





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

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

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

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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