



UNIVERSITY of
SOUTH FLORIDA
College of Arts & Sciences



TAMPA CAMPUS /// SARASOTA-MANATEE CAMPUS /// ST. PETERSBURG CAMPUS

2020-21

ANNUAL REPORT
Academic Year

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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.



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.

STRATEGIC PRIORITIES

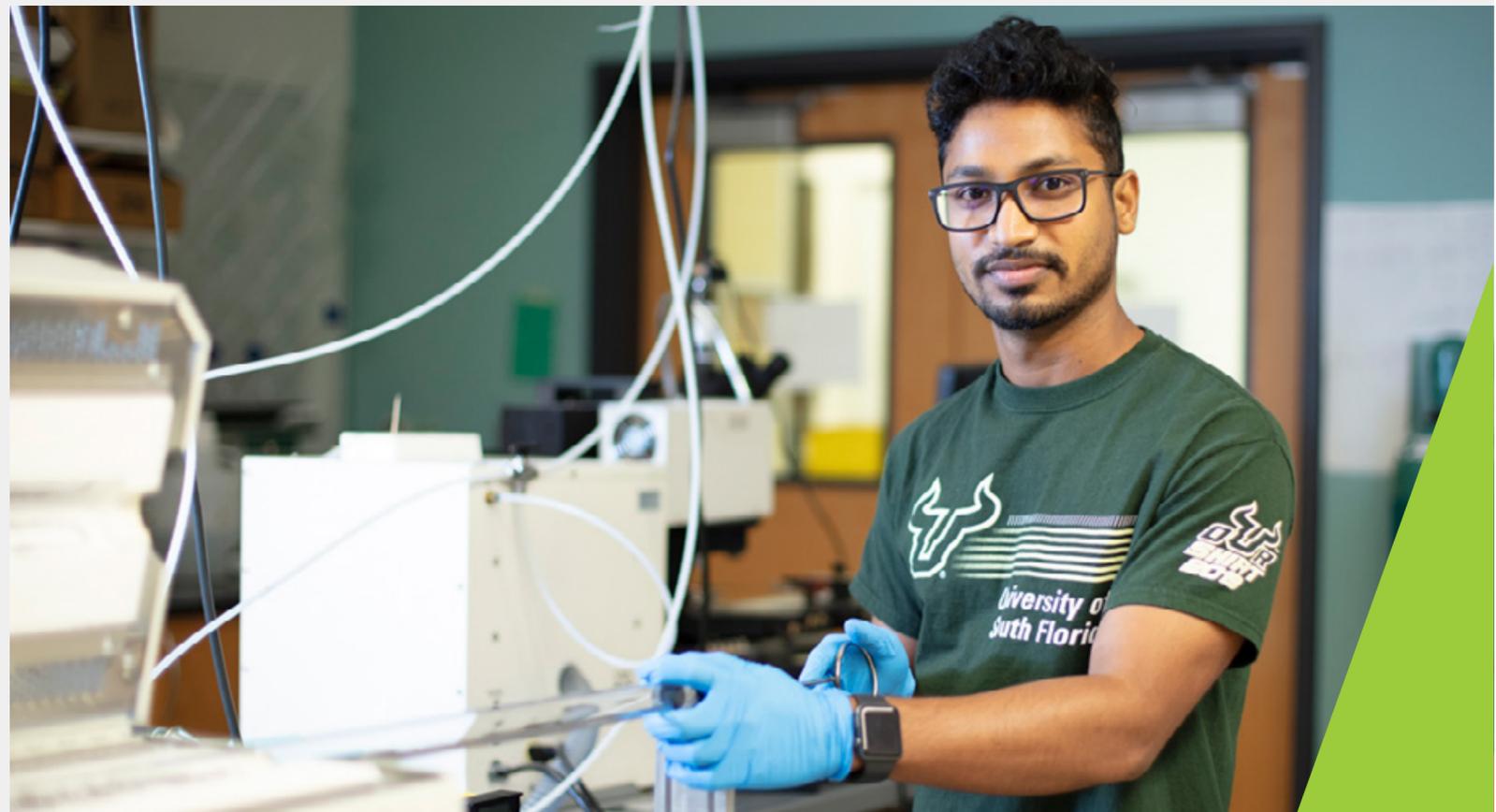
for ACADEMIC YEAR 2020-21



STRATEGIC PRIORITIES FOR AY20-21

UNDERGRADUATE AND GRADUATE STUDENT SUCCESS

Despite the considerable challenges presented by the COVID-19 pandemic and consolidation, the College of Arts and Sciences continues to be a major contributor to the University's highly successful Student Success initiative. The faculty and staff have done a remarkable job in this difficult year transitioning to largely online/virtual instruction, while still providing a high quality student experience. The empathy and concern that CAS faculty and staff have displayed for students has been inspiring and contributed to the overall student success the college has attained. The collaboration of faculty on all three campuses in consolidating curriculum and coordinating scheduling has been outstanding, leading to greater student and faculty opportunities. Unfortunately, the pandemic and consolidation have exacerbated the challenges we face with student information technologies like Banner, DegreeWorks, Schedule Planner and Archivum. Student support technologies are underdeveloped and the necessary manual adjustments to make them accurate for students and advisors has made the Student Success objective more difficult to attain.

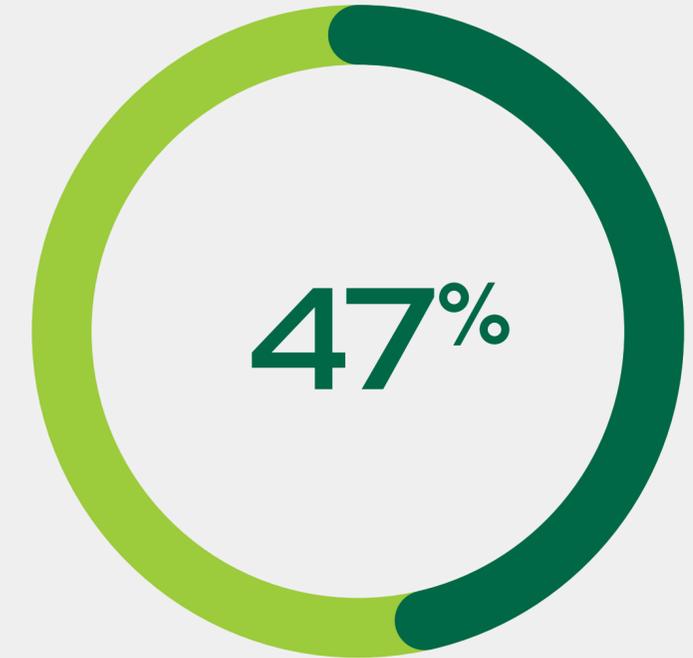


UNDERGRADUATE ENROLLMENT

Enrollment in the college has remained strong at all levels, even as classes have moved largely online. The consolidated College of Arts and Sciences (CAS) leads the university enrollments at the undergraduate level with more than 44% of the total gross undergraduate student credit hour (SCH) production and over 47% of the undergraduate headcount. This reflects the hard work of advisors and departments who have connected academic majors more closely to a variety of career paths, while faculty have delivered rigorous and relevant consolidated curriculum, embedded with career transferable skills, all in a supportive environment. The college's strong performance is even more impressive in light of the rapid pivot to online classes in response to the pandemic, as well as ongoing reductions associated with the loss of the very large Health Sciences major (transferred to Public Health), and the shift of student credit hours to other colleges via the adoption of a more broadly distributed Enhanced General Education Program.



College of Arts & Sciences
UNDERGRADUATE
STUDENT
CREDIT HOURS



College of Arts & Sciences
UNDERGRADUATE
HEADCOUNT

All figures cited in this section were drawn from USF EIS Student Registration Cube, April 2021

GRADUATE ENROLLMENT

Graduate enrollment in CAS has remained stable despite the fact that graduate enrollment continues to decline nationally. Overall, the college accounts for a little more than 15% of the total graduate gross SCH at USF. Master's program enrollment in Urban and Regional Planning, Library and Information Science, Digital Media, Cybersecurity, and Intelligence Studies remain strong. Doctoral enrollments are stable, with future growth largely limited by the availability of faculty mentors, research space, grant funding and competitive graduate stipends. The pandemic has also reduced the opportunity for foreign students to enroll, but international recruitment looks strong for Fall 2021.



College of Arts & Sciences
GRADUATE
STUDENT CREDIT HOURS

All figures cited in this section were drawn from USF EIS Student Registration Cube, April 2021

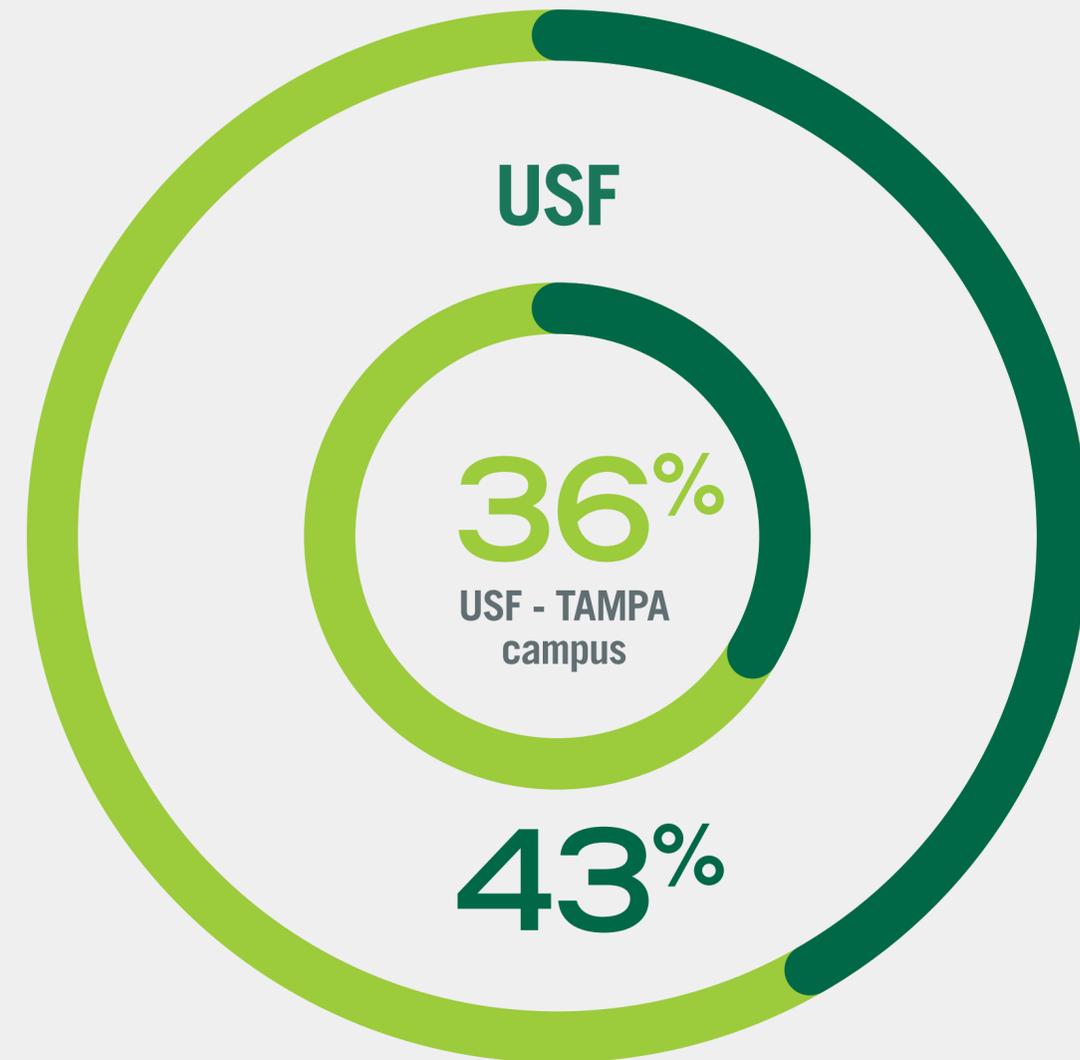
ONLINE ENROLLMENT

As a consolidated college, **CAS was responsible for more than 43% of the university's total online instruction in 2020-2021 as measured by gross SCH, with the Tampa campus reflecting nearly 36% of the university's total.** The increase in our contributing share of online instruction is explained by the pandemic conditions and the understanding of the critical need to support students' degree progression through maintaining course selection options and seat availability at pre-pandemic levels, despite restrictions on course modalities.

The pandemic constraints are evidenced in CAS metrics as well, as slightly more than 86% of all gross SCH from consolidated CAS was generated from online courses. However, because of their generally smaller size classes, and some differences in the nature of instruction at the graduate level, the percent of CAS' gross graduate SCH generated from online instruction (roughly 58%) was much lower than UG, yet still higher than in pre-pandemic years.

All figures cited in this section were drawn from USF EIS Student Registration Cube, April 2021

ONLINE GROSS STUDENT CREDIT HOURS



ONLINE ENROLLMENT

We believe that our broad success in converting to online instruction was made possible by years of past investment into developing new, quality online courses and our support of faculty professional development that enabled experienced faculty to mentor less familiar colleagues as they navigated new instructional terrain. Of course, these successes were also heavily supported by the talented staff in the Digital Learning units of Innovative Education. Their contributions to helping faculty prepare for fully-online classes this academic year cannot be overstated. As we look toward 2021-2022, there are plans for a robust slate of new online course developments and refreshes in coordination with Innovative Education across all three campuses. These targeted improvements will have an immediate impact on the quality of students' online learning experiences and push us closer to meeting BOG strategic goals for online education by 2025.

All figures cited in this section were drawn from USF EIS Student Registration Cube, April 2021



RETENTION and PERFORMANCE

Freshmen retention rates continue to be impressive, as **CAS retained 93% of FTIC from Fall 2019.** This is a direct result of the effort put forth by our proactive advising team and the talented and dedicated faculty teaching our introductory courses. **Consolidated four- and six-year graduation rates are 64% (four year) and 75% (six year) respectively.** Similarly, two- and three-year transfer student graduation rates are 38% and 59%. **Last year, 87% of CAS students graduated** without state defined Excess Hours, continuing our upward trend, despite the time-consuming manual process required to track this metric.

93%

CAS retained 93% of FTIC from Fall 2019.

64%

Four Year
Graduation Rate

75%

Six Year
Graduation Rate

87%

CAS Students
Graduated in 2020
without Excess Hours



DEGREES AWARDED

Number of degrees awarded remain strong, paralleling the enrollment and progression figures described above. While final numbers for this year will not be available until after spring graduation, CAS has already awarded 2,745 bachelor's degrees this year, and with an anticipated large spring graduation, the total will exceed 4,000 degrees once again. Likewise, master's degrees are projected to meet or exceed last year's numbers in the mid-300s, while doctoral degrees awarded are on track for well over 100 again this year. Of note, CAS accounts for nearly half of the university's undergraduate degrees awarded and 30% of the Ph.D.s awarded in the Board of Governors Areas of Strategic Excellence.



STRATEGIC PRIORITIES FOR AY20-21 // UNDERGRADUATE AND GRADUATE STUDENT SUCCESS

STUDENT AWARDS

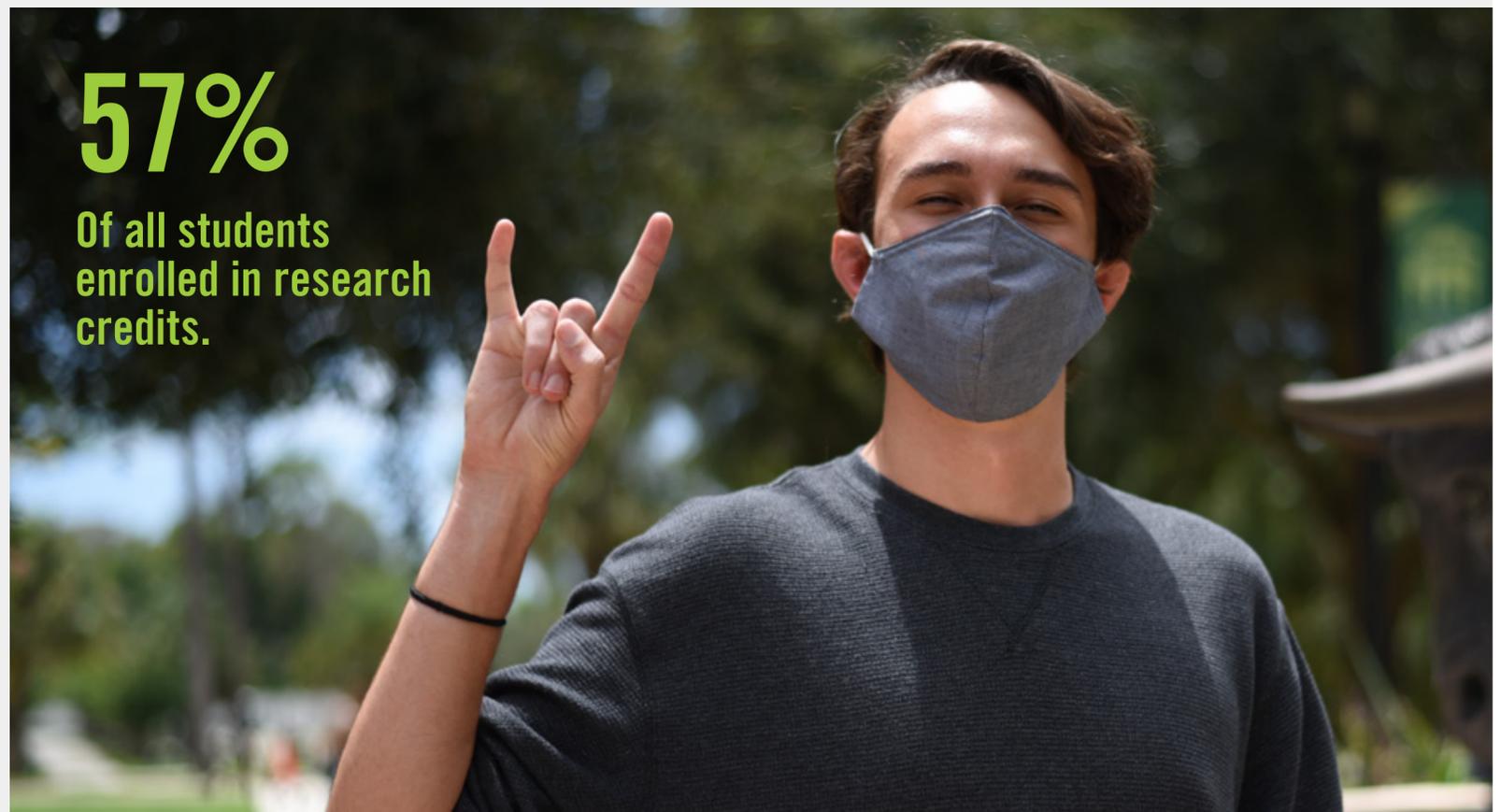
Student awards are not yet finalized. CAS students are some of the best and brightest at the University of South Florida, including 10 Gilman International Scholarship awards identified thus far for 2020-21.



EXPERIENTIAL EDUCATION AND HIGH-IMPACT PRACTICES

The college persists in its commitment to providing high-quality experiential education opportunities for our students, including internships/practica, service learning, undergraduate research, course-based research, and study abroad. The COVID-19 crisis has impacted experiential education significantly. In fact, undergraduate research enrollment is the only experiential education area where the college exceeded last year's enrollment.

This year, the college enrolled 3,232 students in undergraduate research credits, representing nearly 57% of all students participating for credit. This remains a significant underestimate since many students continue to volunteer in research experiences once they have completed the credits allowed by a given major.



UNDERGRADUATE CURRICULUM ASSESSMENT AND REVISION

The college has worked diligently to consolidate curricula across USF's three campuses. The consolidated departments have worked collaboratively to modify curriculum and organize course schedules. Our multi-campus college offers more variety in course selection for students and faculty while providing more efficient use of resources.





FACULTY

SUCCESS

FACULTY HIRING, TENURE, and PROMOTION

In 2020, 34 new faculty were hired in the College of Arts and Sciences (for a current total of 731 faculty). These include:

- Five (5) Full Professors
- Three (3) Associate Professors
- 10 Assistant Professors
- 16 Continuing Instructors

Effective August 2020:

- 10 faculty were tenured and promoted from Assistant to Associate Professor
- 11 faculty were promoted to Full Professor

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

Effective August 2020:

- Four (4) instructors were promoted to Instructor II
- Five (5) instructors were promoted to Instructor III.

The instructor promotion ladder has been in effect since 2011.

EXTERNAL AWARDS

CAS faculty earned a total of 29 external awards in 2020 (see Table 1 below).

RECIPIENT	AWARD	DEPARTMENT/SCHOOL
Kimmerle, Erin	AAAS Award for Scientific Freedom & Responsibility	Anthropology
Cai, Jianfeng	Fellow of the Royal Society of Chemistry	Chemistry
Guida, Wayne	NAI Senior Member	Chemistry
Buzzanell, Patrice	CSCA Hall of Fame NCA Applied Communication Division Distinguished Journal Special Issue Award	Communication
Kruzel, Marleah Dean	NCA Health Communication Division Early Career Award	Communication
Leon-Boys, Diana	NCA Critical and Cultural Studies Division Outstanding Dissertation Award	Communication
Wilson, Steven	ICA B. Aubrey Fisher Mentorship Award	Communication
Johnson, Meredith	CCCC Research Impact Award	English
Irwin, Julia	SHAFR Stuart L. Bernath Lecture Prize	History
Johnson, David	National Postal Museum Award for Scholarship in Postal History	History
Murray, Suzanne	AIA Martha and Artemis Joukowsky Distinguished Service Award	History
Murray, William	AIA Martha and Artemis Joukowsky Distinguished Service Award	History

STRATEGIC PRIORITIES FOR AY20-21 // FACULTY SUCCESS

RECIPIENT	AWARD	DEPARTMENT/SCHOOL
Ramos, Frances	National Endowment for the Humanities (NEH) Fellows	History
Ma, Wen-Xiu	Highly Cited Researchers	Mathematics & Statistics
Allen, Tammy	AAAS Fellow	Psychology
Bryant, Judith	Society for the Teaching of Psychology Mentorship of Teachers Award	Psychology
Ben-Herut, Gil	SEC/AAS Annual Book Prize	Religious Studies
Collins, Jennifer	AAG E. Willard and Ruby S. Miller Award AAG Harm J. de Blij Award for Excellence in Undergraduate Geography Teaching ELATE Fellow Council on Undergraduate Research Geoscience Division Undergraduate Research Mentor Award AAAS Fellow	Geosciences
Pasek, Matthew	John Templeton Foundation Ideas Challenge Award	Geosciences
Sheffield, Sarah	AGU Presidential Citation The Geological Society of America (GSA) Fellow	Geosciences
Applequist, Janelle	NCA Communication and Sport Division Outstanding Book Award	Zimmerman School of Advertising and Mass Communications
Bell, Travis	NCA Communication and Sport Division Outstanding Book Award	Zimmerman School of Advertising and Mass Communications
Fitzpatrick, Kathy	AEJMC Research Prize for Professional Relevance	Zimmerman School of Advertising and Mass Communications

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

FULBRIGHT FACULTY

RECIPIENT	AWARD	DEPARTMENT/SCHOOL
Benjamin Goldberg	Bulgaria	Humanities and Cultural Studies
Thomas Hallock	Mexico	English
David Lewis	France	Integrative Biology
Meera Nanjundan	Japan	Cell Biology, Microbiology and Molecular Biology

INTERNAL AWARDS

Chancellor's Award for Excellence in Civic & Community Engagement

- Judithanne Scourfield McLauchlan (Interdisciplinary Global Studies)

Distinguished University Professor

- V. Mark Durand (Psychology)
- Hariharan Srikanth (Physics)

Emeritus Professor

- Michael Coover (Psychology)
- Paul Spector (Psychology)
- Walter Borman (Psychology)
- Vicki Gregory (Information)
- H. Len Vacher (Geosciences)
- Yuncheng You (Mathematics & Statistics)

Outstanding Undergraduate Teaching Award

- Jonny El-Rady (Cell Biology, Microbiology, and Molecular Biology)
- Robert E. Hedrick III (World Languages)
- Ryan M. Carney (Integrative Biology)
- Jay L. Michaels (Psychology)
- Byron A. Miller (Sociology)
- Jennifer Collins (Geosciences)
- Joni Downs Firat (Geosciences)

Outstanding Undergraduate Advising Award

- Gina DiMauro
- Jessica Hoffman
- Mary Cuthbertson
- Alina Thompson (Honorable Mention)

Sabbatical Award

- Fifteen (15) CAS faculty were granted sabbaticals for one semester and two (2) faculty for two semesters
- Three (3) CAS instructors were granted professional development leaves



INTERNAL AWARDS

Distinguished Service Award

- Vicky Phares (Psychology)

Faculty Outstanding Research Achievement Award

- Tammy Allen (Psychology)
- Gil Ben-Herut (Religious Studies)
- Jean-Francois Biasse (Mathematics & Statistics)
- Jianfeng Cai (Chemistry)
- Marleah Dean Kruzel (Communication)
- Heather Judkins (Integrative Biology)
- Ivan Oleynik (Physics)
- Jarod Rosello (English)
- Davide Tanasi (History)
- Robert Tykot (Anthropology)



STRATEGIC PRIORITIES FOR AY20-21 // FACULTY SUCCESS

FACULTY DEVELOPMENT

CAS Internal Travel Award Summary for 2020

Fall 2019:

- Applications: 20 (9 Humanities, 5 Social Sciences, and 6 Natural Sciences & Mathematics)
- Awards: 16 (8 Humanities, 2 Social Sciences, and 6 Natural Sciences & Mathematics)
- Total Dollars Awarded: \$12,000

Spring 2020:

Canceled due to the COVID-19 pandemic.



RESEARCH and

SCHOLARSHIP



PROPOSALS and AWARDS

There is no question the COVID-19 pandemic has had significant impacts on all aspects of university operations, and research and scholarship are no exception. However, despite restriction on research labs, travel, field research etc., CAS faculty have continued to excel in their research and scholarly activities (see Table 2). CAS faculty submitted 220 proposals (113 nonfederal and 107 federal proposals).

Year to period, faculty have requested over \$90 million—~\$74 million in federal support and ~\$16 million in non-federal support. CAS faculty have 150 awards year to period with 81 non-federal and 69 federal. The corresponding award dollars received is \$16 million, with \$4 million being non-federal and \$12 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	113	107	220
Dollars Requested	16 million	74 million	90 million
Awards	81	69	150
Dollars Awarded	4 million	12 million	16 million

Source: ORI Reporting Database

RESEARCH EXPENDITURES and F&A

As of the March 2020 closeout, CAS research expenditures have reached **~\$11 million** with federal comprising over \$9 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 32%**. In FY2020 CAS research expenditures reached \$18 million with \$15 million attributed to federal expenditures.

\$11,000,000

**CAS research
expenditures**

32%

F&A Rate



INNOVATIONS

in the COLLEGE of ARTS & SCIENCES



STRATEGIC PRIORITIES FOR AY20-21 // INNOVATIONS IN THE COLLEGE OF ARTS & SCIENCES

PREPARING TO BE A REGIONAL POWERHOUSE

Despite the pandemic, efforts to integrate CAS activities across all three campuses continued in earnest. The college has made tremendous progress working as one team, and upon discovering any disconnect, instituted focused efforts to address and resolve it. As our singular identity evolves, we expect a multi-campus CAS — connected to each of our diverse communities — to become a regional powerhouse for education and scholarship.



CENTERS and INSTITUTES

CAS inaugurated a new institute: **The Center for Justice Research and Policy** (directed by Dr. Edelyn Verona and Dr. Brianna Fox). The mission of the center is to bring together scholars and practitioners focused on the study of crime, violence, and criminal and social justice policy to apply rigorous research and evaluations to enhance the evidence base of policing, corrections, and court practices. This center is a clear representation of the kind of work that the college and the university should be known for — rigorous scholarship with clear practical application. The new center carries the distinction of having received philanthropic support from all four Tampa Bay sports teams, as well as the City of Tampa.



Edelyn Verona



Brianna Fox

STRATEGIC PRIORITIES FOR AY20-21 // INNOVATIONS IN THE COLLEGE OF ARTS & SCIENCES

STRENGTHENING OUR PARTNERSHIP WITH U.S. COMMANDS

Our partnership with the commands deepened this year as we continued to organize historic conferences as part of our 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. CAS is working with similarly-minded faculty in other USF colleges to develop an integrated approach to military partnerships across the institution.



EFFORTS TO PROMOTE ANTI-RACISM

In reponse to the murder of George Floyd and the protests around the county, CAS took a strong stance against anti-Black racism by issuing a statement, [“CAS Stands for Change,”](#) currently located on our website. This statement was shared with faculty, staff, and students alike. In this statement, the college proposed several action items that were implemented throughout the year. CAS organized programming that specifically addressed racism and its effects on communities by sponsoring two Frontier Forum lectures, one with Professor Ibram X. Kendi and the other with Dr. Mona Hannah-Attisha (see below). The college has now implemented a practice of publishing on our website all courses offered that address anti-racism, inequalities, and social justice. Moreover, CAS has put forth a number of proposed diversity hires to the Provost’s office.

CAS
STANDS
FOR
CHANGE

EVENTS and CONFERENCES

Our events support the operation and growth of the college and showcase the college's extraordinary depth of knowledge across disciplines, as well as our faculty, students, and alumni accomplishments. This year alone, we supported approximately 25 events that included lectures, workshops, academic conferences, and alumni events. Due to continued restrictions resulting from the COVID-19 virus, these events were delivered virtually, allowing us to expand our participating community and experiment with new formats. Below are some of the highlights:

"Migration and Borders in a Post-Pandemic World"

■ HEIDE CASTAÑEDA, PH.D.

TRAIL BLAZERS

Feb. 18 - 7 pm



How to Be an Antiracist:

A Conversation with: DR. IBRAM X. KENDI

11.18.2020

JOIN THE LIVE EVENT

[USF.TO/JOINUS](https://usf.to/joinus)

FRONTIER FORUM LECTURE SERIES



EVENTS and CONFERENCES

This year's Frontier Forum speakers included: Dr. Corey Brettschneider, Dr. Ibram X. Kendi and Dr. Mona Hanna-Attisha. As Professor of Political Science at Brown University, Professor Brettschneider discussed the theory of value democracy and how the state can best engage in democratic persuasion – embracing free speech, without emboldening hateful and discriminatory viewpoints. The college's dean, Eric Eisenberg, and Associate Professor of Sociology, Elizabeth Hordge-Freeman, facilitated a conversation with Professor Kendi, the founding director of the Boston University Center for Antiracist research, focusing on his concept of anti-racism and how that influences the way we think of ourselves and our relationships. Dr. Hanna-Attisha, the pediatrician who exposed the Flint water crisis, told her story of public health advocacy and how that tragedy relates to other issues in our communities.

The Trail Blazers lecture series, which brings distinguished CAS researchers to the community, featured professors Joshua Scacco, Byron Miller, Heidi Castañeda, and Davide Tanasi.

The Humanities Institute (HI) made an impact on the college with their state of the art programming. They held two community book groups in fall of 2020 and two in spring; Frank Leon Roberts, who spoke about antiracism in the classroom, and Pulitzer-Prize winner Jericho Brown in fall. It continued its series, Humanities & Hops hosting Dr. Buzzanell and Dr. Potts. Additionally, in spring 2021, HI hosted its 2nd annual Undergraduate Humanities conference in which 52 students from 13 different majors presented their research. Five of those students have been accepted to present at the 2021 Johns Hopkins National Undergraduate Research Conference. HI rounded out the academic year with three events related to the Recovering Erased History Series: The Ocoee Massacre Documentary Screening and Discussion, Deliberate Forgetting the Destruction of Dreams: Looking Back on 100 Years of Documenting the Tulsa Race Massacre of 1921 with Lynn Wallace, and Remembering the Ocoee Election Day Massacre and Re-Learning US History with Paul Ortiz. HI also hosted An Evening with Nnedi Okorafor and a poetry reading with Gloria Muñoz, a USF alumna.

The Institute on Russia (IOR) built on previous year's events and success by hosting several strategically targeted events focused on exposing students to national and international speakers and topics of current relevance. Significantly, the institute held its first annual USF-USSOCOM Forum on Russian, European and US Security (REUSS), a four-part speaker series on Russian disinformation. The institute looks forward to a long relationship with US Special Operations Command partners. In another truly exciting event for the institute, and USF as a whole, IOR and the School of Interdisciplinary Global Studies welcomed NATO Secretary General Jens Stoltenberg to discuss the future of NATO. USF students were given the opportunity to ask questions directly to the Secretary General on topics ranging from NATO 2030, Afghanistan, genocide, China, and climate change.

EVENTS and CONFERENCES

The Institute on Black Life opened Black History month by hosting its annual conference. This year's conference theme "Understanding and Addressing Blackness and Anti-Black Racism in Our Local, National and International Communities" highlighted the relevance and importance of this event. In the wake of the 2020 Black Lives Matter movement, USF created a research task force, providing funding to 23 research projects to address anti-Black racial issues and attitudes. These researchers, which extended across many disciplines, discussed the content and status of their research and the actions they intend to take next. The variety and scope of this dialogue resulted in the most impactful IBL conference yet.

The Institute for the Study of Latin America and the Caribbean (ISLAC) hosted a number of events during the academic year and worked with organizations around the world to co-sponsor some of these events. Among these, ISLAC collaborated with: the UCF Puerto Rican Research Hub to host a community conversation commemorating the fourth anniversary of Hurricane Maria devastating Puerto Rico; UniNorte for a virtual symposium on COVID-19 and migration in the Americas; the Latin American Studies Association, International Migration Section and Universidad de Sevilla on a panel on challenges and the future of migration in Latin America; UNAM – CISAN Centro de Investigación sobre América del Norte on a transnational migration workshop and exchange; among many other events and partnerships. Their influence and research continues to increase locally, regionally, and globally.



TECHNOLOGY

The Technology area of the Office of Communication, Community, and Global Engagement (CCGE) worked with the Graduate and Undergraduate Office in the college to ensure advising continued despite university employees working remotely. This includes developing drop-in advising appointment applications for Psychology, Mass Communications, Chemistry and Bio Advise. We also updated our major declaration, minor declaration and course overload applications to be more efficient and in line with consolidation. For example, major declaration application will send an email confirmation to the advisor on either St. Petersburg or Sarasota-Manatee depending on campus selection. We also updated the applications to be more integrated with Single Sign On for less user error. We continue to work through converting old CMS sites into the new CMS and are on our way to full department/school migration by the end of 2021. We continue to work with USF IT on strategic goals, ranging from security issues to enhancing student facing applications. In addition, working with our events and marketing team, we are finding ways to improve experiences for those who attend or interact with our events virtually, ranging from enhancing registration to providing critical data for grant reporting.



COMMUNICATIONS and MARKETING

As the college advances its participation in events, conferences, recruitment efforts, and faculty and student research, the Marketing team within CCGE has worked on multiple high-level projects that aim to highlight and promote this work, including:

- Our office released the sixth edition of The HUB in April 2021 – which thus far has told the stories and research from more than 30 individual faculty members and 20 different departments/schools/centers/institutes.
- We continue to work with faculty to promote their work, especially in The Conversation, where the college has had more than 20+ submissions, 250k reads, and 100+ comments. Each year we have seen a steady increase of college engagement and it has shown to be a critical way to provide more visibility as an institution.



COMMUNICATIONS and MARKETING

- With rebranding at the university level completed, Marketing has worked to share and implement college-wide rebranding guides, standards, and best practices in collaboration with UCM. The office has also created templates for faculty and staff to utilize for promotional and presentation purposes to both internal and external audiences. The office continues to work toward addressing resources and templates, so that faculty and staff are better equipped to showcase their work and promote their events. We are also looking at ways to deploy rapid tools for departments/schools to use with very little training or guidance; this offers not only assistance to those who need it but also makes sure that branding is in line with UCM's guidelines. We continue to explore ways in which we are not only partners outside of the college, but internally as well.
- Our current initiatives to address in the upcoming academic year include: promotion of graduate program recruitment, growing a repository of digital media and video, highlights of outstanding CAS students for general promotion and recruitment efforts, utilizing virtual platforms to include hybrid options for college events, and standardizing publicity in regard to campus(es) and community.
- In conjunction with our office's increased recruitment efforts, we are set to begin a pilot project with the Zimmerman School for Advertising & Mass Communications with a focus on conference ads, revamped web presence, digital brochure, and recruitment campaigns via HubSpot (a marketing automation tool). Under the guidance of the Office of Admissions, our office will utilize this platform to guide individuals interested in the M.S. in Advertising program through a series of targeted marketing to and through the application process for the program.
- Last, our office is working together with the resurrected Pro Comm Group to better align ourselves with other marketing and communications offices from across the university and across campuses. Within the Pro Comm Group, there are workgroups designed to streamline efficiencies in news and information sharing, driving more traffic and creating a network of partners across USF for resource sharing. The Pro Comm group meets in person for monthly meetings and also utilizes a MS Teams group to stay connected and up to date with one another. Our office is represented in multiple work groups, from Social Media Management Tool Selection to the Marketing Technology Workgroup. The Marketing Technology Workgroup was restarted early this year and is tasked with looking at current policies and governance, as well as establishing a communication pathway with university-wide stakeholders to better align with the institution's aspirational goals.

DEVELOPMENT

More than 800 donors have contributed to the college to support student success and research. With projections of anticipated gifts, we expect to surpass our \$4,350,000 fundraising goal by fiscal year-end. The pandemic has been a catalyst for innovation and experimentation for the development team. CAS front-line development officers have successfully navigated alumni outreach and fundraising efforts, despite the limitation of not being able to visit with donors and prospects in-person. Collaborating with faculty, students, and community partners to provide virtual engagement opportunities for alumni and donors has been well received and continues to be an invaluable component of our fundraising efforts. We anticipate a hybrid model of virtual and in-person engagement going forward, which will allow us to reach donors and prospects outside the Tampa Bay area with more regularity. Below are several examples of philanthropic support making a difference in FY21.



STRATEGIC PRIORITIES FOR AY20-21 // INNOVATIONS IN THE COLLEGE OF ARTS & SCIENCES

DEVELOPMENT

\$250,000

Gift from William and Ella Owens Medical Research Foundation to support Glioblastoma Research in the Department of Chemistry

\$111,059

Gift from the US Russia Foundation to support the Institute on Russia

\$75,000

Gift from Leo and Ann Albert Charitable Trust to support Cancer Cell Research in the Department of Chemistry

\$50,000

Gift from Koret Foundation to support the Department of Psychology

\$50,000

Gift from Roy Jewell to support the Emery H. & Barbara B. Jewell Faculty Excellence Award in the Department of Physics

\$25,000

Gift from each of the Tampa Bay Professional Sports Teams: Bucs, Lightning and Rays to support the Center for Justice Research & Policy

\$23,000

Gift from Julian Newman in support of scholarships in English and History

\$20,000

Gift from Carolyn Strange to support the Department of Religious Studies

\$5,000

Gift from David Harro to establish the Karen Harro Scholarship in the School of Geosciences

STRATEGIC PRIORITIES FOR AY20-21 // INNOVATIONS IN THE COLLEGE OF ARTS & SCIENCES

DEVELOPMENT

\$5,000

Gift from Janet Nichols to support Ancient Studies in the Department of History

\$4,000

Gift from the Ivory Club to support the Institute on Black Life

\$2,500

Gift from Evelyn Perez-Verdia to support the Legislative Internship Program in the School of Public Affairs

\$1,800

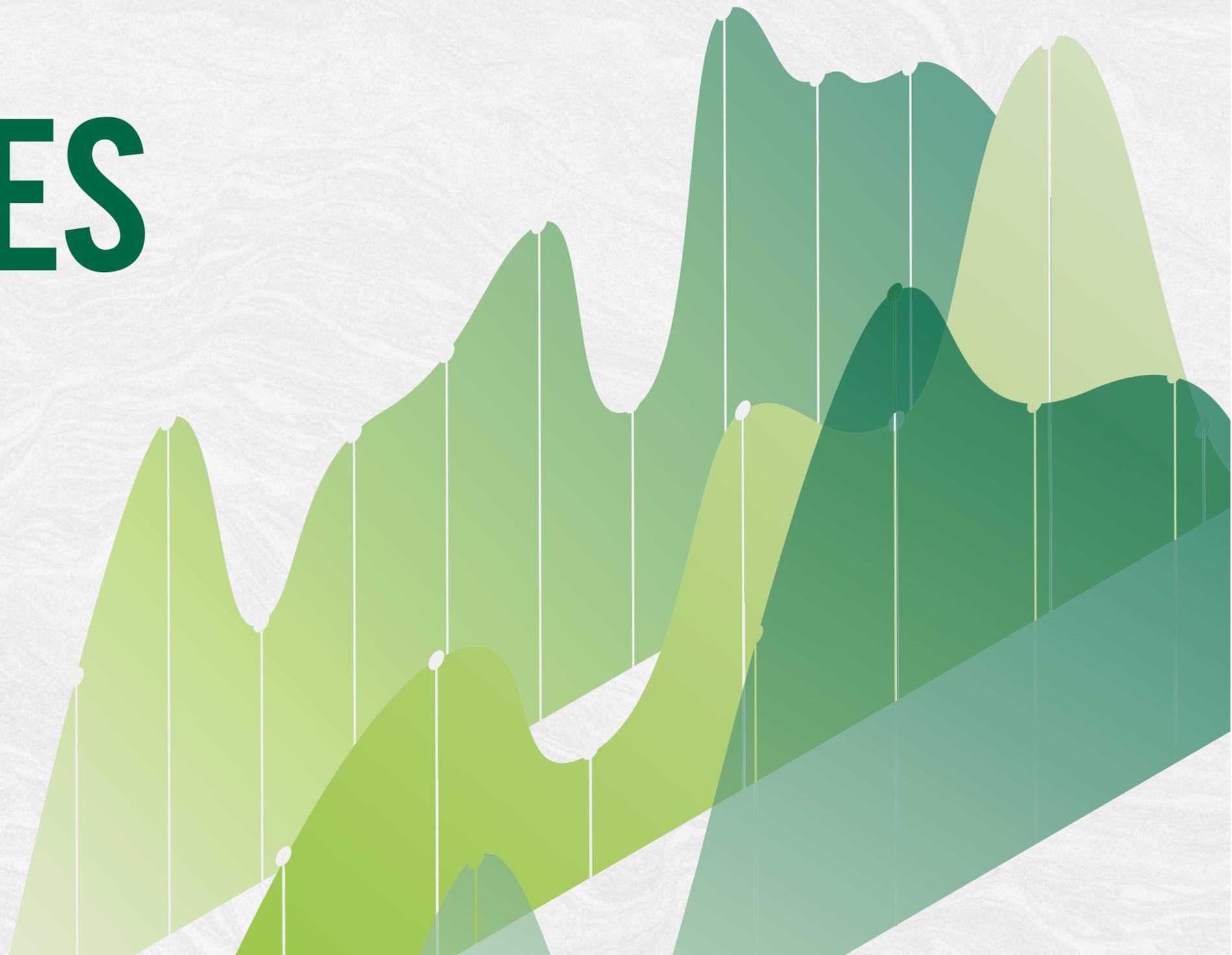
Gift from William Burkert to support the USF Fund for the College of Arts & Sciences

\$1,350

Gift from David Campbell to support the Frontiers of Knowledge Program

COLLEGE

CHALLENGES



STRATEGIC PRIORITIES FOR AY20-21 // COLLEGE CHALLENGES

BUDGET

There were significant budget challenges presented by the COVID-19 pandemic and the resulting weakened economy nationwide. The Florida Board of Governors asked each state university to prepare a plan for a cut to state funding of 8.5% for fiscal year 2021. Additionally, as part of the University's Strategic Realignment plan a two-year budget reduction plan was adopted. Further information regarding the Strategic Realignment plan can be found [here](#). The base budget reduction targets that were assigned to CAS were \$5.97 million for FY 20-21 and \$4.97 million for FY 2021-22.

The college's base budget at the beginning of this process was \$102 million. After several town hall meetings and consultations with stakeholders, the college moved forward with submitting a budget reduction proposal that was ultimately accepted by university leadership (see below). This reduction plan was designed to avoid layoffs of faculty and staff, while attempting to have the least impact on our core business – student and faculty success. While we are prepared to implement year one cuts on July 1, 2021, year two reductions are currently being examined by leadership and the plan moving forward will become clearer at the end of this legislative session in Tallahassee. Year two cuts have not been finalized at this time.



STRATEGIC PRIORITIES FOR AY20-21 // COLLEGE CHALLENGES

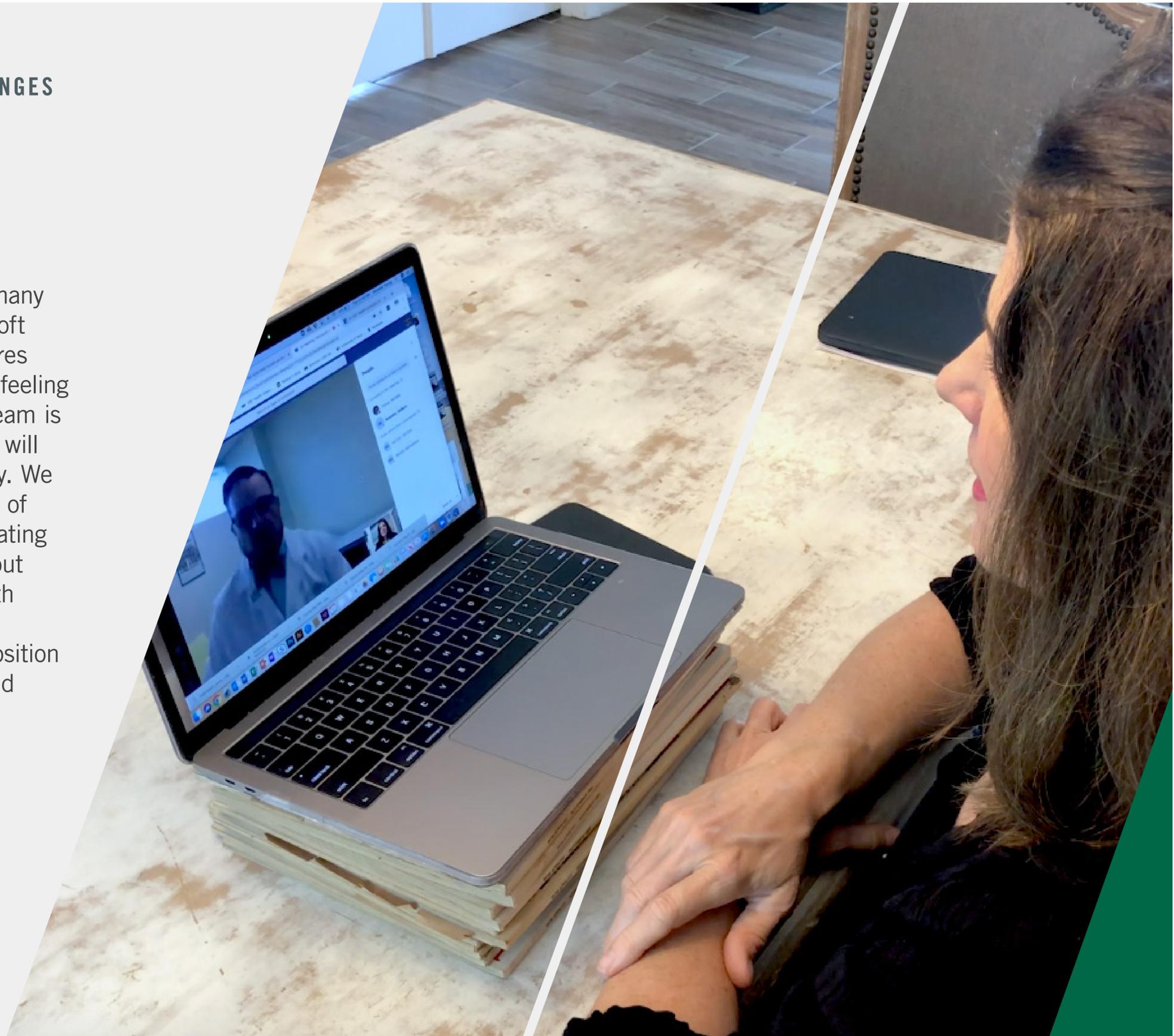
BUDGET

RECURRING BASE REDUCTION FY21 - JULY 1, 2021

Non-salary budget reductions	\$250,000	
Staff reorganization/reductions	\$200,000	
5% Tax on Faculty RIA	\$100,000	
Research faculty to other sources	\$150,000	
Adjunct reductions	\$500,000	<i>100 sections</i>
Core facilities reductions	\$150,000	
Early retirement program	\$1,558,172	<i>12 faculty lines</i>
Increase F&A distribution	\$500,000	
Administrative Salaries paid by CAS	\$500,000	
Vacant rate	\$2,061,688	<i>16 faculty lines</i>
TOTAL	\$5,969,860	
DIFFERENCE FROM TARGET	\$0	

HUMAN RESOURCES

The 2020-2021 academic year came with many challenges. Working remotely was a new concept that made us rethink many HR processes. We have relied heavily on technology (Microsoft Teams and Zoom) to communicate our policies and procedures and provide emotional support for many employees that are feeling overwhelmed, which also became our top priority. The HR team is developing a “one stop” shop for forms and procedures that will streamline work pertaining to recruitment of staff and faculty. We have also begun exploring a plan which would centralize two of our professional roles, which would streamline processes relating to budget and research, ensuring we are consistent throughout our departments, centers, and institutes. We are working with the institution to rethink our policies on telework to be more responsive to contemporary conditions. These moves will position the college to be in alignment with not only CAS’ mission and vision, but the university as well.





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