

COLLEGE OF ARTS & SCIENCES
2021-22
ANNUAL REPORT

ACADEMIC YEAR 2021-2022



UNIVERSITY of
SOUTH FLORIDA



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01 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.

02 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.

03

STRATEGIC
PRIORITIES FOR AY21-22

STUDENT SUCCESS



UNDERGRADUATE AND GRADUATE STUDENT SUCCESS

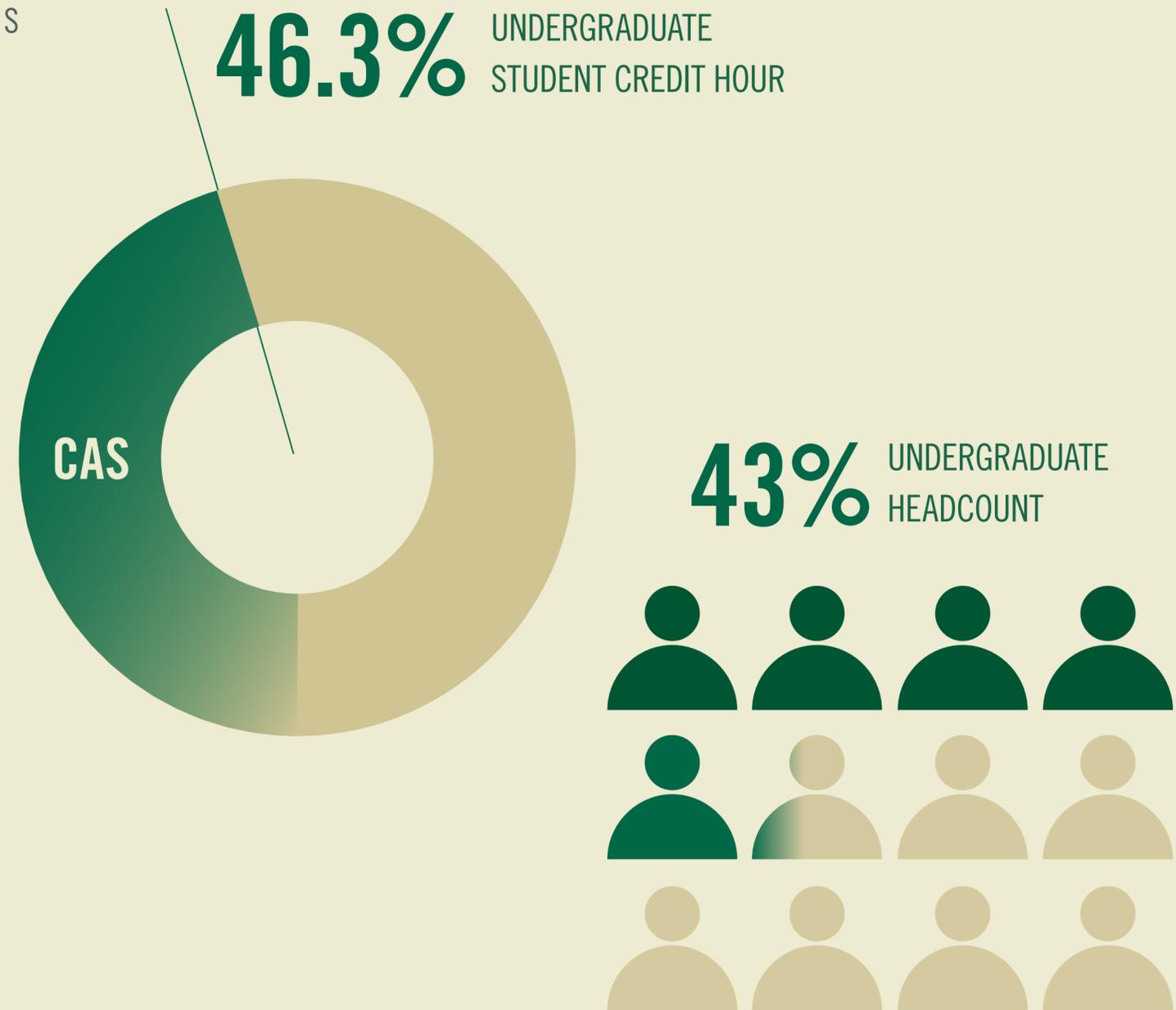
The significant challenges presented by the COVID-19 pandemic persisted, as did some lingering issues with integration of business systems with consolidation. Nevertheless, the College of Arts and Sciences continues to be a major contributor to the university's nationally recognized Student Success initiative. The faculty and staff have done another remarkable job in this difficult year, transitioning back to a mixture of online/virtual instruction, and face to face course offerings. Even with the challenges of wearing face masks in the classroom, faculty still provided a high-quality student experience, 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 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 exacerbated the challenges we faced with student information technologies like Banner, DegreeWorks, Schedule Planner and Archivum. Collaborative partnerships with Information Technology and Undergraduate Studies have reduced these problems, and we look forward to these continued partnerships to enhance student success.



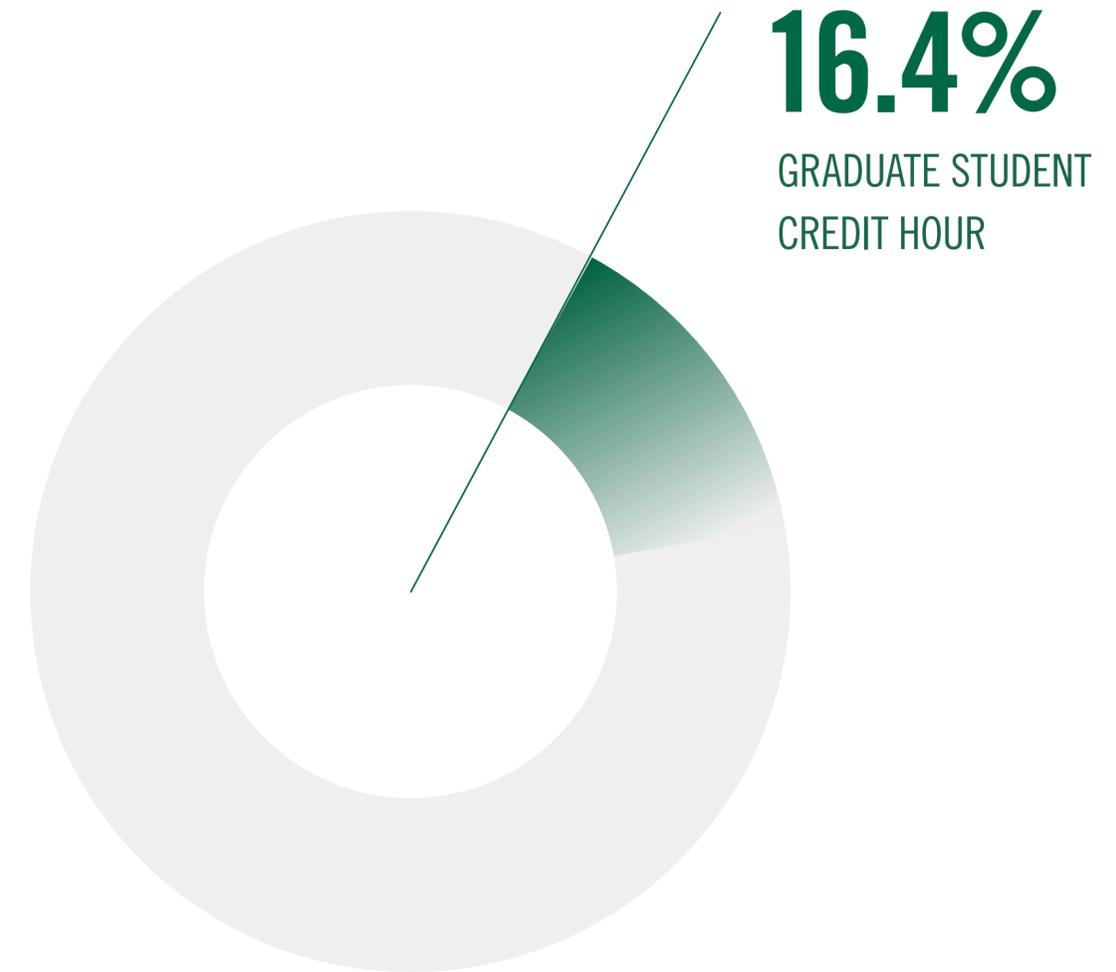
UNDERGRADUATE ENROLLMENT

Despite the struggles of the pandemic, enrollment in the college has remained strong at all levels. The consolidated College of Arts and Sciences (CAS) produced 580,266 total gross student credit hours representing 46.3% of the total gross university student credit hour (SCH) production, and over 52% of the undergraduate SCH. The 14,636 CAS undergraduate majors also account for 43% of the undergraduate headcount as of Fall 2021. These impressive numbers reflect 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, considering the pandemic, as well as ongoing reductions associated with the loss of the very large Health Sciences major, (transferred to Public Health in 2018).



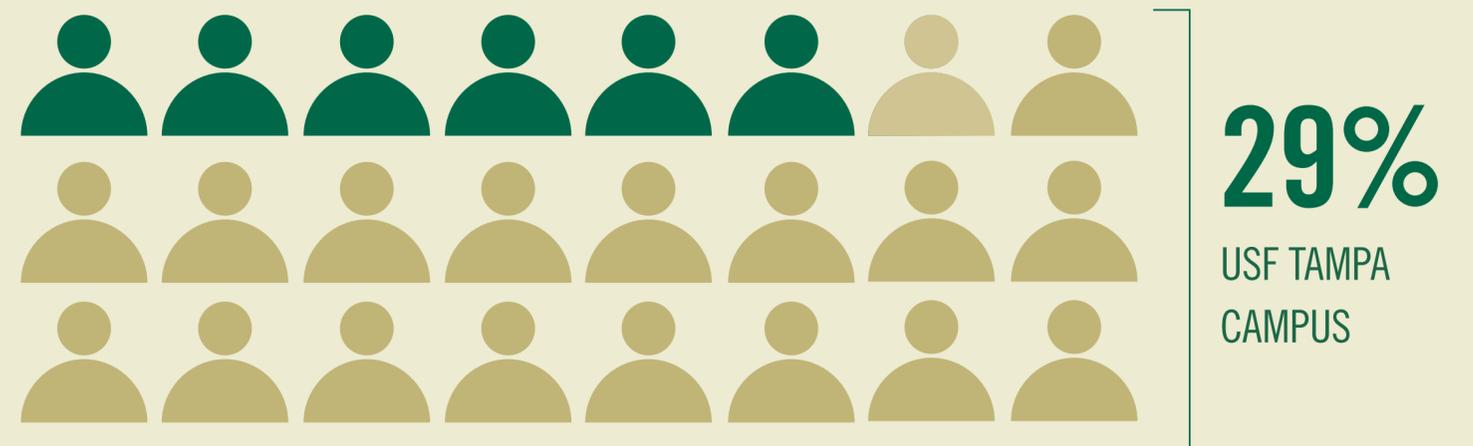
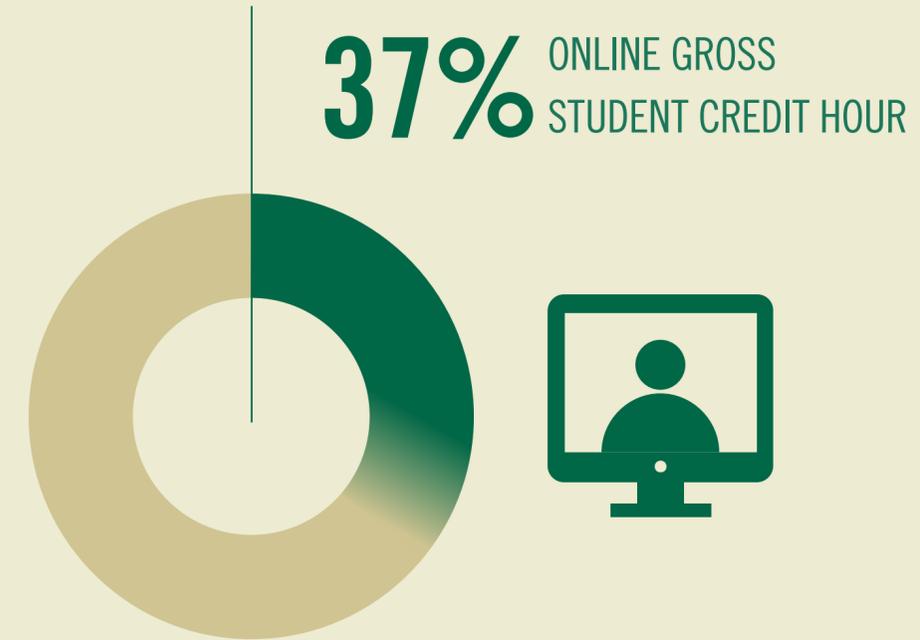
GRADUATE ENROLLMENT

Graduate enrollment in CAS has declined about 2% this past year, which is in line with ongoing losses in graduate enrollment nationally. The decline was largely fueled by the loss of both in-state and out-of-state students, while there were modest increases in international students. Changes in the graduate enrollment patterns likely represent a combination of improved economy, with jobs being more plentiful and the pandemic effects on higher education in general. Overall, the college accounts for about 16.4% of the total graduate gross SCH at USF. The Master's enrollment of 961 (Fall 2021) 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 815 students for Fall 2021, showed modest declines of 2.2% from last year, largely due to decreases in domestic student enrollment. Impacts of the new requirements imposed by the state Foreign Influence law on international enrollment, are as yet uncertain, but would seem to negatively impact recruitment of talented international students, who currently make up 20% of the college doctoral enrollment.



ONLINE ENROLLMENT

In 2021-2022, online instruction in CAS drastically decreased from the prior academic year, representing the shift to more normal operations in the wake of the pandemic's greatest disruption. However, CAS was still responsible for more than 37% of the university's total online instruction in 2021-2022, as measured by gross SCH – with CAS Tampa contributing nearly 29% of the university's total. These numbers show a slight increase (+1.5% CAS, +4.4% CAS Tampa) in terms of the college's contributions over pre-pandemic levels. Overall within the college, 36.7% of total gross SCH was generated through instruction in the online modality, where 37% of undergraduate and 31.5% of graduate gross SCH were generated through the online mode. These figures are still higher than pre-pandemic levels, but represent the college's ongoing understanding of the critical need to support degree progression through maintaining course selection options that meet students' needs, while also maintaining a strong commitment to delivering high-quality online courses.

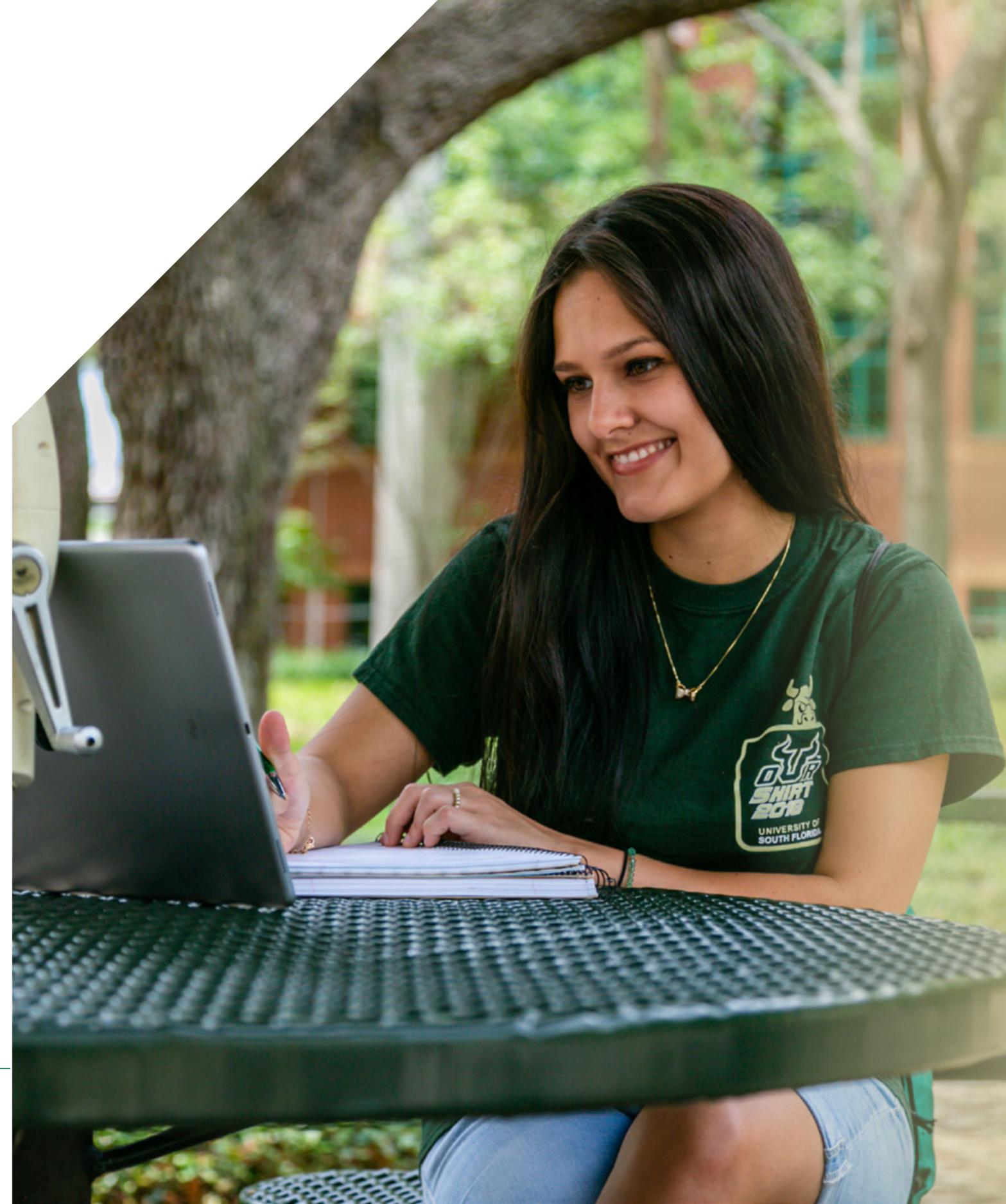


ONLINE ENROLLMENT

As COVID-19 moves toward an endemic stage, we would expect to see additional re-balancing of our online versus face-to-face SCH ratio; however, we have purposefully continued to develop our portfolio of online courses that meet high-quality standards, so a larger percentage than seen pre-pandemic is expected.

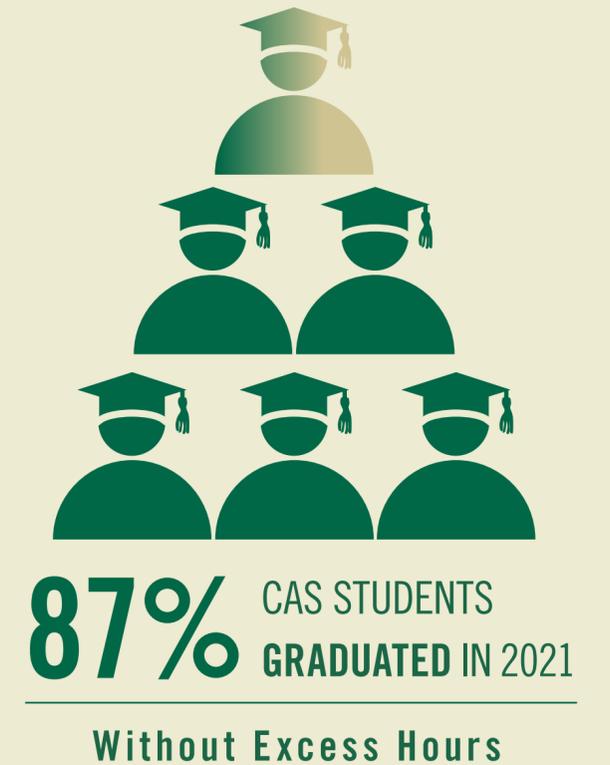
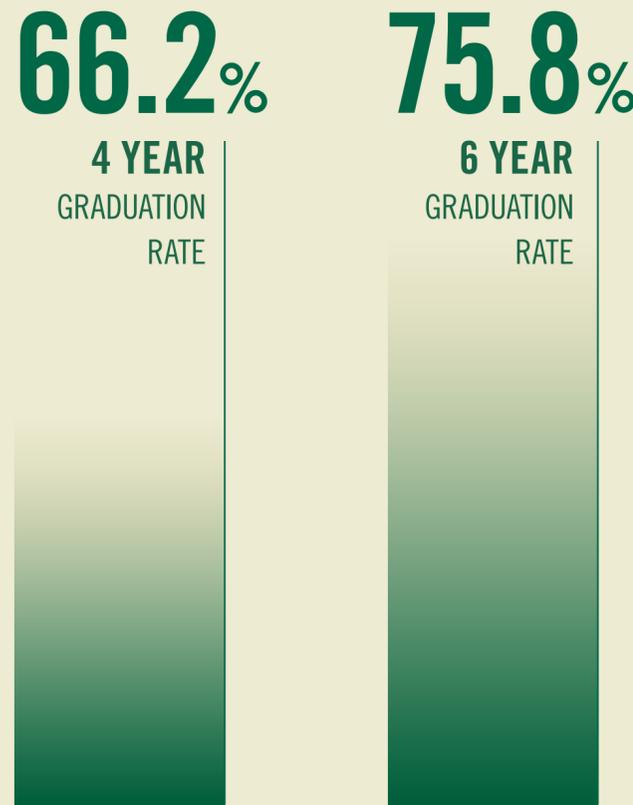
To that end, in the 2021-2022 academic year, our partners in Innovative Education's Digital Learning unit also returned to more normal operations, and were able to support CAS faculty developing new, and enhancing existing, online courses. CAS faculty launched (and should complete) 20 strategically chosen online course developments or enhancements and concluded six additional efforts that began in the prior academic year.

Looking ahead, interest in our formal development process is very strong, stimulated by greater interest, due to broad online learning and teaching exposure during the pandemic and the Board of Governor's goals for high-quality online courses by 2025. CAS will continue to carefully strategize online developments, monitor its online offerings, and ensure compliance with all concerning policies.



RETENTION AND PERFORMANCE

Freshmen retention rates continue to be impressive, as CAS retained 89.3% of FTIC from Fall 2020 despite losses with the pandemic. This result is directly attributed to a proactive advising team and the talented and dedicated faculty teaching our introductory courses. Consolidated four- and six-year graduation rates are 66.2% (four year) and 75.8% (six year) respectively. Similarly, two- and three-year transfer student graduation rates are 36.5%, up from 33% last year, and 61.4% from 59%, respectively. Similarly continuing our upward trend, with over 87% of CAS students graduating without state defined Excess Hours, despite the time-consuming manual process required to produce this metric.



DEGREES AWARDED

The number of degrees awarded remains strong. However paralleling the enrollment figures the loss in Health Science graduates has reduced the overall number of undergraduate degrees. While final counts for this year will not be available until after summer graduation, CAS has already awarded 2,253 bachelor's degrees this year and should reach over 4,100 in 2020-2021. 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, and about one third of the research Ph.Ds.

4100+ BACHELOR'S DEGREES
AWARDED THIS YEAR



STUDENT AWARDS

Student awards are not yet finalized for 2021-2022, however, 32 awards have been earned by College of Arts and Sciences thus far. CAS students are some of the best and brightest at the University of South Florida, including:

- 12 Gilman International Scholarship
- 6 Fulbright
- 2 Barry M. Goldwater
- 2 Ernest F. Hollings
- 5 NSF Graduate Research Fellows.



EXPERIENTIAL EDUCATION & HIGH- IMPACT PRACTICES

The College of Arts and Sciences 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. Experiential education continues to be impacted by the COVID-19 pandemic, but the numbers of participating students remains consistent with last year, while being significantly reduced when compared to pre-pandemic outputs. The State of Florida is increasingly interested in aligning higher education with workforce needs, and we will be called upon to increase our effort and student access to educational experiences that prepare students for future careers.



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 85 graduate and 78 undergraduate course/curriculum changes this academic year 2021-2022.



FACULTY

SUCCESS



FACULTY HIRING, TENURE, AND PROMOTION

In AY 2021-2022, 20 new faculty were hired in the College of Arts & Sciences (for a current total of 696 faculty members). These include:

- **6 Assistant Professors**
- **14 Continuing Instructors**

Effective August 2021:

- **14 faculty were tenured and/or promoted from Assistant to Associate Professor**
- **9 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 2021:

- **5 instructors were promoted to Instructor II (Associate Professor of Instruction)**
- **2 instructors were promoted to Instructor III (Professor of Instruction)**

The instructor promotion ladder has been in effect since 2011.



EXTERNAL AWARDS

CAS FACULTY EARNED A TOTAL OF 35 EXTERNAL AWARDS IN 2021 (SEE TABLE 1 BELOW).

Table 1

RECIPIENT	AWARD	DEPARTMENT/SCHOOL
Lende, Daniel	SOUPS Distinguished Paper Award	Anthropology
Acevedo-Duncan, Mildred	NAI Senior Member	Chemistry
Harmon, Julianne	NAI Senior Member	Chemistry
Larsen, Randy	AAAS Fellow	Chemistry
Buzzanell, Patrice	ICA Steven H. Chaffee Career Achievement Award NCA Samuel L. Becker Distinguished Service Award	Communication
Durham, Aisha	Ellis-Bochner Autoethnography and Personal Narrative Research Award NCA Marsha Houston Award	Communication
James, Navita	NCA Women's Caucus Francine Merritt Award	Communication
Wilson, Steven	NCA Mark L. Knapp Award in Interpersonal Communication	Communication
Johnson, Nathan	ASEE Best Diversity, Equity, and Inclusion Paper Award ASEE ERM Best Diversity Paper Award	English

EXTERNAL AWARDS

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Table 1

Le, Quynh Nhu	AAAS Book Award in Humanities and Cultural Studies	English
Meloncon, Lisa	RHM Mary Schuster Mentoring Award CPTSC Distinguished Service Award	English
Patterson, Cynthia	Mellon Scholars Program in African American History Fellow	English
Scenters-Zapico, Natalie	Windham Campbell Prizes	English
Francis, J. Michael	Officer's Cross of the Order of Isabella the Catholic	History
Johnson, David	John Boswell Prize	History
Kopytoff, Larissa	NEH Summer Stipends Awards	History
May, Rachel	Fulbright U.S. Scholar	Humanities and Cultural Studies
Harwood, Valerie J.	AAAS Fellow	Integrative Biology
Ma, Wen-Xiu	Highly Cited Researchers	Mathematics & Statistics
Rosenfeld, Joel A.	AFOSR Young Investigator Research Program	Mathematics & Statistics
Killinger, Dennis	IEEE Fellow	Physics
Ullah, Ghanim	Mercator Fellow	Physics

EXTERNAL AWARDS

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Table 1

Woods, Lilia	Humboldt Research Award	Physics
Allen, Tammy	Herbert Heneman Jr. Award for Career Achievement	Psychology
Shimizu, Toru	APS Fellow	Psychology
McNutt, Stephen	AAAS Fellow	School of Geosciences
McBrien, Jody	Council on Foreign Relations Fellow	School of Interdisciplinary Global Studies
Scourfield Mclauchlan, Judithanne	The Barbara Burch Award for Faculty Leadership in Civic Engagement ASPA Craig L. Brians Award for Undergraduate Research and Mentorship	School of Interdisciplinary Global Studies
Fitzpatrick, Kathy	ISA DPLST Distinguished Scholar Award	Zimmerman School of Advertising and Mass Communications
Hawley, Kevin	The Telly Awards	Zimmerman School of Advertising and Mass Communications

INTERNAL AWARDS

CAS FACULTY EARNED A TOTAL OF 22 INTERNAL AWARDS IN 2021 (SEE TABLE 2 BELOW).

Table 2

Recipient	Award	Department
Tykot, Robert	Faculty Outstanding Research Award	Anthropology
Wells, Christian	Faculty Outstanding Research Award	Anthropology
Madrigal, Lorena	Kosove Distinguished Undergraduate Teaching and Service Award	Anthropology
Woodcock, Henry	Faculty Outstanding Research Award	Chemistry
Sowell, Ashley	Outstanding Undergraduate Advising Award	Chemistry
Friedman, Laurel	Outstanding Undergraduate Teaching Award	Communication
Durham, Aisha	Honorable Mention for Outstanding Graduate Mentor Award	Communication
Taylor, Michelle	Outstanding Undergraduate Teaching Award	English
Sheffield, Sarah	Outstanding Undergraduate Teaching Award	Geosciences
Pasek, Matthew	USF Faculty Outstanding Research Award	Geosciences
Alsharif, Kamal	Kosove Distinguished Graduate Teaching and Service Award	Geosciences

INTERNAL AWARDS

CAS FACULTY EARNED A TOTAL OF 22 INTERNAL AWARDS IN 2021 (SEE TABLE 2 BELOW).

Table 2

Collins, Jennifer	Jerome Krivanek Distinguished Teacher Award	Geosciences
Begin, Chantale	Outstanding Undergraduate Teaching Award	Integrative Biology
Carney, Ryan	Faculty Outstanding Research Award	Integrative Biology
Oleynik, Ivan	Faculty Outstanding Research Award	Physics
Phan, Manh-Huong	Faculty Outstanding Research Award	Physics
Rodriguez, Lindsey	Faculty Outstanding Research Award	Psychology
Verona, Edelyn	Faculty Outstanding Research Award	Psychology
Chenneville, Tiffany	Women in Leadership and Philanthropy's Dr. Kathleen Moore Faculty Excellence Award	Psychology
Scourfield Mclauchlan, Judithanne	Outstanding Undergraduate Teaching Award	School of Interdisciplinary Global Studies
Serls, Tangela	Outstanding Undergraduate Teaching Award	Women's & Gender Studies
Abrahamsen, Jeanette	Outstanding Undergraduate Teaching Award	Zimmerman School of Advertising & Mass Communications

FACULTY DEVELOPMENT

After an almost two-year pause due to COVID, we resumed the CAS internal awards program this spring. The program funded 25 faculty, (1 Sarasota-Manatee, 6 St. Petersburg, 18 Tampa) for a total amount of \$16,500.

CAS Internal Awards Program

\$16,500
FUNDED 25 FACULTY



RESEARCH
& 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.

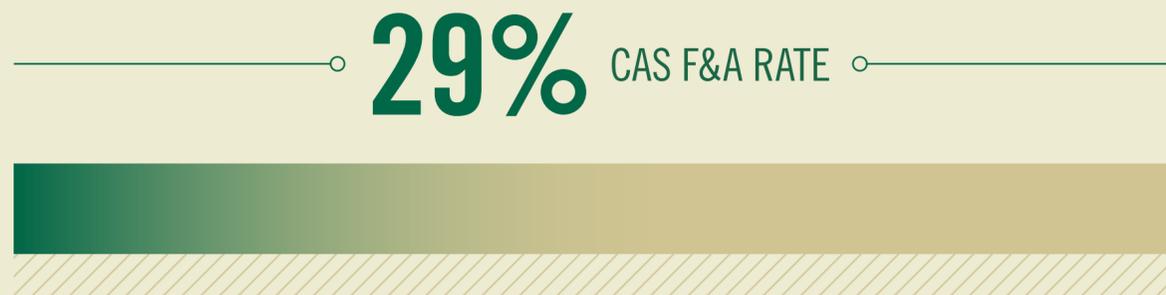
Table 2. Proposals and Awards

	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

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 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, 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

PATENTED U



04

INNOVATIONS
IN GAS

INVESTMENT IN STAFF RECRUITMENT AND RETENTION

During this academic year, CAS Human Resources unit conducted a market equity analysis which allowed the college to increase base salaries for key positions – in doing so, over \$350,000 was allotted for increases. As part of this ongoing effort to ensure competitiveness, HR will also begin analyzing job descriptions to ensure duties are in alignment with titles. This will provide data to assist in the development of career paths for employees, thus advancing retention and future recruitment.

HR has also invested in technology that has allowed them to implement a hybrid work schedule. The HR unit continues to collaborate with central areas to improve policies and procedures that will enhance and streamline processes.



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.

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.

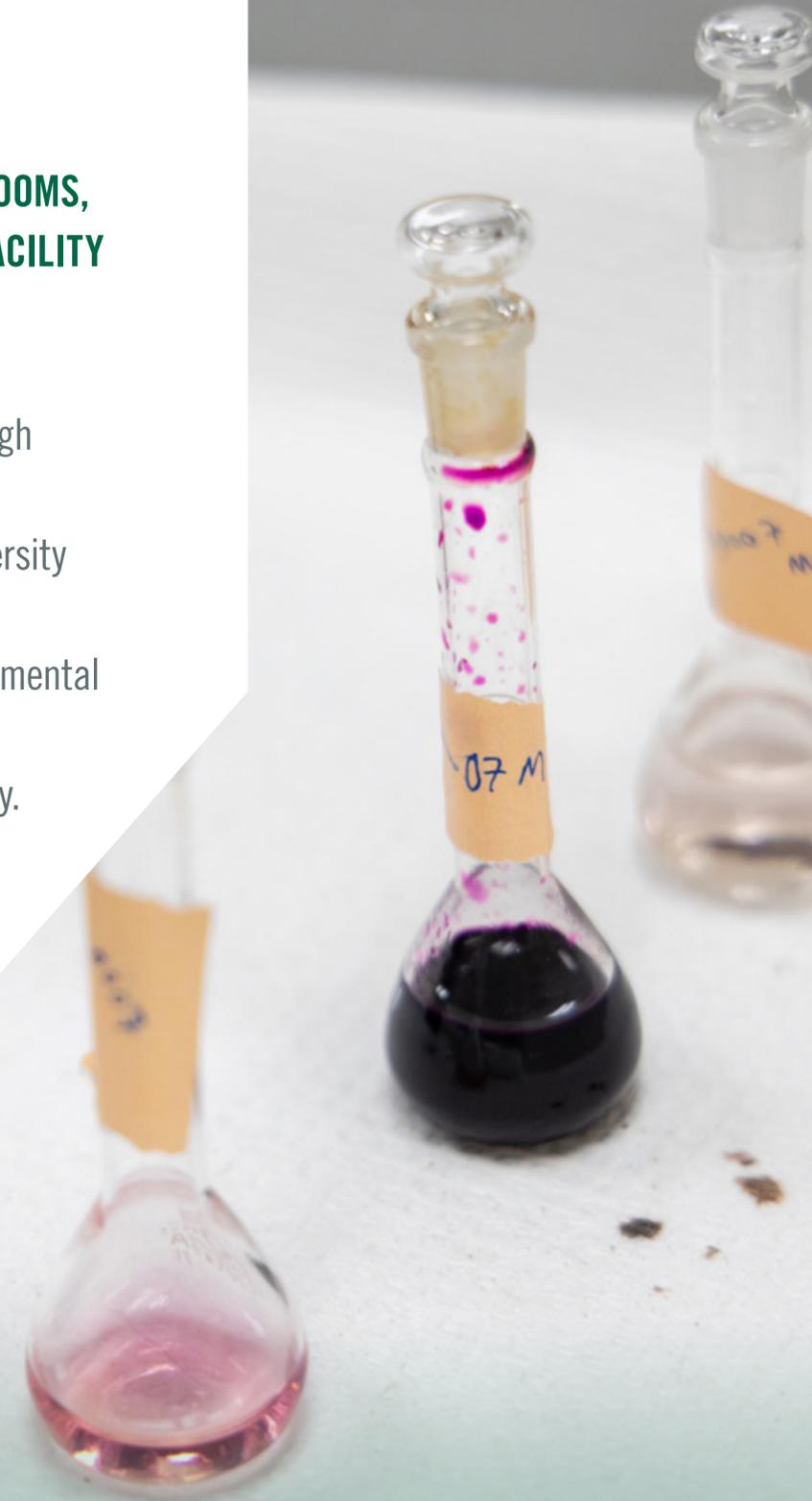


INNOVATIONS IN CAS /

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:

- 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.



NEW SUPPORT STRUCTURE FOR CENTERS AND INSTITUTES

The college recently consolidated its support structure for institutes and centers. These individual entities are responsible for conducting original research, community engagement, and enhancing student success. Each of these institutes/centers is headed by a director. The new coordinator is a full-time faculty member with expertise in running research institutes. This coordinator will have a support staff that will streamline compliance, financial, and other legal issues for the individual institutes and centers. This new office will act as an intermediary between the Dean's Office and the individual directors, thereby eliminating duplication and other inefficiencies in the administration of these research enterprises.

The new office will work with other college offices to ensure consistent cooperation among key stakeholders. This new office will also engage in outreach to the community to promote the work of the individual centers. It will promote transdisciplinary research among the centers, and help to integrate student participation in these research activities. There will be a full-time grant writer available to all of the directors. It is believed this effort will substantially increase extramural funding for the college through these institutes. The new coordinator will actively work with the institute/center directors to create, refine, and implement their strategic plans. Monthly meetings of the directors will promote best practices and encourage collaboration across the college research institutes.

STRENGTHENING OUR 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 college 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. Most recently, the Great Power Competition Conference series focused on cyber warfare and the 20th anniversary of the September 11 attacks.

In addition, CAS faculty have begun a new initiative involving U.S. Central Command to establish a center on Human Dynamics and Predictive Analytics. This initiative has resulted in several workshops in this area 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 & INCLUSION

The college has continued to improve Diversity, Equity and Inclusion (DEI) for students, staff, and employees. Dean Eric Eisenberg and members of Senior Staff have attended a meeting with the CAS Diversity Committee and called a special meeting with department chairs and department representatives to discuss the new legislation impacting teaching DEI content, new strategic plan, budget needs, and college-level strategic initiatives. The college's commitment to DEI always guides recruitment and selection processes. Working with the Office of Diversity, Inclusion & Equal Opportunity, all personnel involved in the faculty search process were thoroughly trained, and every effort was made to develop a diverse applicant pool throughout the process. As a result, the college has successfully hired the most qualified individuals in alignment with our commitment to DEI.



DIVERSITY
EQUITY
INCLUSION

DEVELOPMENT

As of April 15, 2022, we are at 125% of our \$4,400,000 fundraising goal. With projections of anticipated gifts in the final quarter, we expect to double our 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 CAS Events and Marketing, the Development team successfully engaged thousands of alumni and donors with the college, providing virtual and in-person opportunities to be involved with students, faculty, and global scholars offering a first-hand look at innovative research that has a lasting impact on our communities and world.

We are grateful to our generous donors who have given so much! Below are several examples of philanthropic support making a difference in FY22.



\$775,000

from donors in the Jain community to establish the Bhagwan Padma Prabhu Endowed Professorship in Jain Studies

\$2,800,000

from Chip Harmon to establish the Dr. Julie Harmon Chair in Chemistry and the Dr. Julie Harmon Fellowship in Chemistry

\$483,545

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

\$200,000

from the Atkinson Family Foundation to support human memory research in Psychology

\$56,200

from Dr. James “Ellis” Blanton to support the School of Public Affairs

\$40,000

from Carol Spielberger to support the Dr. & Mrs. Charles Spielberger Endowed Fund in Psychology

\$40,000

from Carolyn Strange to support the Jim Strange Fund in Religious Studies

\$26,000

from Steven Lawson and Nancy Hewitt to establish the Lawson-Hewitt Endowed Scholarship in History

\$25,000

from Iris Elijah to support Africana Studies

\$25,000 from Joseph and Patricia Krzanowski to establish the Joseph and Patricia Krzanowski Frontiers of Knowledge Endowment to support the Frontiers of Knowledge speaker series

\$25,000 from Nicole Zolkos to support the Psychology Student Success Fund

\$14,500 from Judge Raymond Gross to support the Judge Raymond O. Gross Endowed Scholarship

\$11,400 from an Anonymous donor to support the Philosophy department

\$10,000 from Ronald Sanders to support the Public Service Scholarship in the School of Public Affairs

\$10,000 from the Tides Foundation to support the USF Black Cemetery Network in Anthropology

\$5,000 from Ruth & Jerry Bell to support scholarships in the Institute on Black Life

\$5,000 from Ashley and Stephen Messer to establish the Messer Family Beekeeper Award to support the USF Botanical Gardens Beekeeping Program

\$2,500 from We Are Más and Evelyn Perez-Verdia to support the Legislative Internship Program

\$1,000 from Ted Wilhite to support the Center for Strategic and Diplomatic Studies

EVENTS AND CONFERENCES

Our 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.

This year alone, the Events team in the Office of Communication and Community Engagement (CCE) supported approximately 40 events that included lectures, workshops, academic conferences, and alumni networking opportunities. As COVID-19, and new variants continued to create restrictions, the Events team delivered several in-person events, as well as virtual events. The participating community enjoyed the variety and option to attend the event in both settings. Included below are some of the highlights:



INNOVATIONS IN CAS /

FRONTIER FORUM

2021-2022 Frontier Forum speakers included: Dr. Anne Applebaum and Dr. Forrest Rohwer.

Anne Applebaum joined us virtually and shared in a fireside chat with Dean Eisenberg to discuss the risks to democracies and how disinformation campaigns and propaganda aim to dismantle and erode trust in governments – even here at home in the U.S. Anne Applebaum, is a Pulitzer-prize winning historian, with a particular expertise in the history of communist and post-communist Europe, a staff writer for *The Atlantic* and a Senior Fellow at Johns Hopkins University, where she co-leads ARENA, a research project on disinformation and 21st century propaganda.

Dr. Forest Rohwer engaged with the audience by examining anthropogenic stressors, including overfishing, nutrient additions, and climate change, that cause variations in the viral and microbial communities leading to coral diseases and global reef decline. A process called microbialization. To counter microbialization, Dr. Rohwer and his team are building Coral Reef Arks, tools for preserving coral reef biodiversity and building new coral reefs.



INNOVATIONS IN CAS /

TRAIL BLAZERS

The Trail Blazers lecture series, which brings distinguished CAS researchers to the community, featured professors Chapurukha (Chap) Kusimba, Dr. Randy Borum, Dr. Edelyn Verona and Dr. Bryanna Fox, and Dr. Valerie “Jody” Harwood.

USF INSTITUTE ON RUSSIA

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 on topics of current relevance and career networking opportunities. Significantly, the institute held its second and third USF-USSOCOM Forum on Russian, European and US Security (REUSS) in November and then again in February. The institute looks forward to continuing a long relationship with U.S. 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 Belarusian leader, Sviatlana Tsikhanouskaya. Set up as a fireside chat-style event, they discussed Belarus and European Security, where students were given the unique opportunity to ask questions to Belarusian opposition leader Sviatlana Tsikhanouskaya.



INNOVATIONS IN CAS /

INSTITUTE ON BLACK LIFE

The Institute on Black Life opened Black History Month by hosting its annual conference. This year's conference theme "The African American Neighborhoods Project of Tampa Bay: Our Stories are Here" uncovers the history and lives of the people in historically Black neighborhoods, as well as highlights the future of life in Black communities. The 2022 conference featured work of community experts and USF researchers focused on communities in the City of St. Petersburg. The all-day conference was held on the USF St. Petersburg campus.

THE CENTER FOR JUSTICE RESEARCH & POLICY

The Center for Justice Research & Policy (CJRP) held a virtual launch of the center early this year. During the event, attendees had the opportunity to meet the CJRP directors Bryanna Fox and Edelyn Verona, as well as members of the leadership team, as they provided an overview of the center's work and how individuals can get involved.



INNOVATIONS IN CAS /

SCHOOL OF PUBLIC AFFAIRS

USF also celebrated the accreditation of the School of Public Affairs' Master of Urban and Regional Planning program by the Planning Accreditation Board. This landmark achievement recognized the program's quality and mission of preparing future planners to meet the needs of a diverse society by providing community engaged research to make a positive difference in Tampa Bay communities and beyond.

HUMANITIES INSTITUTE

In January, the Humanities Institute (HI) hosted its 3rd Annual Undergraduate Humanities Research Conference, where over 60 students presented original research and creative projects in the humanities. HI provided financial support for six of these students to present at the Florida Undergraduate Research Conference at UCF in February, as well as funding for 16 students to attend the Richard Macksey National Undergraduate Humanities Research Symposium, hosted by Johns Hopkins University on April 8-10. This year, HI also launched a Faculty Fellowship Program, designed to give a cohort of three USF faculty the time and support to pursue an interdisciplinary research topic of their choice. The inaugural group included McArthur Freeman II (School of Art & Art History), David Ponton III (SIGS – Africana Studies), and Tangela Serls (Women's and Gender Studies).



INNOVATIONS IN CAS /

URBAN FOOD SOVEREIGNTY GROUP

USF's Urban Food Sovereignty Group held its Annual Tampa Bay Urban Food Sovereignty Summit. The group reinforced the university's role as a research hub for urban food sovereignty in the region. The annual event brings together students, faculty, local food activists, NFP groups and leaders, government officials, farmers, community gardeners, marketers, and the public for robust discussions, educational experiences, and research opportunities.



COMMUNICATIONS, & MARKETING, AND TECHNOLOGY

As the college prepared to shift its focus and align itself with new university-wide strategic priorities and goals, the marketing team within CCE worked to support a growing number of events, conferences, student and faculty recruitment efforts, student and faculty research promotion, and various alumni highlights and engagement opportunities. From April 2021 – April 2022, the marketing and communication team completed 100+ dedicated projects in support of these initiatives. Some highlights of this work are below:



100
PROJECTS
COMPLETED

INNOVATIONS IN CAS /

THE HUB – EDITIONS 7 & 8:

With the release of the 7th and 8th editions of The HUB, the marketing team curated, disseminated, and promoted a total of 21 student, faculty, and/or alumni research, award, accomplishment, community engagement or philanthropy stories. Two stories were selected as our featured stories, one of which focused on work that was conducted to utilize back translation to find errors in Swahili language translations of a vital COVID-19 vaccine informational sheet that had been distributed nationally. The second featured story the invitation of a CAS faculty member to join the UN/ UNESCO Advisory Group on Genocide Education in Africa to create a Teacher's Guide to standardize genocide education in Africa.



INNOVATIONS IN CAS /

FACULTY & STUDENT RECRUITMENT:

The CCE marketing team also prioritized graduate student recruitment during the 2020-2021 academic year. Implementing a “pilot program” for recruitment of graduate students in the Zimmerman School of Advertising & Mass Communications. As part of this pilot, the marketing team worked with colleagues in Innovative Education to secure seats in the marketing automation and customer relation platform HubSpot, to set up a lead generation campaign that ties into the updated web presence and graduate brochure that was finalized this year. In conjunction with these updated assets, as well as paid conference ads and sponsorships, we have been actively working with the school to increase applicants and admissions to the program, and hope to begin implementing the automated HubSpot recruitment campaign in Fall 2022.

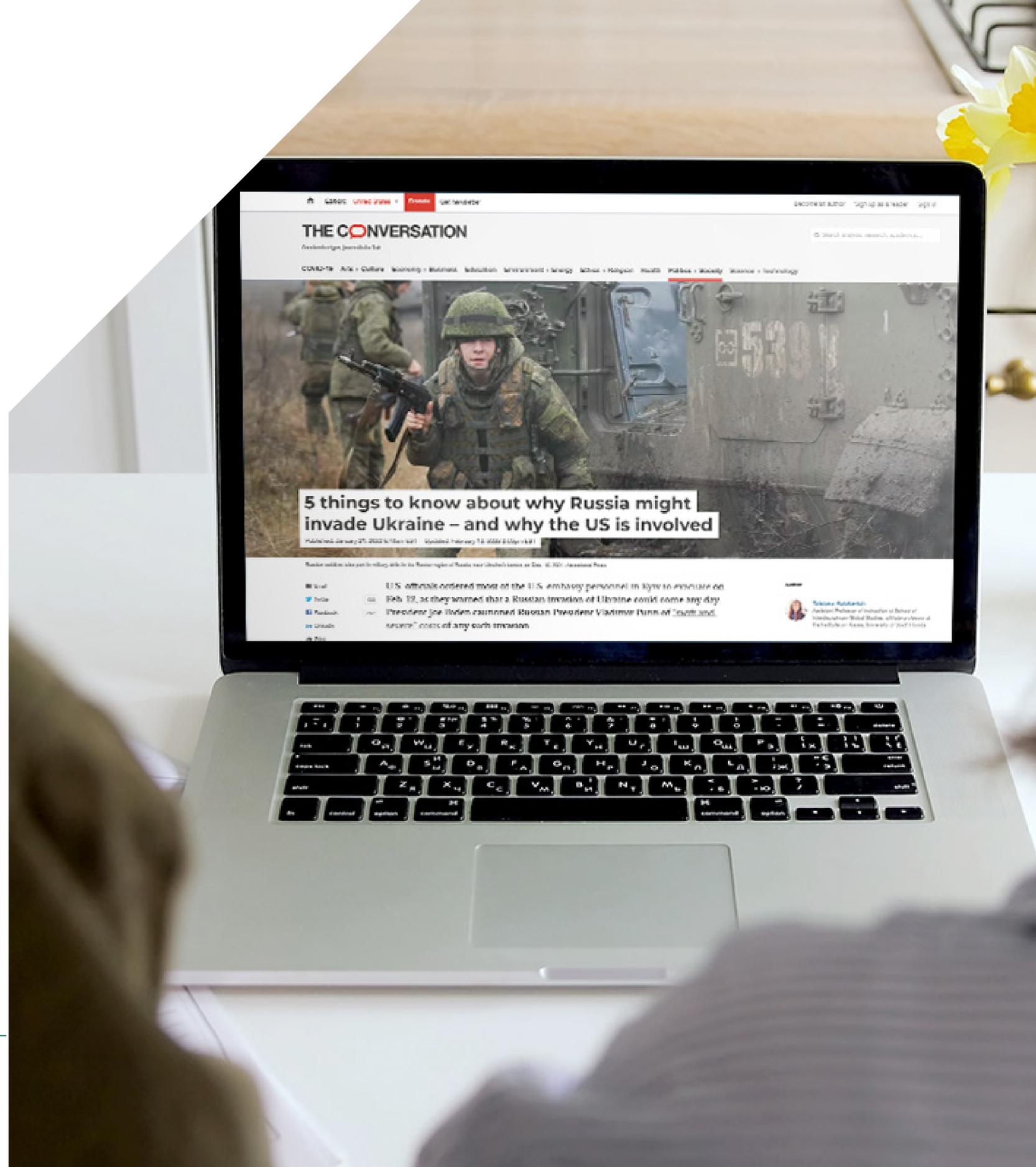
On the faculty recruitment side, our office was tasked with a faculty recruitment campaign by the Dean’s Office. With more than 20 open positions across various departments, we utilized a dedicated budget to define recruitment content, design and photography style, and ad placement to execute the requested campaign. High performing faculty, from a variety of research fields, were targeted to appear in the campaign ads and were photographed on location to reflect the broad scope of work being conducted by the college. These dynamic ads were outfitted with dedicated URLs for tracking purposes and released over a period of two weeks via Twitter and posted in the *Chronicle of Higher Education* and *INSIGHT into Diversity* to target key higher education demographics.



ACADEMIC & PUBLIC MEDIA PROMOTION:

We continue to work with faculty to promote their research through various academic and news outlets, especially in *The Conversation*. The outlet released its First Quarter Member Memo in March 2022, in which USF Institute on Russia Research Fellow and SIGS Assistant Professor Tatsiana Kulakevich’s article “5 Things To Know About Why Russia Might Invade Ukraine – And Why The U.S. Is Involved”, was highlighted, having been read more than one million times – *The Conversation’s* most read article this calendar year.

At the local and national level, college faculty have been extremely active in presenting their work to the public through various media channels – both print, multimedia, and television. We continue to implement strategies and techniques that help faculty and students connect with media entities.



LOOKING AHEAD

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.

Our office is continuing to work and meet with the 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.

In June, CCE's marketing team will host the Pro Comm group and showcase the changes we have implemented to increase promotional opportunities for faculty research, resources for streamlining marketing efficiencies, broaden communication strategies for increased internal engagement, and innovations to create individualized looks that can be sustained over several academic years to create a recognizable and memorable designs for dedicated campaigns and events.

TECHNOLOGY

The college also worked very close with USF IT in order to deploy over 600 machines for faculty and staff to address challenges and security risks associated with Windows 7. We are also continuing to ensure faculty and staff are covered for the hybrid work model, in which we are providing laptops and docking stations.

The technology team continues to work closely with all departments to keep their website content up to date and providing KPIs to enhance the end user experience. In addition, we are working with the USF Foundation Advance Operations team in migrating to a modern email marketing platform, set to be implemented in Fall 2022.



05

EMBRACING

EXCELLENCE IN OUR FUTURE

NEW UNIVERSITY LEADERSHIP

As we look to the future, USF will be going through another transformational change under newly appointed President, Rhea Law. Over the past eight months, President Law has led the effort to complete USF's new strategic plan, which positions the college to maximize historic investments and continue our upward trajectory toward academic excellence. The College of Arts and Sciences looks forward to working with President Law, and aligning itself with the USF Strategic Plan, as well as many of the goals she has regarding increased commitment to community engagement and involvement, all of which are linear with the college's mission.

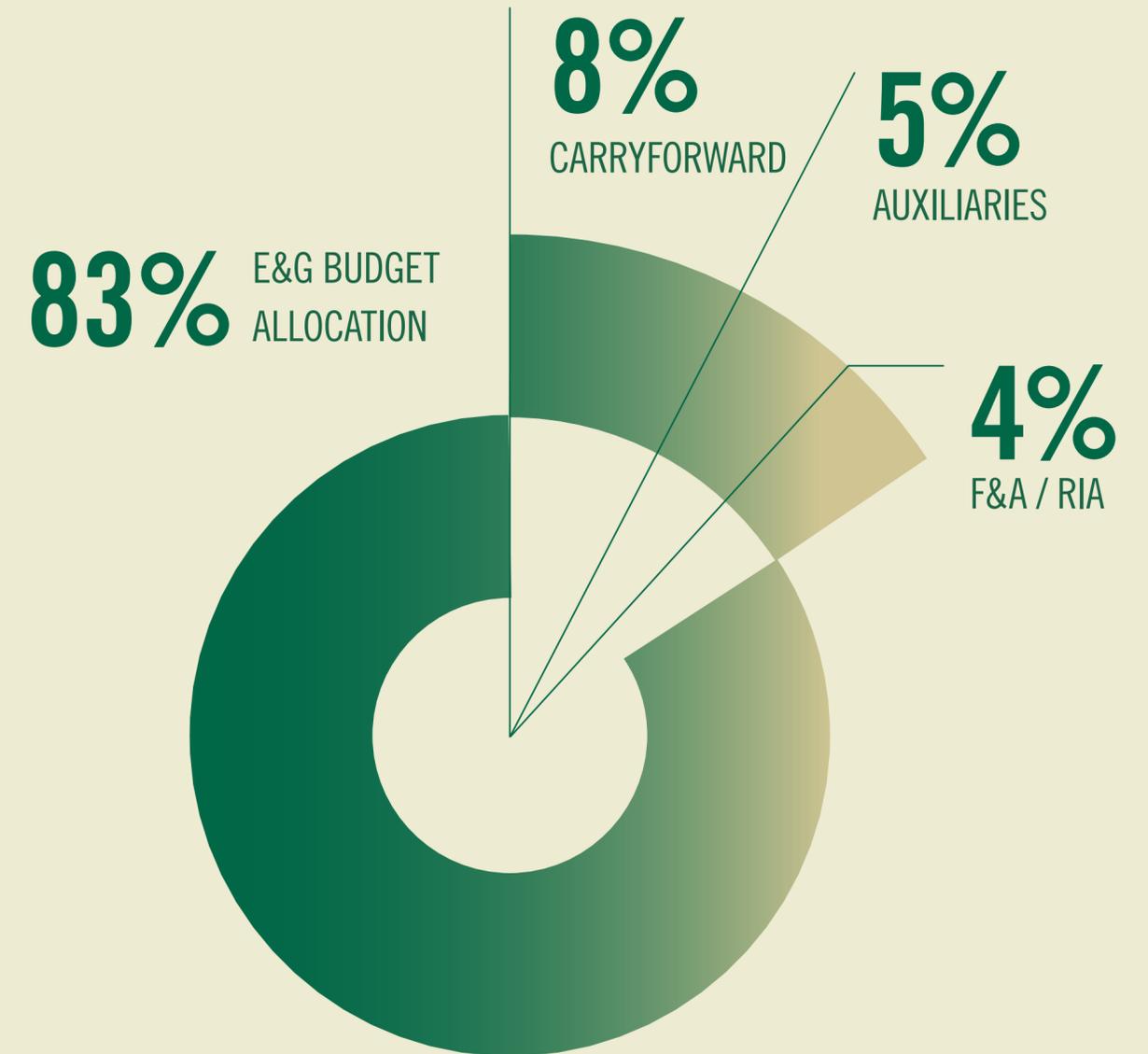


DEVELOPING A BUDGET MODEL THAT ALIGNS OUR INVESTMENTS WITH OUR ASPIRATIONS

As part of the university's annual budget planning process last year, is looking ahead, developing a new more transparent budget model for USF. At President Law's direction, Richard Sobieray was appointed as Senior Vice President for Financial Strategy. Sobieray will work with USF's academic and administrative units and stakeholders to design a new value driven university-wide budget allocation model that will build on the diverse, equitable, and inclusive culture at USF. This charge includes creating a transparent reporting system.

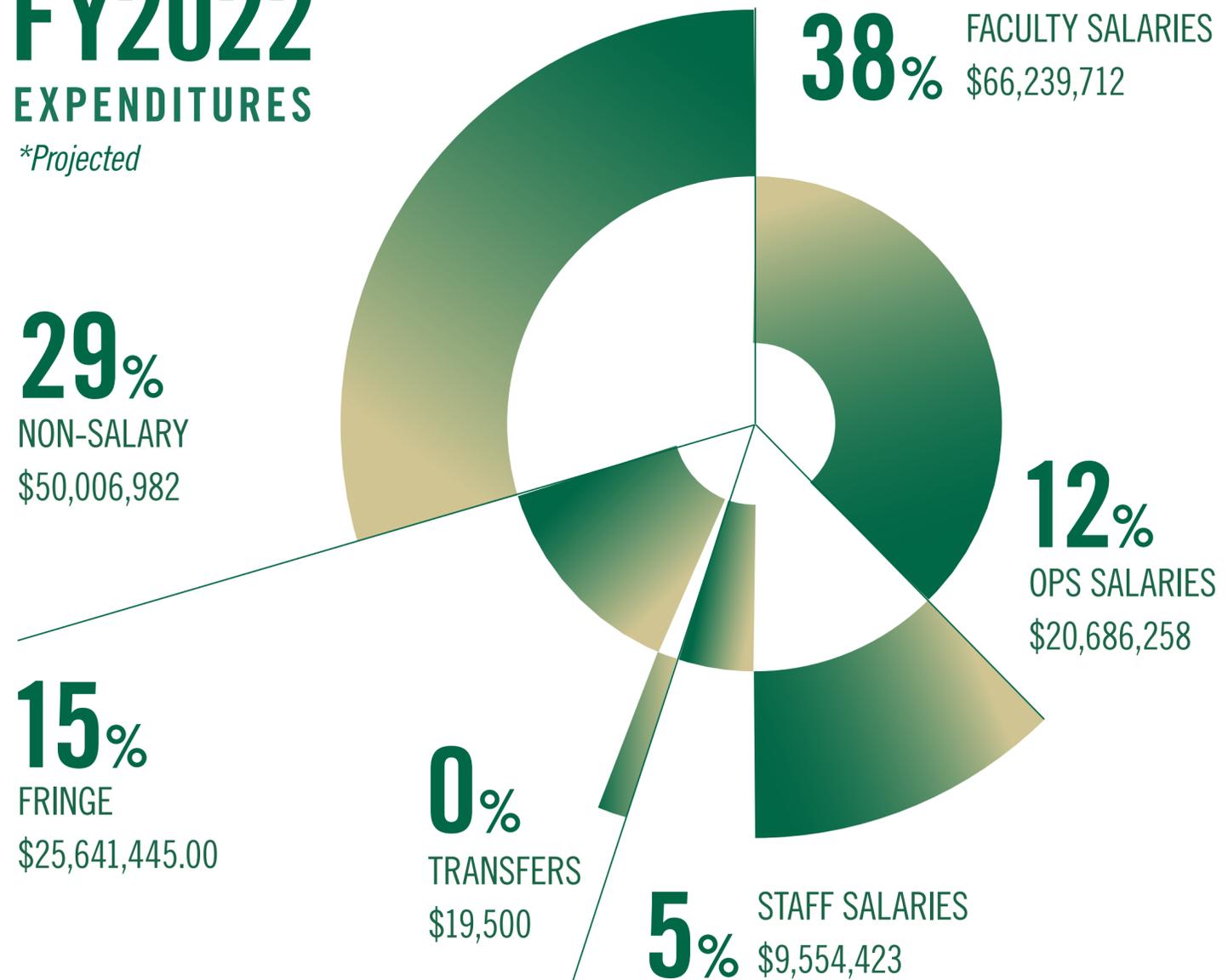
The college has also been involved in the process with Dean Eisenberg sitting on two of the committees, to review and provide input on the new budget model. This new budget model is anticipated to be announced by June 30, 2022.

FY 2022 BUDGET OVERVIEW



FY2022 EXPENDITURES

**Projected*



MAJOR FISCAL INVESTMENTS FY2022

Investment	Amount
Tenure Track Hires	\$1,458,000
Non-TT Hires	\$1,117,000
Market Equity Staff Increases	\$350,000
Research Equipment	\$3,546,552
Conference Room Upgrades	\$300,000
Computer Upgrades	\$1,300,000



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College of Arts & Sciences