Today, we're close to finishing our second plan, which covers 2007 to 2012. This plan added a series of comprehensive educational measures, with the goal of eligibility for membership in the American Association of Universities. We also stated a new priority, of creating healthy and sustainable communities. In terms of numbers, we measure extremely well compared to institutions in the AAU, and this will be presented in a new report to the Board of Trustees tomorrow. You have done well.

In addition, this year we've completed the USF System strategic plan and we have five committees working to implement its goals, with accountability measures.

As we look to the future of our strategic planning and performance measures, the key elements will remain. To be relevant, engaged and involved. To use our innovation and passion in service to the world. And critically, to recruit and retain great faculty.

This success drove our reputation for being Unstoppable. We named our comprehensive campaign to capture this spirit. Every time someone said we couldn't do something, we did it. And our alumni and donors appreciate that.

We do all of this because of our mission to the next generation. When we look back, we can be proud of the new residence halls in Tampa and St. Petersburg. We now have first-year students living on campus. We can enjoy the new Marshall Student Center, the living room of the Tampa campus. And we can applaud the Bulls Business Learning Community, which gave us a great model for student success. We haven't stopped. This year we created the Student Success Council. I believe that in the next decade, the work of hundreds of you on the Student Success Task Force will be seen as a pivotal event.

As the executive director of the AAU told me, no one comes into AAU without a superlative program for student success, both undergrad and graduate students.

Our students come here to make a difference. They know we care. They come to shape their own lives, to innovate, to create, to discover, to conduct research. In the USF System, they learn they can make a difference. And together, our students join us in creating a new world.

Our impact on the nation must be matched by our impact on the world. We are fortunate to be a very diverse institution. This IS total diversity, in every sense of the word, including our international students. Last month we welcomed our first group of students recruited through the new INTO USF partnership. Another exciting event was the founding of our School of Global Sustainability. As we finish construction of the Patel Center for Global Solutions, we're on the tipping point for a powerful expansion into the world.

Quite simply, a modern university is a global university.

As part of our commitment to personalized learning, we know that today's students want international experiences. They want to interact with people from different cultures. They know their future careers depend on understanding the wider world. Our challenge is to make those experiences deeply educational and to create new ways to guard their safety as they travel.

It's impressive to see the involvement of so many people in the USF World Task Force. Your incredible excitement and energy makes this a truly modern, global university.

I've been saying that creating sustainable and healthy communities is the equivalent of the Space Race for the 21st century. And in every corner, I see the USF System stepping to the front line. And I applaud all of you.

Last year, I talked about the challenge of the recession. I talked about the alumni who said they look to USF as a beacon of higher education that can lead the new economy.

Our economic difficulties are not over. In the next few years, we'll see further financial challenges. All universities will see uncertain times in the federal and state governments.

But in the USF System, we WILL NOT see pessimism. Unlike other institutions, ours is a university system characterized by optimism. Our strategy has been clear: To be creative, to be entrepreneurial, and to be financially responsible, all at the same time.

As a result, we've been the model for others. We hired more than 150 faculty members this year. We did not cut academic programs. We grew new sources of revenue with a giant leap in patents and licenses, including our new anti-depression medication now in its third trial. Our total awards for all contracts and grants exploded this decade. In 2000, it was 171-million-dollars. Today, it is almost 400-million-dollars.

In the last ten years, we have transformed all of our campuses with more than 1.2-billion-dollars in construction. We have a completely new campus in Sarasota-Manatee. We have spectacular new buildings in St. Petersburg, and have purchased the Dali Museum. Forty percent of the buildings in Tampa were built in the last ten years.

And there is more: We're about to open the new Music Hall as part of an all-Steinway university. We are completing our largest building, the interdisciplinary science laboratories. And we're excited about working with Santiago Calatrava on USF Polytechnic.

Clearly, we are Unstoppable.

One key issue for our nation is healthcare. USF Health was named in 2005 to develop the 2020 model of health care, and to develop new ways to think about health as a continuum from the individual to the community.

This year, USF Health is launching a new model of medical education, partnering with one of the nation's top 5 hospitals, LeHigh Valley Hospital in Pennsylvania. USF Health is beginning construction of the world's premier center for training teams in safe, high quality healthcare, which will be located in downtown Tampa. It is opening the university's newest college, Pharmacy. It is on the forefront of fighting diabetes and Alzheimer's and others. And the new Bringing Science Home project is creating new models for successful living with chronic diseases.

This spirit of optimism and transformation is the hallmark of a high impact university.

For our student athletes, we use the term "high impact" in a different way. In a game, a high impact player changes the course of the game. I have a slightly different definition. I believe ALL of our student athletes are high impact players. And I believe USF Athletics itself has been high impact for all of us, for the whole USF System, and for the Tampa Bay region.

Over the decade, the progress in USF Athletics also has been remarkable. We've proven that we compete at the very highest levels. Most importantly, we've shown that our students are among the very best academically. And we've shown that athletics can lead in the arena of personalized learning, for example, through our nationally recognized program with Apple laptop computers.

This Fall, I will have the privilege of becoming the first woman to be the chair of the Board of Directors of the NCAA. The NCAA has led several major initiatives that we've implemented at USF. We've been at the forefront of women in athletics, of diversity in athletics, and most importantly, of academics in athletics. I'm looking forward to my two-year term as chair, and I'm especially looking forward to ensuring that everyone around the nation knows how good the USF Bulls have become.

Before I close, there are a couple of dreams I have for the USF System by 2020.

This year, my Fall Address is being broadcast live on Facebook, where students, alumni and others have offered their views of the future. I'm going to give my list now, and I challenge all of you to help shape these dreams.

Yes, it ALL starts with great people. Working together, your innovation, your creativity and your passion will shape the world.

I mentioned the phrase personalized learning. Think about what it would mean to have a personalized journey in higher education for every single student in the USF System.

I've talked about global sustainability. It's right at the top.

Another critical element in the future: Partnerships and collaborations. Here in Tampa Bay, and around the world. This is how we'll build new opportunities, and new revenue.

And I'll propose more ideas.

For now, I want to leave you with this: That we develop the USF Innovation Zone. This innovation zone won't be just one place. New technology will remove geographic boundaries. Instead, it will bring tomorrow's ideas to life today. It will include our entrepreneurial academic programs. It will include Draper Laboratories, Moffitt, CAMLS and the National Academy of Inventors.

The USF Innovation Zone will include a "university city" developed around the Tampa Bay region that gives a new dimension to community engagement. It will include incubators at USF Polytechnic, SRI in St. Petersburg, new models of outreach at Sarasota-Manatee.

Most importantly, it will lead the country, it will help people, and it will focus on the future.

I invite you to think of ways to speed up these dreams as we create the next decade together. To use the metaphor from sustainability, you too can plug in to innovation.

I'm now turning to the college that has been in the world news every day this summer.

We're going to show a short documentary that summarizes the response of the College of Marine Science to the Gulf Oil Spill.

This film makes my point: When the Gulf oil spill began, it was USF faculty, staff and students who responded on the very first day.

(View Gulf Oil Spill video)

My congratulations to Bill Hogarth, who was dean of the college, and now continues as interim director of the Florida Institute of Oceanography, FIO.

In the audience, I want to acknowledge the new dean of the College of Marine Science, Jackie Dixon, who comes to us from the University of Miami. Welcome.

I'm now going to let two brand new faculty members look at the future. They both are here less than one month. They both will be leaders in interdisciplinary discovery and innovation.

Dr. Kala Vairavamoorthy is the new director of the School of Global Sustainability and is an expert in urban water systems. He comes to us from the University of Birmingham and originally from Sri Lanka.

Dr. Les Miller is the new director of heart health at USF and is an expert in new therapies for a failing heart. He comes to us from Georgetown University School of Medicine.

