

**COLLEGE OF ARTS & SCIENCES**

# **AY 2022-23**

# **ANNUAL REPORT**



UNIVERSITY of  
**SOUTH FLORIDA**  
College of Arts & Sciences



<b>1. Mission</b>	<b>03</b>
<b>2. Vision</b>	<b>04</b>
<b>3. Dean of the College of Arts and Sciences</b>	<b>05</b>
<b>4. Strategic Priorities for Academic Year 22-23</b>	<b>06</b>
Undergraduate and Graduate Student Success	07
Undergraduate Enrollment	08
Graduate Enrollment	09
Online Enrollment	10
Retention and Performance	12
Degrees Awarded	13
Student Awards	14
Experiential Education and High-Impact Practices	15
Undergraduate Curriculum Assessment and Revision	16
<b>5. Faculty Success</b>	<b>17</b>
Faculty Hiring, Tenure, and Promotions	18
External Awards	19
Internal Awards	22

<b>6. Research and Scholarship</b>	<b>24</b>
Proposals and Awards	25
Research Expenditures and F&A	26
Innovation	26
Postdoctoral Fellowships	26
Additional Research Highlights	27
<b>7. Innovations in the College of Arts and Sciences</b>	<b>28</b>
Investment in Staff Recruitment and Retention	29
Investment in Other Core Facilities	30
Expanding the Humanities Institute and ECORE	31
Centers and Institutes	33
New Support Structure for Centers and Institutes	35
Strengthening Our Partnership with U.S. Commands	36
Efforts to Promote Diversity, Equity, and Inclusion	37
Development	38
Dean's Student Leadership Society	40
Conferences and Events	42
Communications and Marketing	48
Technology	54
<b>8. Embracing Excellence in Our Future</b>	<b>55</b>
New University Leadership	56
Developing a Budget Model that Aligns Investments with Aspirations	57

# 1.

## MISSION

*The College of Arts and Sciences is the intellectual heart of the University of South Florida. We are a community of teachers and scholars united in the belief that broadly educated people are the basis of a just, free, and prosperous society. By focusing on the big questions facing all of humanity, we prepare students for successful, socially responsible personal and professional lives. By conducting innovative, interdisciplinary research and scholarship, we advance knowledge in ways that prepare us to address complex social and scientific problems and enhance the quality of life for people and communities.*

# 2.

# VISION

*The College of Arts and Sciences aspires to be a national model for integrating the humanities, social sciences, and natural sciences into a dynamic, trans-disciplinary entity focused on knowledge generation, global problem solving, skills development, and real-world applications. We will nurture academic success for a diverse population by creating engaged, inclusive learning environments that prepare students for productive personal and professional lives as global citizens. Through innovative, interdisciplinary research, creative activities, and mutually beneficial community partnerships, the college seeks to become a global leader in scholarship that addresses vexing social and environmental challenges and consequently enhances quality of life for all.*



# 3.

## DEAN OF THE COLLEGE OF Arts & Sciences

Dr. Eric Eisenberg, long-term Dean of the College of Arts and Sciences (CAS), was asked to serve as Interim Provost as of June 1, 2022. Subsequently, he was appointed Senior Vice President for University-Community Partnerships.

Dr. Magali Cornier Michael was appointed Acting Dean of Arts and Sciences as of June 1, 2022. With Dr. Eisenberg appointed to a new position, she will continue to serve as Interim Dean of the CAS until a new permanent dean is named. Previously, she had served as USF St. Petersburg campus Dean of Arts and Sciences for four years.



**Dr. Magali Cornier Michael**  
*Acting Dean, College of Arts & Sciences*

# 4. Strategic Priorities for AY22-23



# ***Undergraduate and Graduate Student Success***

The 2022-23 academic year saw a significant return to in-person learning, although online courses remain a popular alternative for many (see later section regarding online courses). With the pandemic subsiding, enrollments were once again on the rise, with the University admitting and enrolling its largest First Time In College (FTIC) class at over 6,800 students. The transfer student population continued to lag behind pre-pandemic levels. Despite the enrollment dynamics and multiple changes in leadership in the upper-administration, the College of Arts and Sciences continued to be a major contributor to USF's nationally recognized student success initiative.

*“...with the University admitting and enrolling its largest First Time In College (FTIC) class at over 6,800 students.”*

Faculty and staff have largely transitioned back to campus, and faculty have incorporated more learning supportive technology into their face-to-face classrooms to the benefit of students. This has helped to provide a high-quality student experience, while striving to balance rigor and empathy. The support and concern that CAS faculty and staff have displayed for students has been inspiring, contributing to the overall student success that the CAS has attained. The collaboration of faculty on all three campuses in consolidating curricula and coordinating scheduling has been outstanding, leading to greater student and faculty opportunities. However, the challenges faced using student information systems like Banner, DegreeWorks, Baseline Schedule Search, and Archivum persist, although collaborative partnerships with Information Technology and Undergraduate Studies are reducing these problems. We look forward to continued partnerships to enhance student success.

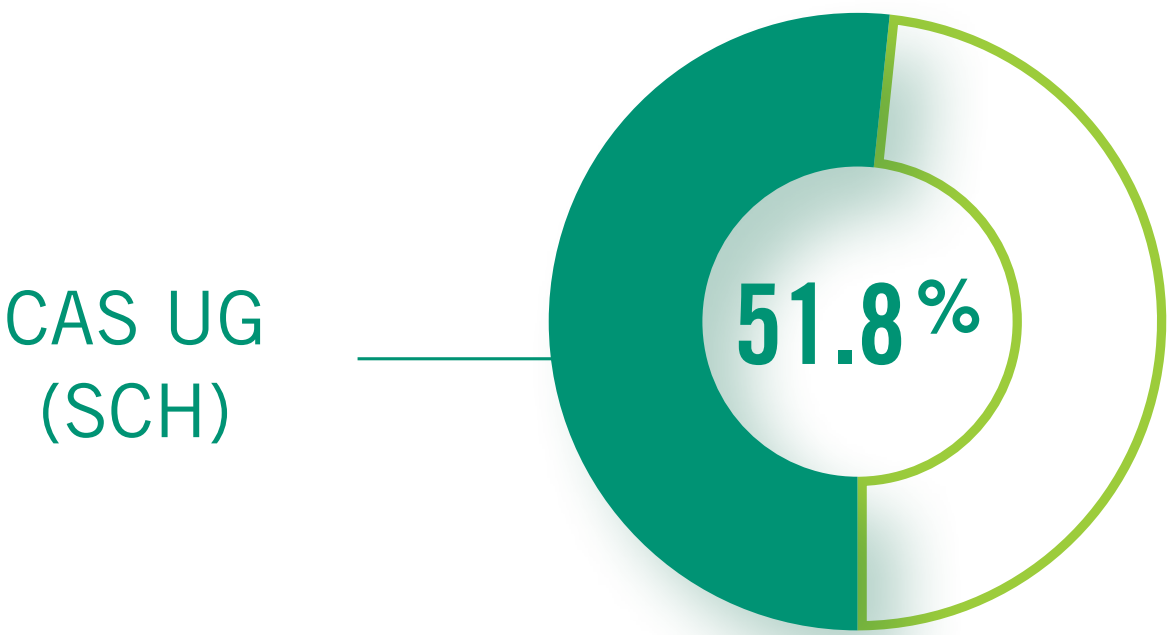
# Undergraduate Enrollment

Enrollment in the College has remained strong at all levels, especially at the lower level as a consequence of the surge in FTIC. **The consolidated College of Arts and Sciences produced 588,606 total gross student credit hours (SCH) representing 46.1% of the total gross University SCH production, and 51.8% of the undergraduate SCH. The 15,143 CAS undergraduate students also account for 41.2% of the undergraduate headcount as of Fall 2022.**

USF STUDENT CREDIT HOURS



USF UG HEADCOUNTS FALL 2022



These impressive numbers reflect the hard work of advisors and departments that have connected academic majors more closely to a variety of career paths and faculty who have delivered rigorous and relevant consolidated curricula embedded with career transferable skills—all in a supportive environment. The College’s strong performance is even more impressive, given the challenges of the pandemic as well as ongoing reductions associated with the loss of the very large Health Sciences major (incoming FTIC began shifting to the College of Public Health in Fall 2018 and completed in Fall 2021).

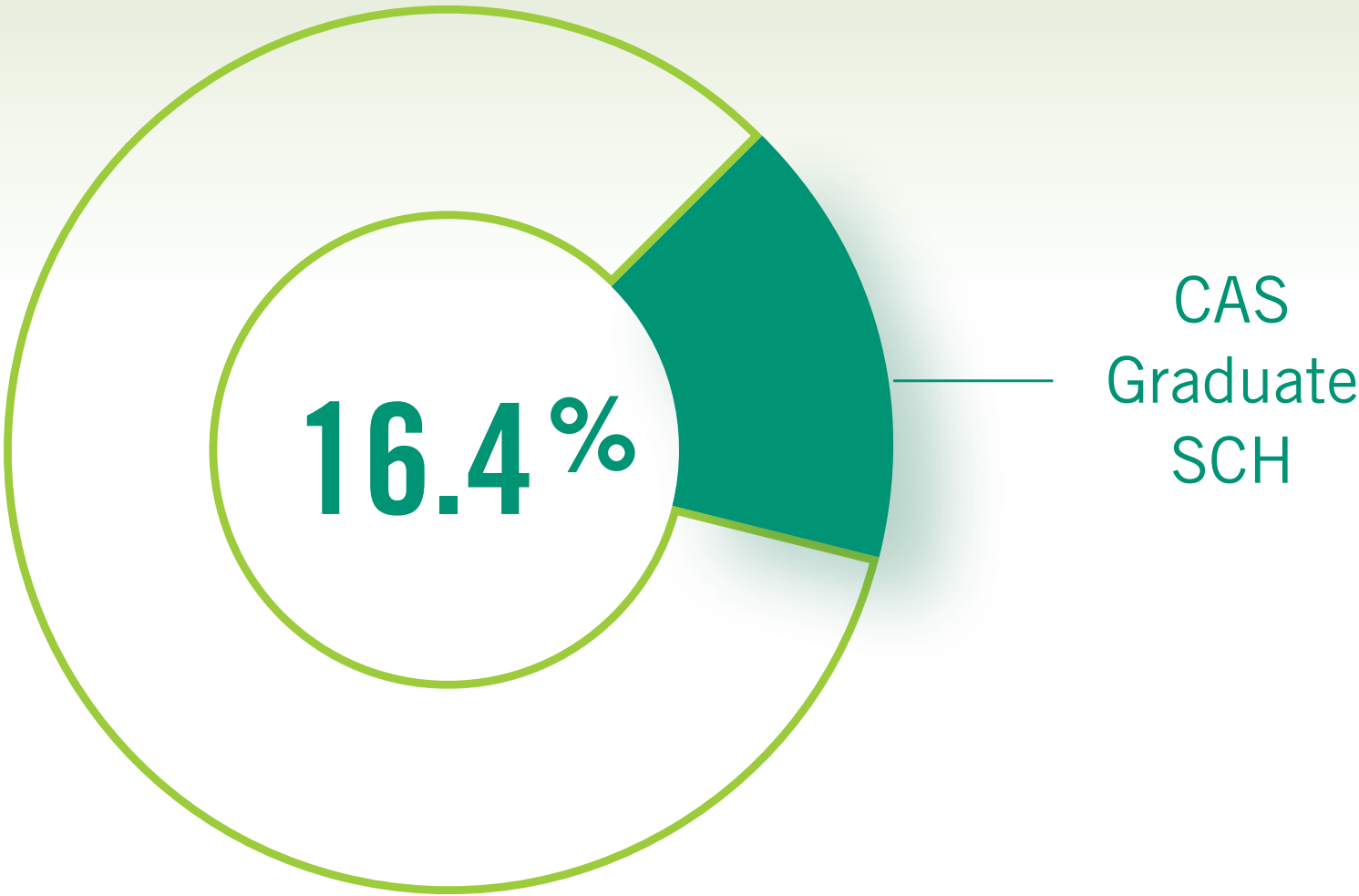


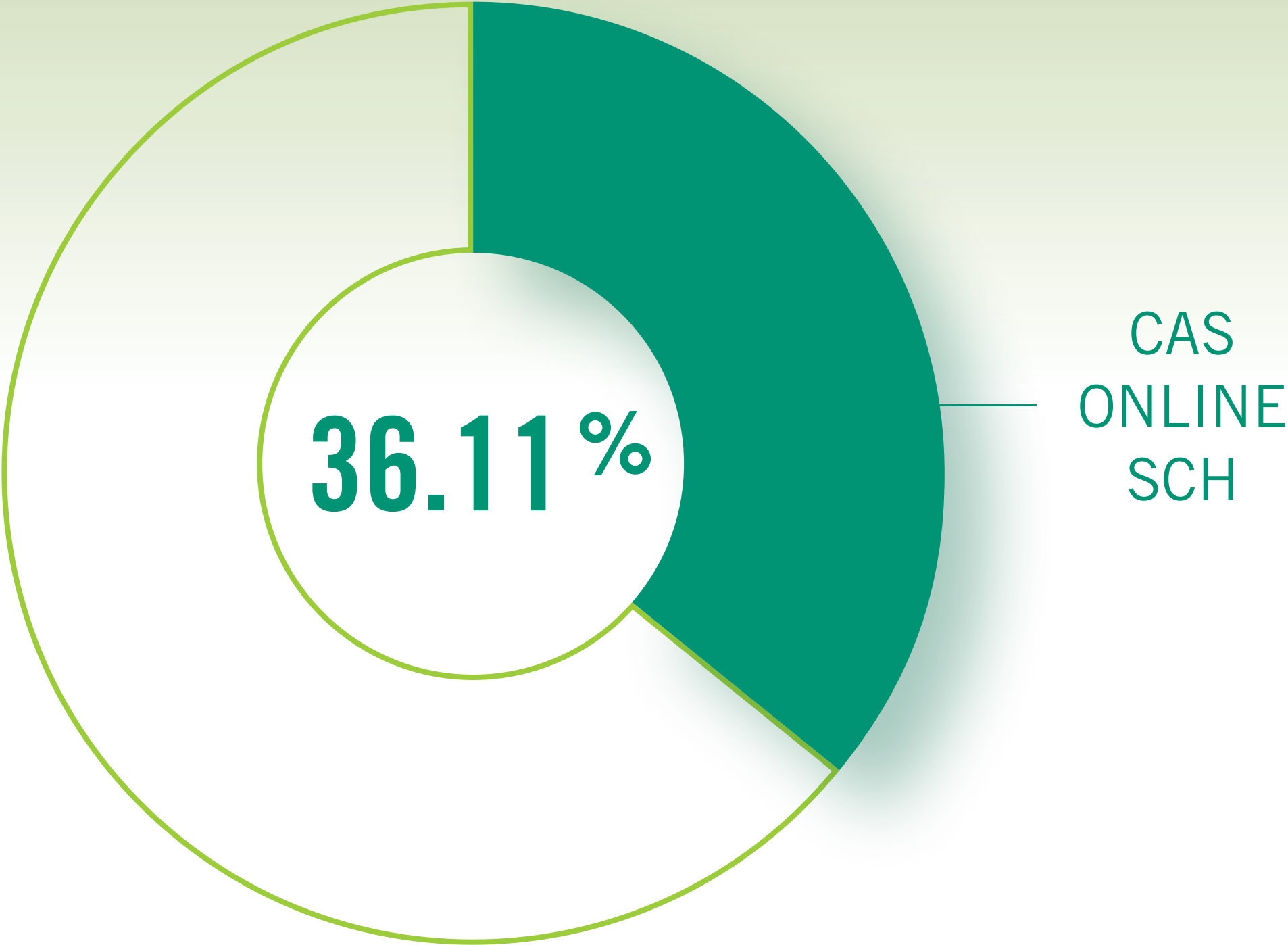
# Graduate Enrollment

After falling approximately 2% last year, graduate enrollment in CAS has increased about 2.4% in 2022-23 (based on Fall 2022 figures). An increase in international applications and admissions is a significant contributor to the rebound. Overall, the College accounts for about **16.4% of the total graduate gross SCH at USF.**

The Master’s degree enrollment of 978 (Fall 2022) makes up 54% of the college total with our professional programs leading the way (Library and Information Science, Urban and Regional Planning, Public Administration, Digital Media, Cybersecurity, Intelligence Studies, and Mass Communications). Doctoral enrollments, representing 17 programs and 834 students for Fall 2022, showed a modest increase of 2.3% from the previous year. International students now comprise 35% of Doctoral enrollment but only 15.5% of Master’s enrollment.

USF GRADUATE STUDENT CREDIT HOURS





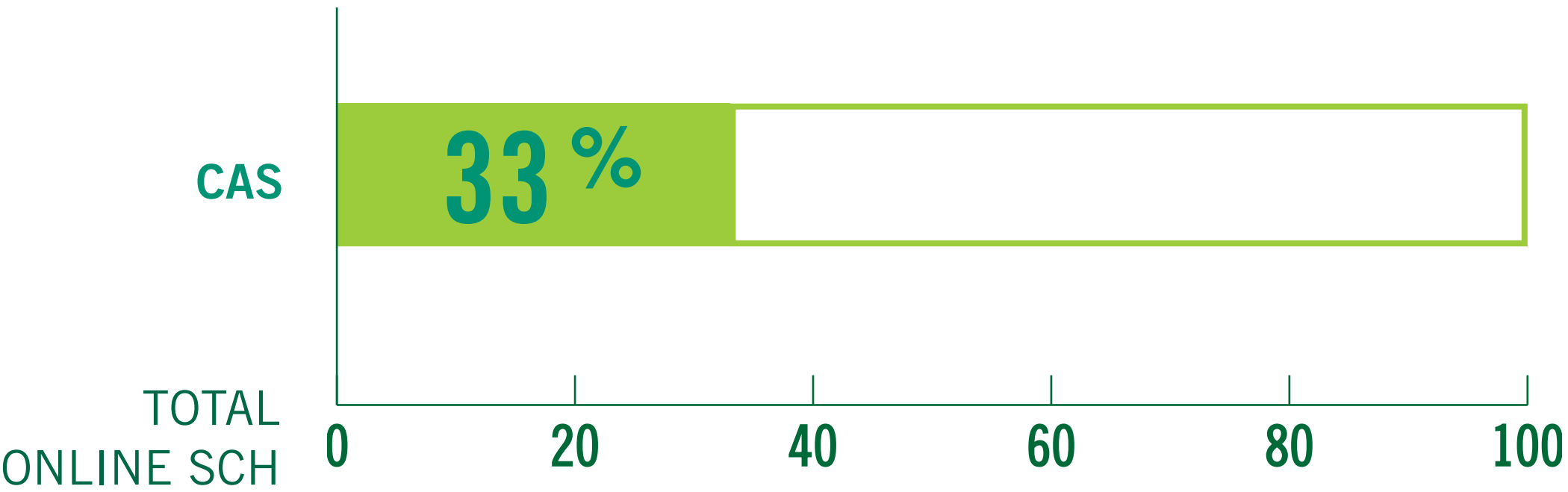
# *Online Enrollment*

In 2022-2023, the College’s percentage share of the University’s total online instruction returned to its precise pre-pandemic level. As was the case in 2019-2020, CAS contributed **36.11% of USF’s total gross online student credit hours (28.61% in Tampa; 3.64% in Sarasota; and 3.86% in St. Petersburg)**. While the College’s percentage share of the total University online landscape has returned to pre-pandemic levels, the overall volume of online student credit hours in CAS is 26% higher than in 2019-2020, which represents demonstrated demand from students for more options in course modalities.



4. Strategic Priorities for AY22-23

As predicted in last year’s report, we continue to see a rebalancing of modalities in instructional delivery within the College. Overall, within the CAS, **33% of total gross SCH was generated through online instruction**, with 32.3% of undergraduate and 28.6% of graduate gross SCH generated through the online mode. This total figure is roughly 4% lower than 2021-2022, but about 6.9% above pre-pandemic levels. The College continues to recognize the importance of balancing student preference and degree progression needs, with ensuring the delivery of high-quality online courses. Relatedly, the College is engaging in careful conversations with departments about maintaining a proper distribution of modalities in curricula delivery, based on required processes from both our institutional accreditor and the Board of Governors, and working with departments for modality expansion if deemed appropriate.



Lastly, the College has continued its strong partnership with Innovative Education (InEd) to design new or redesign existing online courses to ensure the highest quality for students in line with best practices in online course standards. In 2022-23, CAS faculty successfully completed the design or redesign of more than 40 high-quality courses. Based on new CAS and InEd agreements, we expect the number of courses working with InEd to increase to more than 50 in 2023-24 and likely even higher in subsequent years as the CAS brings all courses in its online inventory into a cyclical re-design and development process at least once every five years as demanded by good practice and the Board of Governors. To manage this process effectively, the CAS has embarked on a holistic online planning process with each CAS department and school to generate an iterative plan that will strategically usher online course/program offerings into the future on solid ground.

# ***Retention and Performance***

Freshmen retention rates continue to be impressive: the **CAS retained 89.4% of FTIC from Fall 2021** despite losses with the pandemic. This positive result is directly attributable to a proactive advising team and the talented and dedicated faculty teaching introductory courses. Consolidated four- and six-year **graduation rates for 2021-22 were 68.6% (four year) and 74% (six year)** respectively. Similarly, two- and three-year transfer student graduation rates were 55.4%, up from 36% last year, and 64.5% up from 61.4% respectively. The percentage completion for 2022-23 will not be final until the end of summer graduation, but they appear to be trending a bit lower, likely due to the lingering effects of the pandemic on completions. However, our percentage of CAS students graduating without state defined Excess Hours continued to climb, with over **87.8% completing within state guidelines.**





# *Degrees Awarded*

The number of degrees awarded remains strong, paralleling the enrollment and progression figures. While final numbers for this year will not be available until after summer graduation, CAS has already awarded **2,094 bachelor's degrees this year, and over 4,400 in 2021-2022**. With an anticipated large spring graduation and summer graduation to come, the total should be similar to last year's total. Likewise, Master's degrees are projected to meet or exceed last year's numbers of 410, while doctoral degrees awarded are on track for well over 100 again this year. Of note, the **CAS accounts for the largest share of USF's undergraduate degrees, at 44% of Bachelor's degrees and 32% of research PhDs conferred in 2021-22**.





#### 4. Strategic Priorities for AY22-23



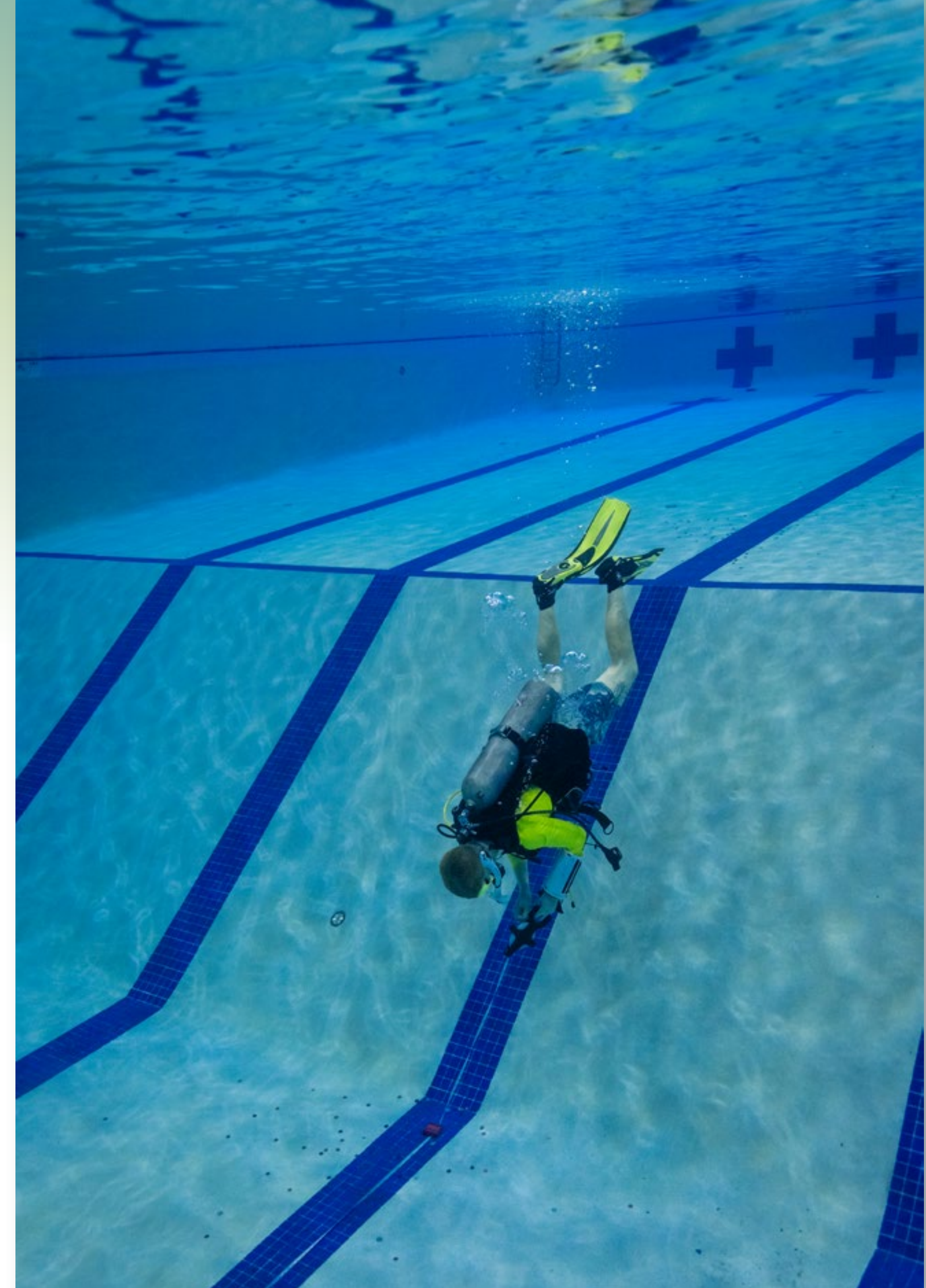
## *Student Awards*

Students who apply for and ultimately receive prestigious awards are mentored and supported by the Office of National Scholarships. **CAS students make up the largest proportion of students who receive these awards annually.** However, the award cycle does not sync with the academic reporting cycle, and the 2022-2023 awards have not yet been released.



# *Experiential Education and High-Impact Practices*

The College of Arts and Sciences persists in its commitment to providing high-quality experiential education opportunities for its students, including internships/practica, service learning, undergraduate research, course-based research, and study abroad. Compared to this same time last year, CAS is exceeding performance in these high impact practices. The Office of Decision Support is currently developing a dashboard that will provide better information regarding these practices and experiences provided for our students.





# *Undergraduate Curriculum Assessment and Revision*

The College of Arts and Sciences has submitted assessment reports for all graduate and undergraduate programs offered on all campuses. CAS faculty submitted a total of 162 course/curriculum/program changes this academic year (102 Undergraduate Proposals and 61 Graduate Proposals) that were evaluated, with the completed proposals transmitted to the University councils. The CAS also submitted an additional 57 undergraduate and 32 graduate course discontinuation proposals as well as approved 58 Graduate Affiliate Faculty Requests.





# 5. Faculty Success



# ***Faculty Hiring, Tenure, and Promotion***

In AY 2022-2023, 40 new full-time faculty were hired in the College of Arts and Sciences (for a current total of 703 full-time faculty):

- **17 ASSISTANT PROFESSORS**
- **23 CONTINUING INSTRUCTORS**

Effective August 2022:

- **14 faculty were tenured and/or promoted from Assistant to Associate Professor**
- **8 faculty were promoted to Full Professor**

Information about tenure research records and gender/race/ethnicity tenure outcomes is updated each year and is available by visiting the Faculty Affairs [webpage](#).

Effective August 2022:

- **15 instructors were promoted to Associate Professor of Instruction (12) or Associate Instructors (3)**
- **1 instructor was promoted to Professor of Instruction**

The instructor promotion ladder has been in effect since 2011.



# External Awards

CAS FACULTY EARNED A TOTAL OF 36 EXTERNAL AWARDS IN 2022.

RECIPIENT	AWARD	DEPARTMENT
Allen, Tammy	Ellen Galinsky Generative Researcher Award	Psychology
Allen, Tammy	AOM Fellow	Psychology
Augusburger, Aaron	Congress Award for the Best Scientific Publication	SIGS
Bell, Travis	Gender & Sexuality Division Top Paper Award	Z School
Benadusi, Giovan	Newberry Library Fellowship	History
Buzzanell, Patrice	NCA Top Paper Awards	Communication
Buzzanell, Patrice	Purdue University Title IX Distinguished Service Award	Communication
Collins, Jennifer	AAG Fellow	Geosciences
Collins, Jennifer	AMS Fellow	Geosciences
Collins, Jennifer	AAAS Fellow	Geosciences
Hallock, Thomas	NEH Summer Stipend Award	English

## 5. Faculty Success

RECIPIENT	AWARD	DEPARTMENT
Hallock, Thomas	John Carter Brown Library Short-term Fellowship	English
Himmelgree, Daniel	AAAS Fellow	Communication
Hopler *, Jay	Guggenheim Fellowship	English
Ivancic, Sonia	NCA Organizational Communication Division Top Paper Award	Communication
Johnson, Nathan	NCA Philosophy of Communication Distinguished Book Award	English
Jonoska, Natasha	Simons Fellow	Mathematics
Jonoska, Natasha	Macedonian Academy of Sciences and Arts Foreign Member	Mathematics
Koets, Julia	American Book Fest Best Book Award	English
Kulakevich, Tatsiana	ICBS Congress Award for the Best Scientific Publication	SIGS
Leahy, James	AAAS Fellow	Chemistry
Lewis, Jennifer	ACS Award for Achievement in Research for the Teaching and Learning of Chemistry	Chemistry
Ma, Wen-Xiu	Highly Cited Researchers	Mathematics
Meloncon, Lisa	STC Ken Rainey Award for Distinguished Research	English
Meloncon, Lisa	STC Associate Fellow	English
Meloncon, Lisa	ABC Kitty O. Locker Outstanding Researcher Award	English



5. Faculty Success

RECIPIENT	AWARD	DEPARTMENT
Murray, William	John Carter Brown Library Short-term Fellowship	English
Patterson, Cynthia	AAAS Fellow	Communication
Richards, Christina	Guggenheim Fellowship	English
Scacco, Joshua	NCA Organizational Communication Division Top Paper Award	Communication
Scacco, Joshua	NCA Philosophy of Communication Distinguished Book Award	English
Srikanth, Hariharan	Simons Fellow	Mathematics
Wells, E. Christian	Macedonian Academy of Sciences and Arts Foreign Member	Mathematics
Wilson, Steven	American Book Fest Best Book Award	English
Wilson, Steven	ICBS Congress Award for the Best Scientific Publication	SIGS
Winsberg, Eric	AAAS Fellow	Chemistry



Source: <https://awards.research.usf.edu/honorees/>  
*Deceased\**

# Internal Awards

CAS FACULTY EARNED A TOTAL OF 17 INTERNAL AWARDS IN 2022.

RECIPIENT	AWARD	DEPARTMENT
Upadhyaya, Ashok	Outstanding Undergraduate Teaching Award	MBS
Arena, Dario	Outstanding Undergraduate Teaching Award	Physics
Kulakevich, Tatsiana	Outstanding Undergraduate Teaching Award	SIGS
Osovitz, Christopher	Outstanding Undergraduate Teaching Award	IB
Leon-Boys, Diana	Outstanding Undergraduate Teaching Award	Communication
Nanjundan, Meera	Outstanding Undergraduate Teaching Award	MBS
King, Matthew	Outstanding Undergraduate Teaching Award	History
Buzzanell, Patrice	USF Faculty Outstanding Research Award	Communication
Collins, Jennifer	USF Faculty Outstanding Research Award	Geosciences
Njoh, Ambe	USF Faculty Outstanding Research Award	Geosciences
Ruva, Christine	USF Faculty Outstanding Research Award	Psychology



5. Faculty Success

RECIPIENT	AWARD	DEPARTMENT
Scacco, Joshua	USF Faculty Outstanding Research Award	Communication
Scenters-Serpico, Natalie	USF Faculty Outstanding Research Award	English
Shotter, Elizabeth	USF Faculty Outstanding Research Award	Psychology
Roach, Steven	Theodore and Venette Askounes-Ashford Distinguished Scholar Award	SIGS
Sellers, Heather	Kosove Distinguished Undergraduate Teaching and Service Award	English
Begin, Chantale	Jerome Krivanek Distinguished Teacher Award	IB



# 6. Research and Scholarship





# Proposals and Awards

As the College emerged from the COVID-19 pandemic, faculty have continued a high degree of research and scholarship excellence (see Table 2). CAS faculty submitted 301 proposals (160 nonfederal and 141 federal proposals). Faculty have requested over \$129 million—~\$108 million in federal support and ~\$21 million in non-federal support. CAS faculty have 217 awards with 119 non-federal and 98 federal. The corresponding awards dollars received is \$24 million, with \$6 million being non-federal and \$18 million federal. Active award dollars include the total amount of award dollars received thus far for a particular grant.

Table 2. Proposals and Awards

	NON-FEDERAL	FEDERAL	TOTAL
Proposals Submitted	160	141	301
Dollars Requested	\$21 million	\$109 million	\$129 million
Awards	119	98	217
Dollars Awarded	\$6 million	\$18 million	\$24 million

Source: ORI Reporting Database



# *Research Expenditures and F&A*

As of the FY2021 closeout, **CAS research expenditures have reached ~\$17 million** with federal comprising over \$10 million of these expenditures. The College has one of the largest distributions of federal expenditures in Academic Affairs.

The College of Arts and Sciences effective F&A rate remains one of the highest at USF with an **average F&A rate of 29%**, producing ~4.3 million in indirect costs.



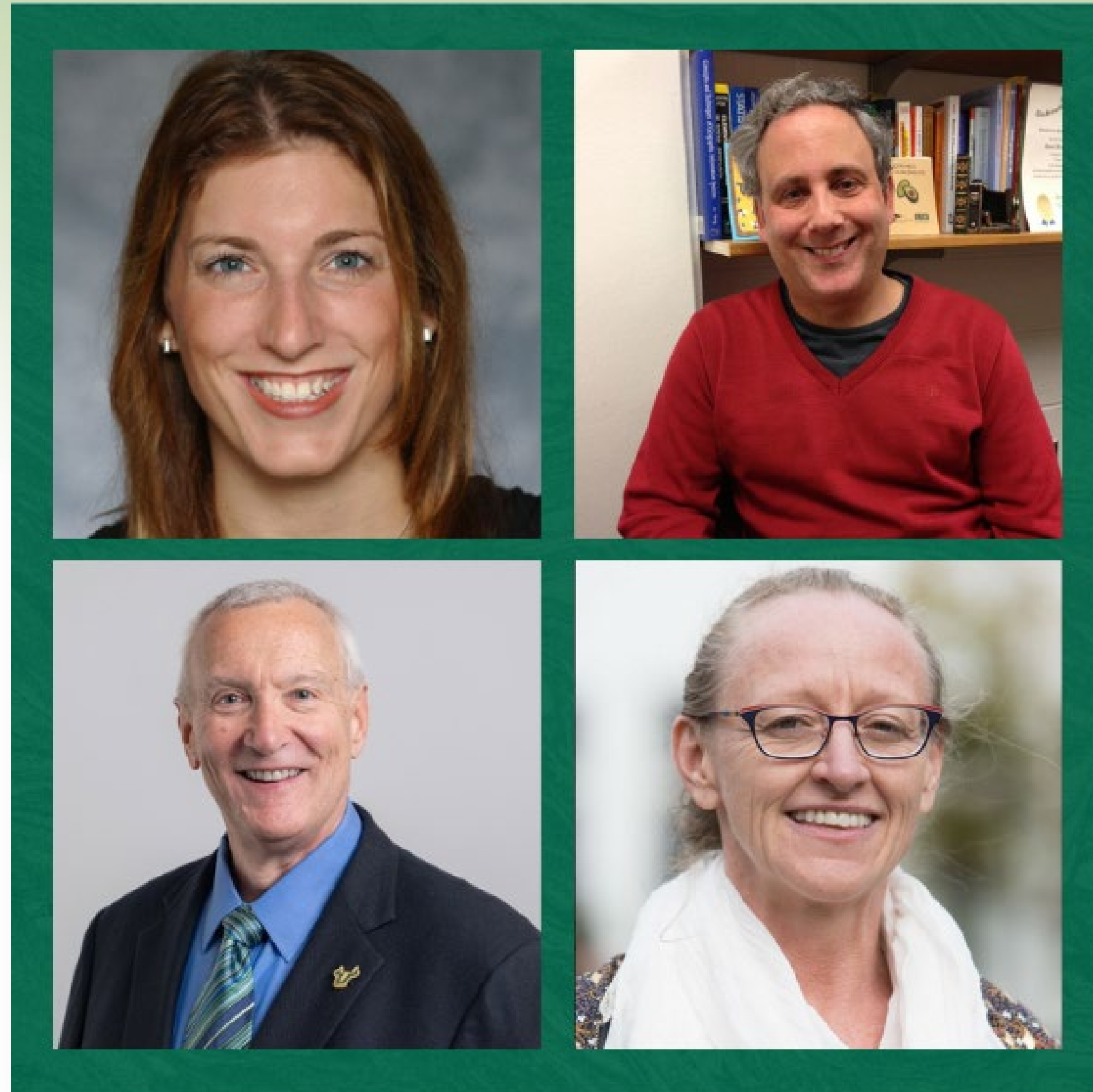
# *Innovation*

During FY2021, CAS secured 12 patents and exercised 4 license agreements, highlighting the College's commitment to research and innovation.

# *Postdoctoral Fellowships*

Postdoctoral training continues to be a focus of CAS, with regards to research and scholarship. During FY2021, the CAS supported 35 post-doctoral fellows.

# *Additional Research Highlights*



- 68 patents over three years
- 3 Top Quartile Programs for R1 universities in Academic Analytics
- 6 Highly Ranked Programs in U.S. News & World Report
- 18 AAAS Fellows
- 2 Sloan Fellows
- ACLS Mellon Fellow
- National Academy of Sciences Member
- Guggenheim Fellow
- 15 NSF CAREER Awards
- 11 Core Fulbright Scholars



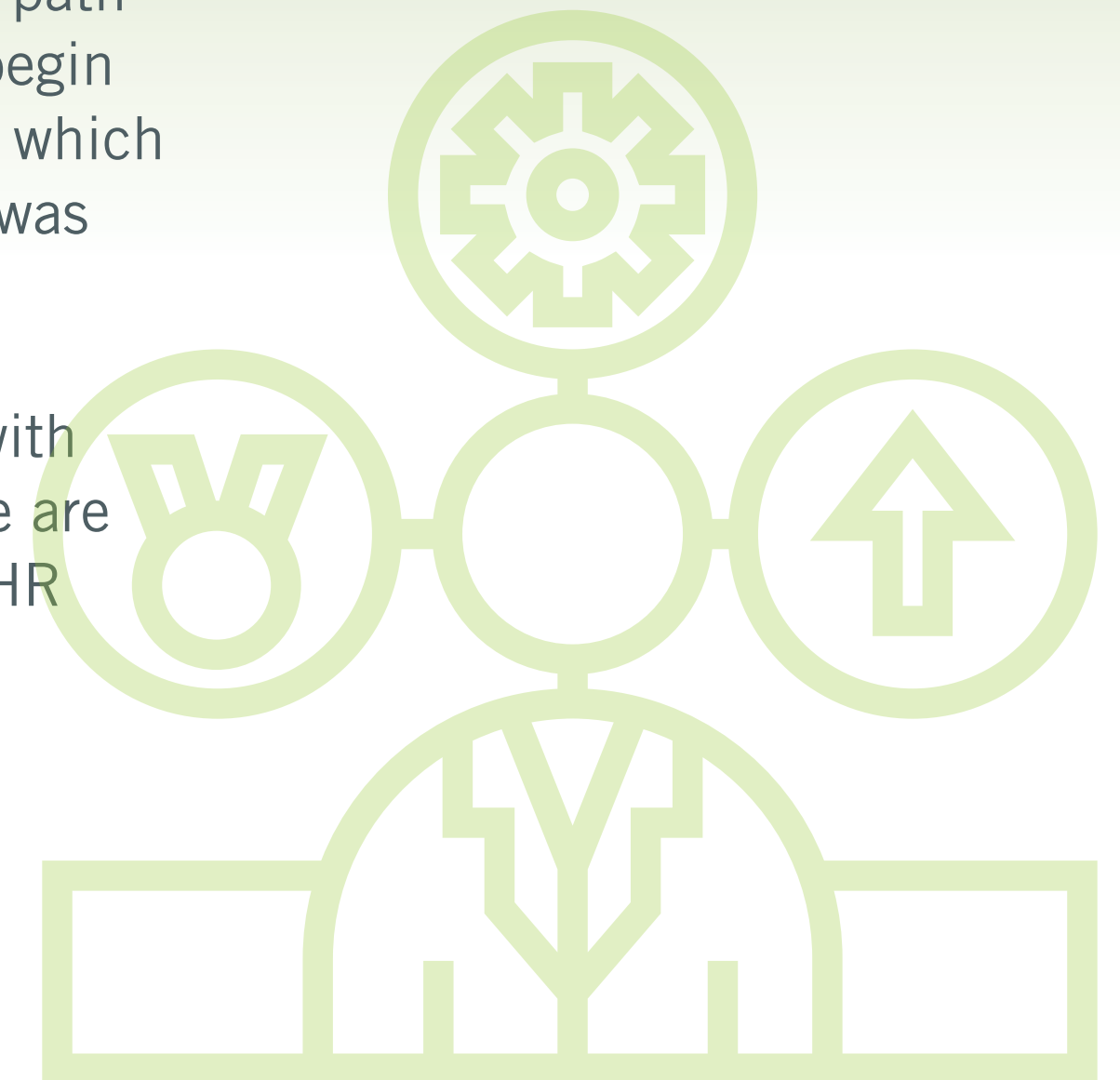
# 7. INNOVATIONS in The College of ARTS and SCIENCES



# ***Investment in Staff Recruitment and Retention***

CAS Human Resources completed an analysis of staff and administration positions and made certain the duties and titles are aligned. In doing so, we have now laid the foundation to create internal career paths. We have created a career path for Department Managers and are currently working on a career path for Academic Program Specialist. We will also begin incrementally funding the Advisors career path, which originally was an investment the Provost Office was funding.

CAS HR will continue to work in collaboration with Central HR on various projects. In particular, we are developing a plan to centralize and streamline HR processes within the CAS.





# *Investment in Core Facilities*

The College of Arts and Sciences has a strong commitment to supporting research and scholarship activities among our faculty, including developing and maintaining the necessary infrastructure needed to remain competitive among our peer institutions. With this in mind, the College has secured nearly \$3.5 million this fiscal year to support research infrastructure within departments and research core facilities. This investment is intended to build critical infrastructure to aid the largest number of faculty researchers and scholars across departments and schools through research core facilities and shared user programs.





# *Expanding The Humanities Institute*



Humanities Institutes or Centers within R-1 universities serve as the core infrastructure for research in the Humanities and all areas that intersect with the Humanities; serve faculty and students; and function as a bridge between universities and their surrounding communities. USF's Humanities Institute does amazing work but is severely understaffed with one director and one staff member and thus cannot do more in its current state. Comparative analysis indicates that R-1 universities the size of USF have much larger Humanities Institutes and so we have been working to expand the USF Humanities Institute. We began with a strategic plan and now are working on resources to make that plan possible. We have secured additional space adjacent to the Institute's current offices to allow for expansion. In addition, we are placing the DeBartolo Endowed Chair in Liberal Arts within the Humanities Institute, and reconfiguring it as a rotating chair for which tenured faculty will apply; the recipient of the position will engage in overseeing a major project for the Humanities Institute during his/her tenure. Next year we plan to add an Assistant Director and another staff position. We are also working on fundraising for the Institute.



# *Expanding ECORE*

As we move forward in our effort to meet new strategic goals, the College is proposing to establish a new building to be located on the USF Forest Preserve to support a variety of activities related to environmental sustainability, ecology research and education, as well as community engaged conservation activities. The proposed ~5,000 sq. ft. building will contain research facilities, support offices, digital monitoring station(s), classrooms, exhibit area(s), and an outdoor staging area. The USF Environmental and Conservation Outreach, Research and Education Facility (USF ECORE) will provide the following:

- Living Laboratory for research and education in environmental sciences, ecology, geosciences, etc., which will provide critical infrastructure through which to leverage larger research contracts and grants relating to environmental science.
- Areas to stage lectures and demos for educational and community outreach activities. Community outreach is particularly important for the University area community, which has ~53% of its population from under- represented groups and household incomes far below the state average.

- Meeting spaces for researchers, graduate, and undergraduate students. These spaces will enhance student success, encourage careers in environmental science, and promote conservation awareness.
- Rotating exhibits featuring research topics and projects related to the Forest Preserve at USF that will further serve the University area community.
- Green infrastructure to support continued protection and conservation of the Forest Preserve at USF.

This facility will also bridge USF Forest Preserve and GeoPark to the Botanical Gardens that are located on the Tampa campus. The College is also working to establish an advisory board in the near future that will aid in the development and implementation of a management plan for the shared-use facility. This new approach will enhance our interdisciplinary research with a focus on protecting, preserving, and creating a sustainable future for the environment in all its forms.





# *Updates on Centers and Institutes*

The USF College of Arts and Sciences centers and institutes kept faculty, students, and community partners engaged and active this year. Our centers and institutes continue to create a community of scholars and scientists to leverage areas of expertise and solve challenges that face our community. There were many noteworthy achievements this year:

- The Institute for Russian, European and Eurasian Studies (IREES) regularly applies for and receives grants. Moreover, it hosts guest speakers monthly and is involved with several major projects, including the USF-USSOCOM Forum on Russian, European and US Security (REUSS Forum), a collaboration between IREES and the J3 International Division at US Special Operations Command (USSOCOM). In addition, IREES is a founding member of the Creative Horizons series, an ongoing collaboration with the Melikian Center for Russian, East European and Eurasian Studies at Arizona State University and the Havighurst Center for Russian and Post-Soviet Studies at Miami University in Ohio. The series seeks to showcase the work of artists and writers from the former Soviet Union and Eastern Europe.
- The Institute for Digital Exploration (IDEx) conducted remote sensing fieldwork in Greek and Roman archaeological sites in Sicily in partnership with the Ludwig Maximilian University of Munich as well as additional 3D digitization fieldwork in Sicily, at Alessandria della Rocca (Agrigento), to virtualize the local ecclesiastic monumental heritage as a part of a community project co-sponsored by the Sicilian-American organizations in Tampa. Additionally, IDEx initiated a long-term remote sensing project at the Burial Hill historical cemetery in Plymouth, Massachusetts and co-organized a three-week field school in archaeology at the site of the Roman Domus of Rabat in Malta. A total of 15 USF graduate students from the History department participated to the above-mentioned activities following 100 hours of training in 3D digitization and visualization techniques at the Institute's lab. IDEx also secured contracts for professional services rendered to the John and Mable Ringling Museum of Art of Sarasota and the Holocaust Documentation and Education Center of Dania Beach.



### UPDATES ON CENTERS AND INSTITUTES

- The Center for Justice Research and Policy (CJRP) received quite a bit of funding, including funding to evaluate a new community police program in St. Petersburg, Fla., where case workers are sent to emergency, non-crime 911 calls instead of law enforcement. USF experts at the CJRP were contracted by the Foundation for Healthy St. Petersburg—a nonprofit addressing health disparities and equity issues in Pinellas County—to conduct an independent evaluation of the extent to which the CALL program is being implemented “equitably,” according to their recent technical report.
- The Institute on Black Life (IBL) opened Black Heritage Month by hosting its annual conference. This year’s conference theme “Arts, Health, and Healing for African American Community Empowerment” explored the power of arts as a driver for healing. The conference was held for the first time on the Sarasota-Manatee campus on Feb. 2 and was co-hosted by the USF Center for PAInT and the Office of Diversity, Equity and Inclusion. Presenters came from an interdisciplinary mix of backgrounds, including Africana studies, public health, education, business, and art among many others. Topics specifically addressed racial injustice, historical inequity, and healing through the arts, while creating opportunities for participants to explore the arts as an evolving frontier in health and wellness. Researchers discussed how to build model arts programs that amplify diverse voices to cultivate resiliency, reduce stress, and improve wellness.
- The Institute for the Study of Latin America and the Caribbean’s (ISLAC) Director and faculty have been invited to give lectures and presentations to local and international organizations with a global audience. Partnerships include collaborations with interdisciplinary groups, such as the College of Public Health’s Salud Latina USF, an initiative to address various health related topics for members of the Spanish-speaking community through Facebook live conversations.
- The Humanities Institute (HI) hosted a number of invited speakers as well as its 4th Annual Undergraduate Humanities Research Conference in January, where over 100 students presented original research and creative projects in the humanities. HI provided funding for 23 students to attend the Richard Macksey National Undergraduate Humanities Research Symposium, hosted at Johns Hopkins University on March 23-25. This year’s Faculty Fellowship Program did incredible interdisciplinary work on the complexity of diversity, bringing together outstanding researchers from the sciences and humanities. This program is designed to give a cohort of three USF faculty the time and support to pursue an interdisciplinary research topic of their choice. This year’s group included Lorena Madrigal (Anthropology), Adriana Novoa (History), and Christina Richardson (Integrative Biology). They also had additional support from Alex Levine and the Department of Philosophy.



# *New Support Structure for Centers and Institutes*

The College recently consolidated its support structure for centers and institutes. A director was appointed as well as a staff consisting of an office manager, a unit research administrator, and an administrative specialist. The director is a full-time faculty member with expertise in running research institutes and will actively work with the institute/center directors to create, refine, and implement their strategic plans.





## *Strengthening the CAS Partnership with U.S. Commands*

Over the past two decades, military and diplomatic leadership in the U.S. has increasingly turned to academic institutions to assist them in developing a more culturally and historically nuanced approach to international relations as a means of avoiding or limiting warfare. This past year, the CAS continued its historic nine-year partnership with U.S. Central Command and the Near East South Asia Center for Strategic Studies to host bi-annual joint conferences on topics directly related to national security and our national defense strategy. In addition, CAS faculty have begun a new initiative involving U.S. Central Command to establish a center on Human Dynamics and Predicative Analytics. This initiative has resulted in several workshops that have led to a US CENTCOM Request for Information (prelude to funding call) for USF human dynamics and predictive analytics efforts.







## ***Efforts to Promote Diversity, Equity and Inclusion***

The CAS has continued to improve Diversity, Equity and Inclusion (DEI) for its students, staff, and employees. In particular, the CAS this year created a new position of Special Assistant to the Dean on Diversity, Equity, and Inclusion and filled the position with an internal hire as of January 2023. This position supports the College's commitment to ensuring that DEI guides its various departments' activities and the recruitment and selection process of new faculty. All personnel involved in the faculty search process are thoroughly trained, and every effort is made to develop a diverse applicant pool throughout the process. As a result, the College has successfully hired the most qualified individuals who are in alignment with our commitment to DEI. In addition, the CAS Diversity Committee organized two virtual town halls this year for CAS faculty focused on legislation impacting DEI.



# Development

As of April 26, 2023, the CAS has reached 53% of its \$10,000,000 fundraising goal. With projections of anticipated gifts in the final quarter, the CAS Development team is on target to meet its annual goal by fiscal year-end. More than 1,000 donors have contributed to the College, supporting student success, meaningful research, endowed faculty positions, and programs that provide exceptional opportunities for our USF community and beyond. In partnership with the Communication and Marketing Office, Development successfully engaged hundreds of alumni and donors with the College, by providing them with opportunities to be involved with students, faculty, and global scholars offering a close look at pioneering research that has a meaningful and lasting impact on our communities and world.

We are grateful to our generous donors who support initiatives that are important to them and help advance the mission of the College. Their philanthropy fuels our success. Below are several examples of private support making a difference in FY23:

**\$1,440,000**

from Julian Newman to support Newman Scholarships in the College of Arts and Sciences

**\$1,000,000**

from Deby Cassill to establish the Cassill Endowed Scholarship in Biology

**\$250,000**

from Rapid7 to support Rapid7 Cyber Threat Intelligence Lab Faculty Fellow

<b>\$225,000</b> from Carolyn Strange to support the James F. Strange Endowed Chair and the James F. Scholarship in Religious Studies	<b>\$30,000</b> from the Jack and Robin Hake Foundation to support Cancer Cell Biology and Biochemistry Research Fund	<b>\$3,500</b> from John Utley to support the Robert William Long Herbarium Fund	<b>\$2,000</b> from Deborah Tozier to support the Botanical Garden Operating Fund
<b>\$65,000</b> from Gerry Winter to establish the Gerry Winter Hydrogeology Master’s Student Support Fund	<b>\$21,500</b> from Patrick Cimino to support the Dr. Cynthia Cimino Memorial Fund in Psychology	<b>\$2,500</b> from Charles Mudd to support the Urban and Regional Planning Program in the School of Public Affairs	<b>\$1,500</b> from Jerry Gamel to support the USF College of Arts & Sciences Student Success Fund
<b>\$60,000</b> from Carol Spielberger to support the Dr. and Mrs. Charles Spielberger Endowed Fund in Psychology	<b>\$5,000</b> from Emily Ferguson to establish the USF Botanical Gardens Student Enrichment Fund	<b>\$2,500</b> from Lenora Lake-Guidry to support the Environmental Science and Policy Scholarship Fund	<b>\$1,200</b> from Diane Egner to support the Mass Communications Scholarship Fund
<b>\$50,000</b> from Sylvia Carra-Hahn and William Hahn to support the Sylvia Carra-Hahn & William Hahn Trail Blazers Endowment and the Clinical Psychology Graduate Student Fellowship	<b>\$5,000</b> from Straz Jr. Foundation to support the College of Arts and Sciences Frontiers of Knowledge Program	<b>\$2,100</b> from William Burkert to support the College of Arts and Sciences	<b>\$1,000</b> from Roger Rovell to support the CAS Student Success Fund



# *Dean's Student Leadership Society*

The Dean's Student Leadership Society (DSLS) is an impressive group of students within the CAS who promote pride in liberal arts education and strengthen the identity of CAS as leaders on campus. DSLS serves as an integral link between students, faculty, donors, alumni, and members of the Tampa Bay community.

Throughout the year, DSLS students assist with stewardship initiatives, such as sending hand-written thank you notes to donors, participating in digital media campaigns, and joining campus tours with VIP guests. Gatherings with alumni, donors, and community members are richer with the DSLS members there to provide student perspectives.





## 7. Innovations in The College of Arts & Sciences



Members of the DSLS exercise their own leadership skills as well, often serving as volunteer coordinators, executive board members, or critical points of contact. DSLS runs a mentorship program for CAS freshmen in the fall, offers professional development workshops for graduating seniors in the spring, and provides year-round networking opportunities for all USF students. Each year, students involved in DSLS pioneer new events, solve complex challenges, and prove themselves as trusted partners.

DSLS started the year with 31 members in the fall and inducted 19 new members this spring semester. DSLS members have contributed to or attended more than 50 events through the 2022-23 academic year, including workshops, Trailblazers Presentations, Breakfast in the Botanical Gardens, Dean's Advisory Council meetings, Frontier Forums, Bulls Market, lunch with Dean Michael, wellbeing socials, and more.



# *Conferences and Events*

CAS Events support the operation and growth of the College and showcase the extraordinary depth of knowledge across disciplines, as well as our faculty, students, and alumni accomplishments.

Since May 2022, the CAS Events team in the Office of Communications and Marketing supported approximately **45 events** that included lectures, workshops, academic conferences, and alumni networking opportunities. Included below are some of the highlights:





## 7. Innovations in The College of Arts & Sciences

### FRONTIER FORUM

Frontier Forum, the College's premier lecture series, is sponsored by the USF Office of the Provost and the USF College of Arts and Sciences. Since 2010, the series has hosted notable public intellectuals. Students, faculty, staff, and members of the Tampa Bay community have had the wonderful opportunity to learn from many accomplished speakers, across varying disciplines. The 2022-2023 Frontier Forum featured speakers were Ganesh Sitaraman and Dr. Vandana Shiva.

Ganesh Sitaraman, who holds the New York Alumni Chancellor's Chair in Law at Vanderbilt University, discussed and addressed the recent calls for reforming the Supreme Court. Sitaraman's lecture was delivered on September 22, 2022 at the Marshall Student Center Oval theater and was presented in partnership with Phi Beta Kappa.

Dr. Vandana Shiva participated in a fireside chat with Dean Michael, discussing the existential crisis with multiple emergencies faced by humankind—the pandemics of health, hunger, poverty, fear and hopelessness, as well as the emergencies of climate, extinction, injustice, exclusion, inequality, and the dispossession and disposability of large numbers of humanity. Dr. Shiva's lecture was delivered on February 7, 2023 at the Straz Center for the Performing Arts.

Both Frontier Forum events featured well-attended VIP receptions prior to the lectures.





## 7. Innovations in The College of Arts & Sciences

### TRAIL BLAZERS

Trail Blazers has a 45-year history of hosting lively discussions with the College's leading faculty. During these events, supporters and alumni gain exclusive access to faculty members' latest research and have the opportunity to engage in thought-provoking conversations about issues that matter to them. The 2022-2023 series featured the following faculty members and topics of discussion:

#### **“Bacteria: Modern Menace, Ancient Marvel!”**

**Prahathees Eswara, PhD**

Associate Professor, Department of Molecular Biosciences

#### **“Urban Futures/Common Ground: Lessons from Tbilisi's First Post-Soviet Master Plan”**

**Evangeline Linkous, PhD**

Associate Professor, School of Public Affairs

#### **“Lost Voices from St. Augustine's Parish Archive, 1594-1821”**

**J. Michael Francis, PhD**

Hough Family Chair of Florida Studies and Professor, Department of History

#### **“State Violence, Archival Violence, and the Ethics of the Historian's Craft”**

**David Ponton III, PhD**

Assistant Professor, School of Interdisciplinary Global Studies



## 7. Innovations in The College of Arts & Sciences

### CONFERENCES

- Urban Food Sovereignty Summit
- Workshop in Applied and Theoretical Economics
- Institute on Black Life Annual Conference
- Im/migrant Well-being: A Nexus for Research & Policy
- Annual Conference of the Interdisciplinary Center for Hellenic Studies (ICHHS): Freedom in Ancient Greek history, literature, and philosophy

### BANQUETS AND RECEPTIONS

- Student Success Celebration Luncheon
- DSLS Etiquette Luncheon
- Bull-U-Crat Ball
- CAS Fast 56 Networking Reception
- Geology Alumni Society Banquet
- CAS Staff Appreciation
- Chemistry Banquet
- 50th Anniversary Women's and Gender Studies
- CAS Length of Service Awards
- DSLS Induction Ceremony
- The Zimmerman School Awards Reception
- Honoring the Legacy of Theodore Askounes Ashford, PhD
- English Banquet





## 7. Innovations in The College of Arts & Sciences

### LECTURES AND PANELS

- Frontier Forum
- Trail Blazers
- IREES Distinguished Speakers Series
- CAS Democracy and Citizenship Speakers Series
- “We Carry Their Bones” Panel Discussion
- “Ancient Astronomy in Neolithic Peru and Malta” Discussion

### MEETINGS, WORKSHOPS, ASSEMBLIES, AND TRAINING SESSIONS

- Zimmerman Advisory Council
- Dean’s Advisory Council
- CAS Spring Assembly
- CAS Fall Assembly
- CAS Staff Retirement Parties
- Office Managers Workshop
- New Faculty Orientation
- CAS Chairs and Director’s Retreat
- English Career Week
- Virtual Town Hall Discussion - CAS Diversity, Equity and Inclusion Committee





# *Planning the Year Ahead*

As we look to the next academic calendar year, we are excited for the opportunity to continue to deliver thoughtful and engaging events for students, faculty and community members. Sharing the expertise of the CAS faculty as well as bringing nationally recognized speakers enhances the learning experience beyond the classroom and will continue to make USF a leader in the Tampa Bay community.





# *Communications and Marketing*

Under new leadership, the College of Arts and Sciences Office of Communications and Marketing adjusted to new priorities from the Dean and underwent a restructuring to better support and promote CAS departments, schools, centers, and institutes. From April 2022 – April 2023, the marketing and communication team completed **120+ dedicated projects** in support of strategic goals. Some highlights of this work include the following:



## WELCOMING NEW LEADERSHIP AND OFFICE RENAMING

In January of 2023, the team welcomed a new director: Anna Mayor. She joined the office after serving as an Engagement Officer at the College of Public Health at USF, a Communications and Marketing Officer for a non-profit health education center based at the College of Behavioral and Community Sciences, and a freelance journalist. In addition, the office was renamed the Office of Communications and Marketing in February of 2023 to better reflect its services.

## REINVENTING THE HUB

Beginning in February 2023, in an effort to increase the stories and news shared from and about the CAS, The HUB transitioned from a quarterly release to a monthly release. The office shifted from traditional submissions to an approach that includes more active outreach to departments, schools, centers, and institutes across the College, as well as added emphasis on elevating alumni success stories and community engagement. The HUB email release also underwent critical changes. As the office transitioned to a new email marketing platform, the office worked to adjust the design and layout of The HUB email release to better reflect the new emphasis on the increased number of stories, as well as the categories, to make for improved functionality for the end user.



# HARNESSING THE POWER OF EMAIL MARKETING

In July of 2022, the USF Foundation retired its use of the email marketing platform iModules and rolled out a new platform, Salesforce. Salesforce is a more dynamic platform with robust metrics that allow our office to better evaluate email effectiveness and delivery while enhancing the subscriber experience. As of April 2023, using the new platform, the office has sent out more than 200 emails. These emails have reached over 100,000 recipients in the Tampa Bay area and beyond and have assisted in the promotion of various college events, news, and recruitment efforts.

200+ emails

# FACULTY HEADSHOT DAY(S)

In late 2022, the office aimed to tackle a major issue in the College—and across the University—the need for updated, high-quality faculty headshots. The office established the first-ever dedicated Faculty Headshot Day, which, over the course of two days, had 24 faculty visit the office studio for professional headshots that can be used in both print and digital/web formats.



## ACADEMIC & PUBLIC MEDIA PROMOTION

We continue to work with faculty to promote their research through various academic and news outlets, including both local and national media. The office began actively tracking media mentions in May of 2022 to help identify research topics of interest and faculty that are frequently called upon for comment on timely local and global issues. As of March 2023, CAS faculty have been mentioned or identified in the media 378 times.

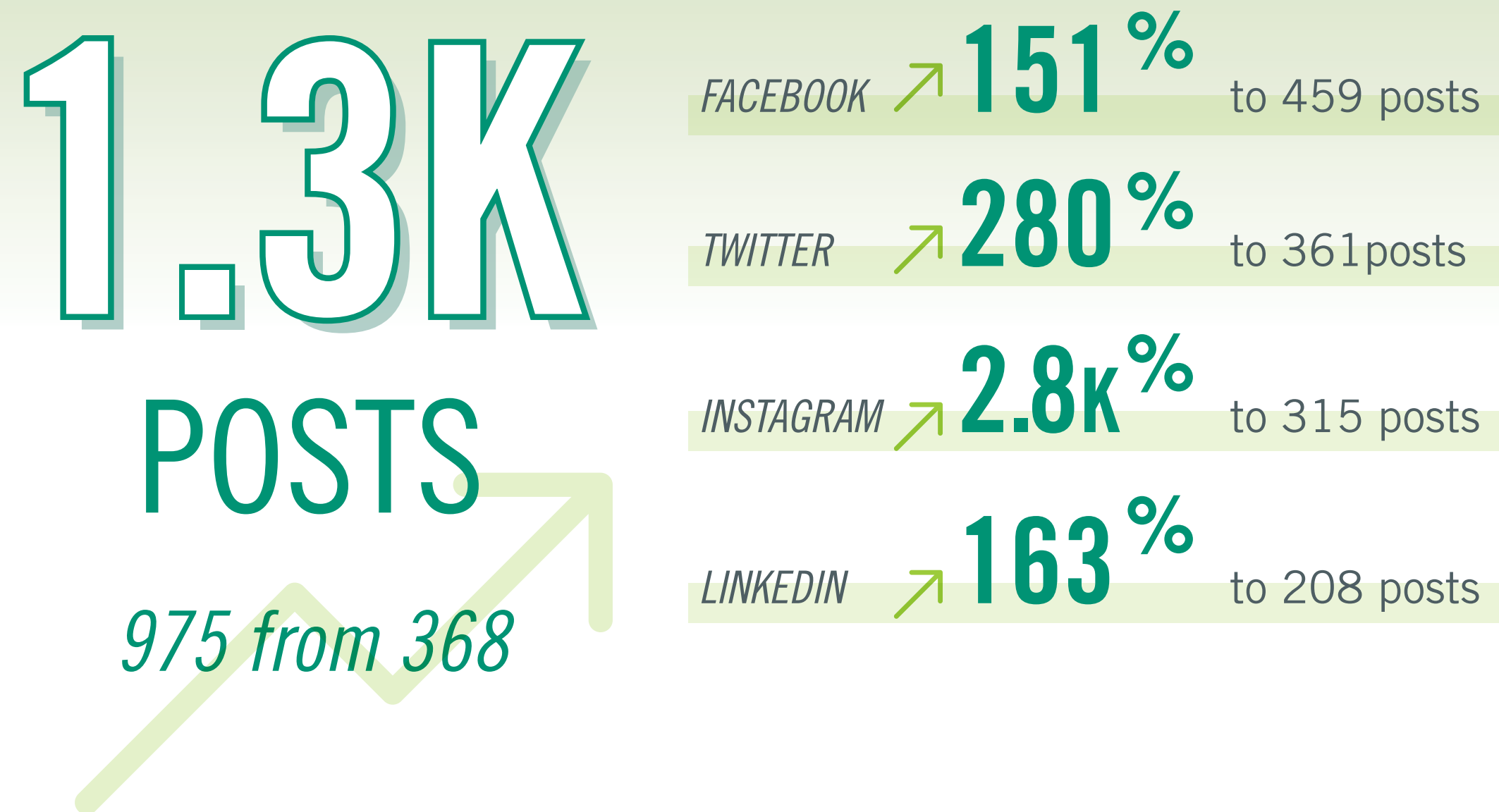
Over the course of May 2022 to March 2023, 149 individual media outlets have mentioned or featured CAS faculty. Top media outlets include:

NATIONAL	LOCAL/REGIONAL
Bloomberg	Tampa Bay Business Journal
CNN	Tampa Bay Times
Forbes	WFLA (NBC)
New York Times	WFTS (ABC)
The Associated Press	WTSP (CBS)
The Washington Post	WTVT (FOX)
USA Today	WUSF (NPR)



# Social Media

From May 2022 to April 2023, the College’s social media presence has grown significantly. Across all platforms (Twitter, Facebook, Instagram, and LinkedIn), the average post engagement rate has increased from 2.97% to 5.93%—where a “good” engagement rate is marked between 1% to 5%. This is due to an increase in posts; in the previous year, the College had 368 posts across all platforms, whereas this year the College produced 1,300. See chart for growth percentage in posts:



Among all social channels used by the College, the most significant increase was seen in Instagram’s engagement—increasing from 161 in 2021-22 to 3,800 this year alone. This includes all interactions with the platform’s posts ranging from likes, comments, shares, etc. Instagram’s reach has also had a notable increase—increasing from 8,079 to 60,809. This is pivotal to increasing the visibility of the CAS to potential students since 30.8% of the platform’s demographic are users 18-24 years old.

Moving forward, the goal is to focus on continuing to increase our followers. This year, we increased our following by 4.7% (from 23,242 to 24,340)—indicating steady growth—and next year the College aims to double that with increased engagement campaigns.

## *What's Next?*

Looking ahead to the next academic year, the CAS Communication and Marketing office expects to fulfill the need for increased photography and video support by hiring a full-time photographer and videographer. Additional staff will also be hired in the areas of graphic design, communications, and marketing. Added Communications and Marketing staff will also support dedicated Development initiatives.

By aligning ourselves and partnering with units and offices that have direct contact with students, we hope to increase our touchpoints among the student population and encourage them to become more active participants in events hosted by the College.



The office also aims to increase engagement across all of our social media platforms and increase video production on our YouTube page. In addition, the office will also continue to collaborate with our campus partners, including those on the St. Petersburg and Sarasota-Manatee campuses, to cross-promote events and other initiatives.



# *Technology*

The CAS Technology team has completed the upgrade of Windows 7 machines to Windows 10 and is looking toward future proofing the College with computer refresh cycles and an asset management tracking system for attractive assets.

We are also developing processes around the on and off-boarding of employees, purchasing and deployment of machines, and bridging the gap between our academic units with Information Technology. In addition, we are working with IT to move over 150+ web applications onto Microsoft's Azure Cloud environment and working closely with our 23 academic units to offer more services in the digital space, CMS web consulting, and general technical support.

Finally, the College is committed to developing a stable foundation when it comes to purchasing computer equipment and software for our faculty/staff as we continue to remove redundancies while elevating our department as well as partnering with other units across the academic enterprise for cost-sharing opportunities.



# 8. Embracing Excellence in Our Future





## ***New University Leadership***

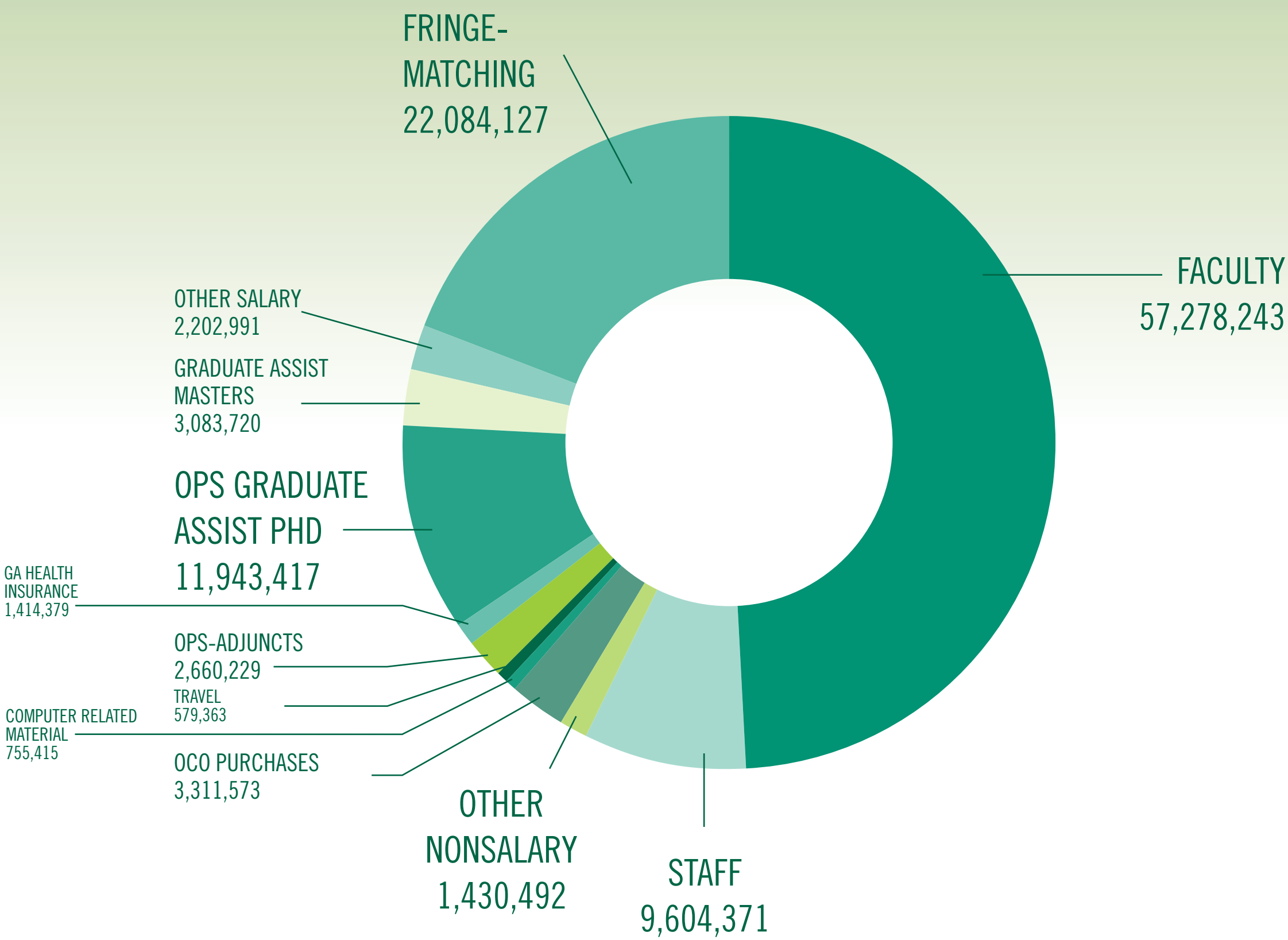
As we look to the future, USF continues to go through transformational changes under President Rhea Law. A search was completed and the new Provost, Prasant Mohapatra, has begun his planning with Deans on aligning resources with the new strategic plan. The College of Arts and Sciences looks forward to working with President Law and Provost Mohapatra to align itself with the USF Strategic Plan, as well as many of the goals USF has regarding increased commitment to community engagement and involvement, all of which aligns with the College's mission.





# Developing a Budget Model That Aligns Investments with Aspirations

The University continues to plan for the adoption of an RCM budgeting model at USF. The University plans to release the model sometime before the beginning of the FY24 fiscal year. Last year, the CAS submitted a budget request for new investments in the College to solidify instructional capacity and increase the number advisors. In Fall 2022, the College received \$2.2M in new recurring funding to help build instructional capacity and hire five additional academic advisors. On March 23, 2023, the CAS presented a request for an additional \$6.8M in recurring funding to make investments in research and teaching faculty so as to continue growing the instructional capacity and increasing research output; and the College should receive a response to that request sometime in June.







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College of Arts & Sciences