CAMPUS ADVISORY BOARD MEETING
January 14, 2021 ~ 9:00 - 11:30am
Teams

AGENDA

1. Call to Order
   Stephanie Goforth
   Campus Board Chair

2. Action Items
   a. Approval of summary minutes from October 22, 2020
      and December 2, 2020
      Stephanie Goforth
      Campus Board Chair

3. Information Items
   a. Q&A with President Currall
      President Steve Currall
   b. USF St. Petersburg campus update
      Regional Chancellor Tadlock
   c. USF St. Petersburg campus Faculty Council update
      David Rosengrant, Faculty Senate
   d. USF St. Petersburg campus Student Government update
      SG Governor Andrea Campos

4. Board Discussion
   a. Enrollment Update
      Laura Zuppo
      Campus Advisory Board Members
   b. Round table discussion

Next Campus Board Meeting - Thursday, April 15, 2021 - 9:30-11:30am.
Chair Goforth called the meeting to order at 9:00 am. The following items were discussed:

Public Comment
Chair Goforth recognized Dr. Michael Grego, Superintendent of Pinellas County School System.

Dr. Grego noted that he has spoken to 6-7 Superintendents in the area serviced by USF regarding the announcement to close the College of Education, and they are all in agreement - closure of the COE will have devastating impact on the community. He explained that the school districts are in need teachers who are prepared, and he urged USF to consider a reimagined COE instead, noting that there are other ways to economize. Dr. Grego provided four recommendations on how to approach the problem:

- Commit fully to undergrad/grad programs
- Support and admit students in our region that are passionate about becoming teachers
- Hire a capable educational leader that is committed to building COE
- Establish performance measures
USF Consolidation Update

President Currall provided an update on consolidation to date. He reiterated his commitment to keeping the culture at USFSP and further accentuating it. He also commented on COVID-19’s impact on USF’s Principles of Community, including personal responsibility, noting it is an important message for students to embrace. A comprehensive, University-wide communication campaign drove home principal and students have done a good job maintaining compliance with University’s protocols. We have been recognized as one of the campus’s in the country that have a relatively modest number of COVID cases.

President Currall made note of the University’s steps to improve diversity & inclusion, and to address systemic racism. Actions include working with the Office of Supplier Diversity to support black owned businesses and vendors; funding interdisciplinary research exploring systemic racism in society; and changing some of the senior leadership team to promote greater diversity, such as Dr. Hayward Brown. Named Dr. Elizabeth Hordge-Freeman to the role of senior advisor to the President and Provost on diversity and inclusion.

President Currall invited Dr. Hordge-Freeman to speak about her scholarly background and the work she is currently doing. In her role, she advises not only President Currall, but all leadership. She serves as a liaison to office of Institutional Equity, and in this role, she is looking to bring changes to formal metrics of how we view success and inclusion so we can create an institutional change that we have been looking for. Dr. Freeman has met with USF leadership from all campuses and noted she has a better understanding of the challenges we are facing.

President Currall moved on to discuss his plan for Strategic Renewal as One USF. We have acute issues to address but we also have to look forward to long-term planning. He explained that one area of continued investment is in STEM programs at USF and USFSP. Additionally, he is interested in building more activities and programs around College of Marine Science (CMS). He mentioned the $9M grant the CMS received from NOAA to launch center for ocean-mapping and innovative technologies.

Dean Thomas Frazer briefly discussed the future of CMS. He commented that St. Petersburg is a hub for Marine Science. He also mentioned there it’s not just the college that supports the degree program, but many other academic units and businesses that are natural complements to what we already have.

President Currall discussed the college of business, highlighting the Kate Tiedemann School of Business and Finance and the importance of its programs to St. Petersburg.

Dean Chris Garvin discussed his vision for the college of the arts and adding a substantial graphic design program at the USF St. Petersburg campus. He also mentioned exporting some of the contemporary art and visual art work to the St. Petersburg campus.
President Currall then discussed investing in research and a plan for financial stewardship - not only investing in research to boost the University, but investing in faculty success and excellence.

Board member Melissa Seixas asked about the strategic renewal – relative to the financial stewardship – she asked the President how to balance the program growth with the realities of the budget pressures?

The President noted that is part of what makes this puzzle so complex. USF has very high aspirations and is not reducing those aspirations. In our planning and thinking, we have to be realistic about the pace at which we can pursue those aspirations, especially in terms of AAU. The challenge now is how to continue to invest in a more challenging environment. We’re getting less funding from the state.

Board member Seixas also asked about the Principles of Community, which she supports. She mentioned that the principle around governance and aligning accountability with authority and value in shared governance continues to be an area that gets a lot of focus in Pinellas County. The President acknowledged Dr. Tadlock’s engagement with the community and that he’s encouraged him to do more of that outreach to continue to build partnerships and synergies. This is an area we need to improve.

David Rosengrant, Faculty Council representative, referenced Dr. Grego’s comments and asked that we address those comments in this meeting.

President. Currall reiterated USF’s commitment to the field of education. We are pivoting to a graduate college of education. We are also committed to the outstanding research being done by the College of Education. In analyzing the situation, there has been a shift – state colleges can now give a bachelor’s degrees. It’s been a changing landscape and a dramatic reduction in the demand for undergraduate education degrees at the University of South Florida.

Provost Wilcox acknowledged the challenging times noting that USF is not abandoning teacher education, rather seeking to reimagine and reconfigure the College of Education in the face of significant enrollment declines and budget challenges. We believe we can best serve the community through a very clear focus on world class graduate education and research. We plan to continue to provide certification programs at the graduation level. He discussed the decline in enrollment and degrees awarded. Sixty-three percent of the decline has been at the undergraduate level over the past ten years. The decline in education enrollment is a national trend. It is myriad issues we are navigating here.

Finally, he noted that USF is currently searching for a new leader for education at USF that can bring vision, energy and commitment to a reconfigured, reimagined education program across USF.
Board member Scott Goyer asked if there is an opportunity within the St. Petersburg Campus to keep some education programs. Is there a way to focus on innovation opportunity on the St. Petersburg Campus?

The President noted that we are in the beginning stages of reimagining education and they would be happy to explore that idea.

Board member Susan Churuti asked, regarding financial stewardship, what is the process of how a student selects a campus? Are they allowed to select more than one choice?

Provost Wilcox noted that since 2018 as students apply to USF they are invited to identify their 1, 2nd and 3rd preference. All of that is conditioned upon the availability of offerings on that campus. Many only designate their top choice.

**USFSP Campus Update**

Regional Chancellor Martin Tadlock remembered Dr. Bill Heller, who leaves behind a tremendous legacy. He thanked everyone who donated to the H. William Heller Scholarship in Special Education in his memory. He then shared some campus highlights:

He briefly discussed student success numbers for the USF St. Petersburg campus, noting that we continue to make significant progress in this area.

- ** Academic Progress Rate with swirl is at 86.9 percent, up from 84.1 last year.
- ** Without swirl, we’re at 82.5, up from 79.9 last year - a dramatic improvement over 2017-2018, when we were at 73 percent.
- ** First to second-year retention rate is at 86.9 percent with swirl, up from 84.1 last year - a huge improvement from 2017-2018, when we were at 75.9.

We have also identified members of the 2019 FTIC cohort who did not progress:

13 students transferred for various reasons including:

- ** Major was not offered at USF-St. Petersburg Campus
- ** To be closer to home
- ** Knew they did not want to be at USF St. Petersburg campus
- ** Left to become a police officer
- ** COVID-19 related concerns
- ** Did not have Bright Futures
- ** Canceled for non-payment despite offers of financial assistance
  
  - 2 students left because they were unhappy w/the housing setup or roommates
  - 16 students who have not responded to outreach are unknown.
Students who did not return this fall, but do come back in the spring, get added back into their cohort. We have the following planned to encourage this:

- Postcards
- Calling campaign
- Two emails to personal and USF addresses
- Using names pulled from the Clearinghouse, we will also reach out to anyone else who is eligible to return

He noted that we continue to look for ways to provide access to our campus to high school students throughout our community and reported that the PATHe program – Pinellas Access to Higher Education program – is going well, despite the challenges posed by COVID-19. PATHe counselors are now offering grade specific virtual workshops, starting with high school seniors and their families on Oct. 28 from 6:00-8:00 pm. So far, we have 16 students enrolled in PATHe this year, and the application process is still ongoing. That’s in addition to the 45 students who entered the program last year.

Dr. Tadlock also discussed Judithanne Scourfield McLauchlan’s practical politics course, noting that all 19 students enrolled in the course are working on a campaign. They are interning for races ranging from the U.S. presidency to local school boards.


**Student Government Update**

Student Government Governor Andrea Rodriguez-Campos gave an update on Student Government, including:

- Continue to represent USFSP University wide
- Together all – peer to peer support community
- Part of USFSP campus community task force on Diversity and Inclusion
- Begun a collaboration with the St. Pete downtown Center – hoping to establish virtual opportunities
- Working with student life and engagement to reach out to those who go into isolation – You belong here
- Monthly town halls to hear student concerns
- Focusing on an initiative to get out the vote

She concluded by offering student support wherever needed - they are ready to effect change.
Approval of the Campus Board Minutes from August 4, 2020
Board member Melissa Seixas moved approval, seconded by board member John Connelly. The motion carried with no objection.

Presentation – Digital Learning
Dr. Cindy DeLuca introduced the Christine Brown and David Brodosi and reviewed the focus of Innovative Education, specifically digital learning.

Christine Brown highlighted some opportunities for One USF:
• Working directly with Microsoft
• Interactive Design tools such as storyline and Rise
• Video streaming and assessment via Kaltura
• Simulation platforms

She also highlighted Dr. Kayhan from USFSP who has worked with Kaltura and delivering analytics. He can review the analytics and see in detail, what resources the students are using, how often, and the drop-off rate. Then he can develop a strategy to help students and reach out to provide help when needed.

She touched on virtual tours for all three campuses, which are done in Virtual Reality.

Finally, she discussed the simulations and opportunities they have had for the STEM Labs. Through a collaborative effort across all three campuses they have developed tools and technologies to provide an engaging course for online labs in a virtual environment.

David Brodosi discussed updated classroom technology. Video Conferencing Technology has been installed and technology supports have been put in place. This will ensure student engagement and collaboration. To help our faculty prepare we provided upfront tech support. Access to one-on one trainings, how to videos, guides and a faculty toolkit were also provided.

Phone line support and virtual lab which were staffed with instructional designers and professional trainers from all three campuses. As of Wednesday, the open lab still had 218 active faculty subscribed and participating.

Susan Churuti noted it would be very helpful to get some more background on these informational items in advance and more time so they can have more meaningful discussions.

Chair Goforth agreed.
Budget process and timetable
Nick Setteducato, RVCAF provided an update on improved communication during the budget process. He reviewed a proposed calendar and noted that we are proposing to engage the board earlier. Budgets will be distributed to board members on a quarterly basis. By the mid-year cycle, we will be able to provide to the board our mid-year forecast in the March/April timeframe so that we can have a meaningful preliminary FY22 Budget Workshop with the Board. In May/June, the Campus Board will also have a full budget workshop – this will give us a better opportunity to incorporate the legislative events and other elements that impact the process.

Presentation – A plan for enhancing Access for Success on the USF St. Petersburg Campus
Provost Wilcox, Dr. Paul Dosal, Dr. Glen Besterfield, Malcolm Randolph, and Creah Demps presented a plan for enhancing Access for Success on the USF St. Petersburg campus. The USF goal is to build distinct vibrant and robust academic communities on all campuses. We must recruit more students who have demonstrated the scholarly aptitude to continue to and success at a preeminence research University.

Access for Success – not just about admissions, but also strategic planning with a focus on the USF St. Petersburg campus. Recruiting, enrolling and retaining, graduating and placing students in high skilled, high-demand jobs and supporting passage to graduate school for advanced preparation.

The Provost reviewed the 5-year enrollment history for all three campuses. USFSP has seen a steady decline in headcount since fall 2017. USF instituted a new student profile beginning mid-cycle in 2018.

We are interested in increasing the enrollment at USFSP, but it is important that we enroll students who have demonstrated the scholarly aptitude to succeed.

He then reviewed the 5-year history of new summer/fall FTIC enrollment. Fewer qualified students applying to USF and fewer identifying USFSP as their preferred campus.

The 5-year Fall FTIC Academic profile is rising. For students who do not meet USF’s admission criteria or who elect to begin their education at a state college, we do offer a gateway through a carefully articulated fuse program that ensures these transfer students can earn a four year degree from a preeminent research university on a 2+2 path.

New Performance Based Funding criteria supports the timely progression toward completion for transfer students. We are committed to growing the number of qualified freshman on the St. Petersburg campus, we have to ensure retention, progression and placement rates to meet the metrics.
Dr. Paul Dosal discussed extending the student success model, noting that the SP leadership team has been integrated into the Student Success leadership team. In doing so, they are promoting a philosophy – Access for Success.

The adoption of predictive analytics, creation of persistence committee, and identifying academic advocates are in place.

He noted the challenges that lie ahead:
- Building the institutional culture
- Access for Success
- Student Success Council
- Communications and Marketing

He then showed the freshman retention history with swirl by cohort over the last 5 years, noting we want to see equity in outcomes. We’ve retained a 92.3% retention rate, which we are very proud of, but we want to work together to close the gap between the campuses. There are signs of progress. Our goal, based on AAU aspirations, is 70% for the 4-year graduation rate. For the 6-year graduation rate, each of the campuses have made progress over the past 5 years; however, there is a drop in the USFSP rate that must be addressed. We expect all students, regardless of campus, to graduate at the same rate.

Dr. Glen Besterfield discussed the goals:
- Targeting 6000 FTICs for Summer/Fall 20201
- Drive fall profile with mandatory sat/act in a pandemic
- Exceed min preeminence metrics: 1200 SAT and 4.0GPA
- Continue to improve diversity
- Expand new student headcount at SP and SM
- Improve residence occupancy at Tampa and St. Petersburg
- Enhance proportional representation of black students

He then reviewed the challenges:
- Florida is the only state in the US that is not test options;
- Limited test availability based on test centers closing in SE Florida;
- Change in the high school learning environment
- Lack of test affecting underrepresented populations
- Inability for some to test at least one, and test multiple times;
- Reduced HS GPAs due to S/U grades during spring semester of junior year;
- Economic hardships due to pandemic
- Uncertainty about modes of instruction and residential students
- Florida bright futures +40 SAT points to qualify
- Competition for best and brightest black students
He provided a point-in-time overview of the current status (October 19) comparing 2020 to 2021 – state-wide GPAs appear to be coming in the same but ACT and SAT scores are down as are applications.

Currently, the 2021-22 FTIC enrollment targets. They are updating the SP target to 650. We are relaxing the profile slightly.

Finally, Malcom Randolph discussed outreach and access such as: University Collaboration with the Black Leadership Network and Florida College Access Network. He also touched on targeted collaborations with school districts, Ron Brown Scholars & National Hispanic institute, AVID, Upward Bound and others.

Creah Demps discussed virtual events they have coordinated to enhance outreach and access. Some include:

- Virtual DIVE
- CAPP Webinar
- College Preview
- AVID DAYS

The guaranteed admission partnership program has been expanded. The program is designed to engage with the local community and to bring the best and brightest to USF. Schools are in the Title 1 realm. All schools they’ve reached out to have accepted.

Malcolm and Creah then reviewed current status on recruiting efforts

- High School staffing issues with districts delaying visits and virtual fairs
- GAPP School visits are 64% complete/scheduled
- Targeted school (many Title 1) visits are 32% complete/scheduled
- Senior AVID classroom virtual vistas are 82% complete/scheduled
- Seven Title 1 schools on top of 50 yielding high schools
- Preview data has been set for 11/9
- NHHI college panels
- Special Virtual group tours
- Campaigns for Application and FAFSA completion
- Showcase black/Latino student life via social media

Dr. Dosal noted there is more they can do to improve minority enrollment. They are submitting a proposal to Helios to expand the pipeline of black students to USF. He has received the good news that the grant proposal has been approved. A steering committee will be formed to engage in a strategic planning process, facilitated by a consultant. This is a high priority initiative.
The Provost concluded the presentation reiterating the commitment to access to success and the need to address the retention and graduation rates on the St. Petersburg campus.

Board member Melissa Seixas asked that the questions in the chat be answered should we run out of time. Chair Goforth responded in the affirmative.

Board member Seixas discussed the shift in admissions and the Provost’s comment that Campus Board has a responsibility as well as other leaders – she referenced the principles of community; empowered leadership, authority, and accountability. But the changes in the organizational structure seems out of alignment. The increased expectations we need to put in place don’t align with what we’re empowered to do.

The Provost suggested a workshop to discuss these issues further. Chair Goforth agreed, noting there is a definite need for a strategic plan.

Board member Lawrence Hamilton discussed the need for a mid-term look in December to see how we’re tracking both in terms of number of students and diversity. The presentation didn’t seem to focus on St. Petersburg relative to diversity initiatives. He agreed with the need to hold a workshop to further discuss these issues.

Board member Susan Churuti asked that we do hold a workshop to both address Lawrence’s questions and to give board members to have a dialogue about some of the things they are hearing from the community. She would recommend it be within the next 4-6 weeks.

She also requested that the Board be provided a copy of the self-study. Chair Goforth mentioned that we be added to the Diligent platform which will help streamline the information.

**Campus Board Roundtable Discussion**
With no discussion items, Chair Goforth adjourned the meeting at 12:00 pm.


**Campus Board Workshop**

December 2, 2020

1:00 pm

Summary Notes

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<th>Attendees:</th>
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<tr>
<td>Stephanie Goforth</td>
<td>Susan Churuti</td>
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<tr>
<td>Martin Tadlock</td>
<td>Debbie Sembler</td>
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<tr>
<td>Scott Goyer</td>
<td>David Rosengrant</td>
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<td>Melissa Seixas</td>
<td>Andrea Campos</td>
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<td>Lawrence Hamilton</td>
<td>Ralph Wilcox</td>
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Chair Goforth called the meeting to order at 1:00 pm. Dr. Tadlock called roll. She encouraged everyone to ask questions during the presentation, noting that if necessary we will schedule additional time.

**Strategic Enrollment Plan Presentation and Board Discussion** – Provost Wilcox announced his colleagues who will be available to engage and respond to questions if necessary. He also encouraged conversation during the presentation. It is his hope to have a solutions oriented outcome.

He provided some context – As three separately accredited institutions, we each had different missions. The St. Petersburg, it was classified as a Master’s level institution. The journey toward consolidation there has been a shift from a regional institution to a contributing campus of a top-tier public research university.

The Provost showed the Mission and Goals approved by the Board of Trustees from the USF St. Petersburg campus website. He reviewed a PowerPoint, beginning with the strategic direction of the University, which is set by the 2020 Accountability Plan and approved by the USF Board of Trustees and the Board of Governors. Included within the Accountability Plan is Performance Based Funding and Preeminence, and a goal to climb into the top 25 USN&WR.

Board member Susan Churuti referenced Preeminence and asked if it is possible that we could meet all of the criteria and still not get the Preeminence dollars? Provost Wilcox explained, that yes, that is a possibility. We can maintain and/or strengthen our standing. We have met all 12 benchmarks, unfortunately, the legislature did not appropriate funds to support preeminence during the last legislative session.

The Provost continued and reviewed the 19 metrics used for the U.S. News and World Report ranking. Our ultimate destination is attaining AAU membership eligibility. He mentioned that Florida has only one AAU institution, noting that 62% of federal
research funding is funneled to AAU institutions. As our stature rises we will become more of a magnet for talented and diverse students and research faculty.

Board member Melissa Seixas acknowledged the need to balance budget cuts – and asked how the University intends to achieve an increase in stature while making these extensive cuts, which are a potential decrease in stature. The Provost advised that we will be guided by the most significant strategic priorities that we can identify to remain focused and disciplined on those, while determining what we must stop doing. He noted that no decisions have been made yet, but we need to continue to trim without losing momentum.

Board member Susan Churuti stated her understanding of what the Provost stated about improving the stature of the University - that as we better our stature the more talented and diverse students we will attract. The Provost affirmed her understanding.

**Increasing enrollment to 650+** - Dr. Glen Besterfield discussed the FTIC Admissions Funnel, and he reviewed the admissions process – from target to enrolled. He explained that, while St. Pete is attracting more qualified students, the campus is melting a high number deposited students.

The Provost added that the mission change to an R1 very high research institution will prove challenging, but we will begin to see more students applying and setting St. Pete as their preference.

Board member Lawrence Hamilton questioned the 331 target for Summer/Fall 2020. He recalled a higher number, which is what we based our budget on. He noted that before consolidation we consistently saw numbers around 600. He inquired as to how/why the number has dropped by almost 50%.

Provost Wilcox noted that the numbers have dropped relative to academic profile which is driven by a desire to retain more of those students. He asked Dr. Tadlock to address the target for 2020.

Dr. Tadlock addressed the target for Summer/Fall 2020. He noted that he is unsure of where the number came from, as he was not a part of the conversation to set the target. He knew USFSP campus would take a hit to its enrollment when the profile changed, but he did not expect the decline to continue as substantially as it has.

Nick Setteducato added that in developing the budget, we had already determined that we would be collecting about $17M in tuition. It was based on a combination of the incoming class as well as the retention of students.
Board member Scott Goyer noted the conversion rate and suggested the falloff was directly related to COVID. He asked if there is a marketing issue happening relative to deposits and then moving into actual enrollment.

Dr. Besterfield agreed and said melt was also greater on the Tampa campus as a result of COVID.

Member Goyer also commented that the 331 goal given to the St. Petersburg campus as opposed to one that was agreed upon is indicative of a communication problem.

Melissa Seixas asked about the term “Call to Apply” and asked if that is a marketing and outreach campaign? Dr. Besterfield explained that it is a campaign. They have 250,000 high school seniors in their database that they have nurtured over the past 3-4 years. The database grows and recycles itself. Provost Wilcox noted that our focus here is on FTICs, while at the same time we have other efforts focused on transfer students.

Board member Susan Churuti asked about the 420 number from 2020, and what date was and what has happened since then. Dr. Besterfield noted this was a drop/add number (end of the first week of classes). Their home campus is St. Petersburg, but where they are taking classes is all over the place this semester because of COVID.

Dr. Besterfield then reviewed the St. Petersburg campus FTIC goal and progress. He noted that we are doing phenomenal – most universities in Florida are down 20% or more. St. Pete is down 12%.

Chair Goforth reiterated – Florida is the only state that is still requiring SAT/ACT scores, which puts us at a little bit of a disadvantage, particularly since they have begun testing again. Glen concurred and noted that he received about 4,000 test scores over the holiday break.

Dr. Besterfield also discussed the St. Petersburg admissions team. In the past, the three campuses competed with each other. In order to eliminate that, we took the recruiters and assigned them territories. In St. Pete – they have all of the west coast of Florida (Pinellas, western Hillsborough, Western Pasco, all the way up through the panhandle). Every recruiter is responsible for driving students to USF (regardless of campus).

Member Dr. David Rosengrant noted one of the challenges we really have is recruiting for specific programs. As a faculty member, how does he help get students into the programs if he is not allowed to recruit. Dr. Besterfield explained that he can work with departments to do something like that. Dr. Rosengrant reiterated that he would like to leverage his expertise for specific programs of which he is an expert, not necessarily the college. Dr. Besterfield would welcome help with reaching out to students who have been admitted to help convert them to deposits.
Board member Lawrence Hamilton asked how admissions deals with campus preference. How do we steer students to make sure we’re getting students who truly want to be in St. Petersburg? Dr. Besterfield noted that many students don’t really know what they want, but they did run a campaign that did yield students for St. Petersburg. They do this through marketing efforts promoting the three distinct identities.

The Provost noted that we only have 30 undergraduate programs offered in St. Petersburg and that could be a factor – for example, they wouldn’t admit someone at St. Pete if their major is engineering. This is why we are advancing these five clusters to bring greater distinction and represent a destination for students.

Dr. Besterfield briefly discussed St. Petersburg campus applicants based on major and next steps.

- Voluntary movement campaign
- Drive Latin American students with housing scholarship
- Continue with summer change of campus campaign
- Implement change of campus based on major for students applying after priority deadline, January 1

This strategy should get us to the 650+ enrollment target.

Board member Lawrence Hamilton asked where the funding for the housing scholarship is coming. Dr. Besterfield confirmed it is coming from St. Pete – it’s a $500 scholarship. If it’s a Latin American student, they get reclassified for in-state tuition.

**Enrollment diversity** - Provost Wilcox introduced Dr. Paul Dosal to discuss enhancing student diversity. He reviewed the current state, current initiatives, and developing new strategic and tactics.

Total headcount decline of 11.8% was across all ethnicities. Over the years we have seen the number of students who identify as multi-race or chose not to disclose is growing.

New Students in the fall 2020 semester – again a drop in all FTICs and the number of transfers. When recruiting those 650 we also have to focus on retaining those we already have. We should also aim to expand the diversity profile in all categories.

Dr. Patricia Helton reviewed current diversity initiatives at the St. Petersburg campus. She discussed the Multicultural Organization Development program to promote inclusive campus environment. She also discussed Bulls Chat, an open space for students of color; Race and Social Justice Hour for student success staff; and the appointment of Serge Desir as the new Director of Student Access and Support Services, to promote and oversee the SSS and Fuse programs.

Chair Goforth asked if this is enough to get us a diverse 650+. 
Dr. Paul Dosal noted we need to focus on all areas to help retain diverse students. There is so much that goes into creating a campus climate – students have to feel a sense of belonging and engagement.

Board member Melissa Seixas mentioned PATHe and Fuse, (Listen 2:03) Urban League /St. Pete College. Part of this is for the University to know to leverage the campus board members is opening the doors in the business community.

Dr. Helton mentioned Dr. Tadlock’s Diversity and Inclusion Task Force and that this might be one issue for them to get involved in. Board member Melissa Seixas asked about what the students are saying – what attracted them? Dr. Helton noted we are persisting at a higher rate with students of color than we are with white students.

Melissa Seixas recognized that every idea that is thrown out there requires money and resources, noting the fine line we will need to balance.

Dr. Dosal discussed the launching of a strategic planning project funded by Helios Education Foundation, the goals of which are to:

- Expand the pipeline of black students from Tampa Bay high schools to USF (all campuses)
- Strengthen pre-college programs and services
- Enhance current recruitment and marketing efforts in the region
- Develop an action plan to boost black student enrollment

**Academic Clusters** - Provost Wilcox briefly touched on the Five Academic Clusters identified for the St. Petersburg campus. Preliminary estimates are 990 new undergraduate students and 317 new graduate students. These are programs carefully selected to align with the needs of the St. Petersburg community.

He also reviewed the cost - $26.6M in the first two years. This is not a number we need to be asking our legislature to fund. He pointed to potential sources for Strategic reinvestment on the St. Petersburg campus:

- New recurring state funds
- New non-recurring state funds
- New tuition revenues
- New local government investments
- New Philanthropic gifts
- New public-private partnership investment

This is where the due diligence has to continue with USF leadership and the campus board.
Dr. Tadlock noted that Chair Goforth had to drop off the call, but she asked that everyone get feedback to her and Dr. Tadlock for a future discussion about the proposed academic clusters.

With no further discussion, the meeting adjourned at 3:04pm
Spring 2021: New Student Enrollment
## ONE USF
### Spring 2021 Enrollment

<table>
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<tr>
<th>Student Level</th>
<th>Spring 2021 (Day 1)</th>
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<tbody>
<tr>
<td>All Students</td>
<td>46,522</td>
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<tr>
<td>New FTICs</td>
<td>318</td>
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<tr>
<td>New Transfers</td>
<td>2,341</td>
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<tr>
<td>New Graduates</td>
<td>1,043</td>
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</table>

Source: eProfiles

Note: Please remember that these data are for First Day Enrollment ONLY. We still have an opportunity to boost student enrollment and credit hours. If historical patterns hold, these numbers will change by Drop/Add (at the end of the coming week, and later at the Preliminary and Final benchmarks), and usually for the greater.
# ONE USF
New FTIC Students

<table>
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<tr>
<th>Admission Status</th>
<th>Spring 2020 (Day 1)</th>
<th>Spring 2021 (Day 1)</th>
<th>Difference</th>
<th>% Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applied</td>
<td>3007</td>
<td>2272</td>
<td>-735</td>
<td>-24%</td>
</tr>
<tr>
<td>Accepted</td>
<td>1497</td>
<td>839</td>
<td>-658</td>
<td>-44%</td>
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<tr>
<td>% Conversion</td>
<td>50%</td>
<td>37%</td>
<td>-13</td>
<td>-26%</td>
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<tr>
<td>Enrolled</td>
<td>423</td>
<td>318</td>
<td>-105</td>
<td>-25%</td>
</tr>
<tr>
<td>% Yield</td>
<td>28%</td>
<td>38%</td>
<td>10</td>
<td>36%</td>
</tr>
</tbody>
</table>

Source: e-Profiles & INFOCENTER; NOTE: This is Day 1 Data. Data is subject to fluctuate.
## ONE USF
New Transfer Students

<table>
<thead>
<tr>
<th>Admission Status</th>
<th>Spring 2020 (Day 1)</th>
<th>Spring 2021 (Day 1)</th>
<th>Difference</th>
<th>% Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applied</td>
<td>6300</td>
<td>6231</td>
<td>-69</td>
<td>-1%</td>
</tr>
<tr>
<td>Accepted</td>
<td>3802</td>
<td>3920</td>
<td>118</td>
<td>3%</td>
</tr>
<tr>
<td>% Conversion</td>
<td>60%</td>
<td>63%</td>
<td>3</td>
<td>5%</td>
</tr>
<tr>
<td>Enrolled</td>
<td>2372</td>
<td>2341</td>
<td>-31</td>
<td>-1%</td>
</tr>
<tr>
<td>% Yield</td>
<td>62%</td>
<td>60%</td>
<td>-2</td>
<td>-3%</td>
</tr>
</tbody>
</table>

Source: e-Profiles & INFOCENTER; NOTE: This is Day 1 Data. Data is subject to fluctuate.
**Spring 2021: Housing Data**

<table>
<thead>
<tr>
<th>Students on the Roster</th>
<th>325*</th>
</tr>
</thead>
<tbody>
<tr>
<td># Students checked in</td>
<td>298</td>
</tr>
<tr>
<td># Students pending check in</td>
<td>20</td>
</tr>
<tr>
<td># Students pending cancelation</td>
<td>7</td>
</tr>
</tbody>
</table>

*including 67 new Spring students

Source: Susan Kimbrough, Director of Housing and Residential Education; Day 1 Report
Summer/Fall 2021 New Student Enrollment
Initiatives

• Redirect and Referral Campaigns
• Diversity Recruitment Campaign – Phases 1 & 2 Launched
• Campus Tours and Events – virtual and in-person
• Student Success Services and Call Me MISTER
• Helios/Black Leadership Network Pathways Steering Committee Update
• Yield Plan Underway – Kick Off with MLK Commemorative Week
ULS PRESENTS

ANGELA DAVIS

MLK JR COMMENORATIVE WEEK

JANUARY 21, 2021 | 7:00 PM
JOIN US ON MICROSOFT TEAMS LIVE

We are thrilled to have iconic activist Angela Davis, who has made it her mission to share her life story and challenge her audiences to join the struggle for racial, economic, and gender justice! Join us for an extraordinary evening of learning and critical discourse.