



# success

2017-2018 Annual Report



STUDENT AFFAIRS  
& STUDENT SUCCESS  
UNIVERSITY OF SOUTH FLORIDA™





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## Message from the Vice President

Excitement is always in the air as we welcome students to campus at the start of the academic year – the hustle and bustle of students moving in, the infectious energy at the Week of Welcome kick-off, and the welcoming enthusiasm of faculty and staff who have been preparing for this time. But the start of the 2017-18 academic year was extra special.

We had just successfully completed the Finish in Four Summer initiative where we rewarded 311 of our 2013 cohort students who were on a timely path to graduation with a special scholarship so they could graduate in August. This innovative program, driven by Provost Wilcox and facilitated by countless hours of hard work by Student Affairs & Student Success employees, enabled USF to reach a 60 percent four-year graduation rate, fulfilling the last requirement for Preeminence status in the state of Florida.

Our Admissions team had recruited the most promising cohort in USF history, with an average high school GPA of 4.12 and an average SAT score of 1280, while still maintaining a diverse profile.

Housing & Residential Education welcomed 870 students to their new home in Beacon and Summit Halls, as we opened the first phase of our long-awaited state-of-the-art housing facility, The Village.

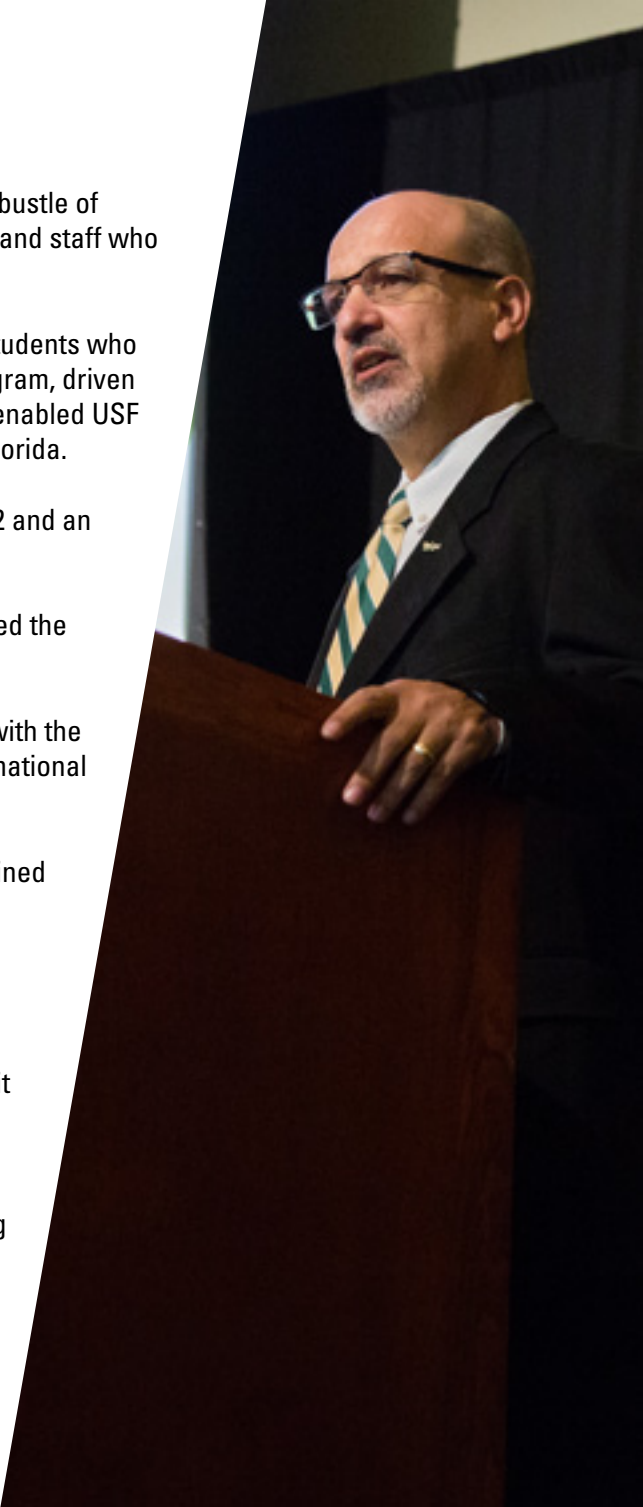
We were preparing for the first National Student Success Conference in late February to not only advance our work with the Florida Consortium of Metropolitan Research Universities but to enhance USF’s reputation as a thought leader in the national higher education student success conversation.

Our application of case management to student support was progressing into its second year and becoming more refined with adoption and technology advancements. The model was proving successful in helping us leverage the power of predictive analytics in order to deliver “the right support to the right student at the right time.”

This student success mantra was taking hold and our campus culture was significantly shifting to embrace USF’s top down philosophy that “every student will succeed if given the opportunity.” With such a cultural shift occurring, USF as a whole was becoming better positioned for even more impressive achievements to the benefit of our students.

In Student Affairs & Student Success, our colleagues lived this philosophy as they designed curriculum, coordinated research projects, processed financial aid, created internship opportunities, administered flu shots, planned engaging programs, provided counsel and much more. As you peruse the pages of this annual report, you will learn of key initiatives and accomplishments of our units during the 2017-18 academic year – all of which, I am proud to say, contributed to the ultimate achievement of Preeminence status awarded in June 2018 by the State of Florida.

*Paul Dosal*  
Vice President  
Student Affairs & Student Success





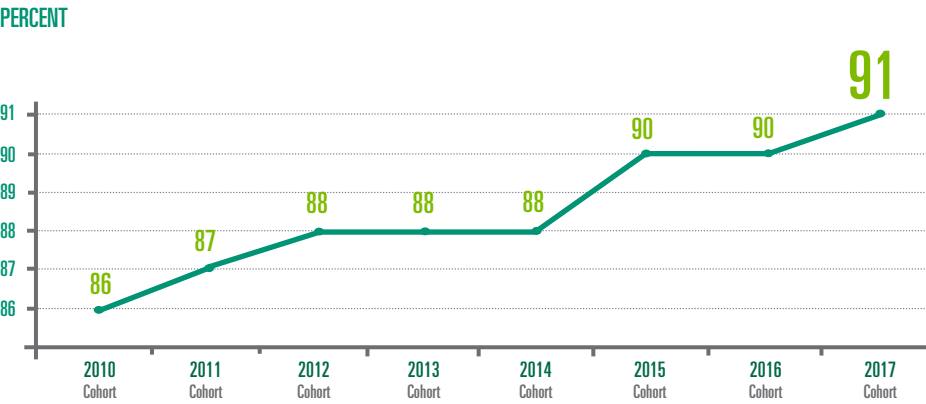


# Results

The combined efforts of the Student Affairs & Student Success units contributed to the university’s improvements in its FTIC retention rate, as well as its four and six-year graduation rates. By tracking the progress of students with the pinpoint precision of predictive analytics, USF has been able to ensure that any students facing challenges get the support needed, when needed, to get back on track to academic success. This approach has assisted the

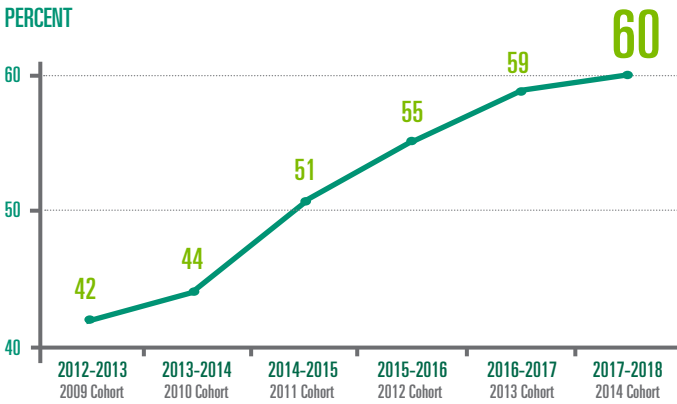
university in closing the achievement gap by race/ethnicity and income, earning USF accolades for significantly exceeding national averages. Gender remains the sole demographic challenge for USF as females continue to graduate at levels significantly higher than males. Student Affairs & Student Success is exploring the issue, along with a presidential task force, to uncover the impediments to elevating male student success.

## FIRST-YEAR RETENTION RATE



Source IPEDS

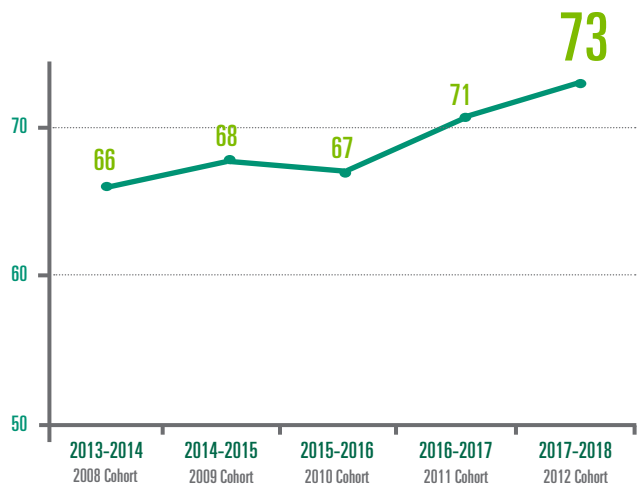
## FOUR-YEAR GRADUATION RATE



Source IPEDS

## SIX-YEAR GRADUATION RATE

PERCENT



Source IPEDS

## SIX-YEAR GRADUATION RATE: RACE & ETHNICITY

PERCENT



Source IPEDS

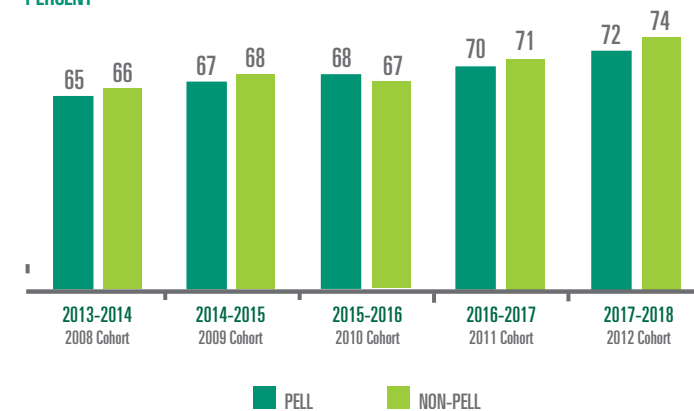






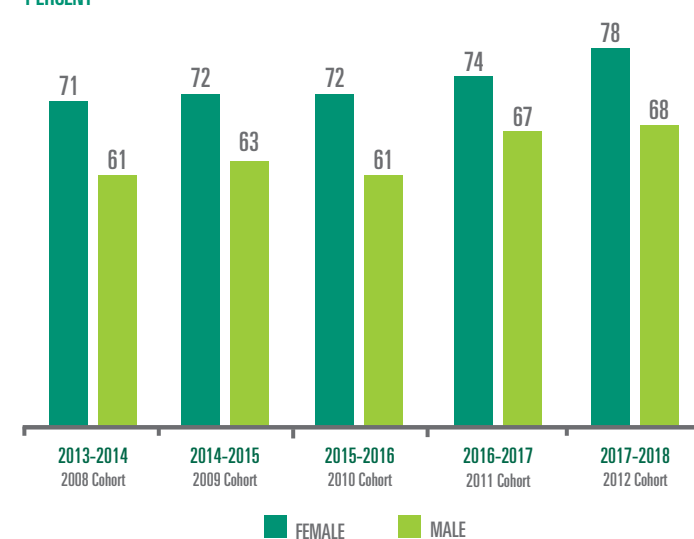
### SIX-YEAR GRADUATION RATE: PELL VS. NON-PELL

PERCENT



### SIX-YEAR GRADUATION RATE: GENDER

PERCENT



## Rankings & Recognition

SA&SS hosted the inaugural National Student Success Conference: Innovators & Innovations in Higher Education in February 2018 for more than 300 higher education professionals, further elevating USF as a thought-leader nationally.

**#1 Performer Nationally for Improvements in Six-Year Graduation Rate**, The Chronicle of Higher Education (Aug. 2017)

**#1 Public University in Nation for Vets**, Military Times (Nov. 2017)

**#1 in Florida and #4 Performer Nationally for Latino Student Success**, The Education Trust (Dec. 2017)

**#1 Institution of the Year**, Education Dive (Dec. 2017)

**Selected as National Mentor Institution**, Foundation for Student Success (Feb. 2018)

**#1 in Florida and #9 Performer Nationally for Pell Recipient Student Success**, Third Way (May 2018)

**Healthy Campus Award**, Active Minds (May 2018)





# Unit Highlights

**We believe every student can succeed if given the opportunity to do so.**

## Case Management Update

With a full year of experience, USF’s innovative and evolving case management model for student success is proving its effectiveness in directly contributing to the university’s improvement of its first year retention and graduation rates.

Either identified at-risk of non-persistence through Civitas Learning’s predictive analytics software or via a referral from campus colleagues, Academic Advocates (USF’s case managers) triage each student’s situation and determine the support resources needed to help them get back on track academically. They then tap into the cross functional Care Team of more than 200 faculty and staff to coordinate the additional support. More complex cases are referred to the university’s Persistence Committee, a team of campus functional owners, to address and provide guidance to the Office of Academic Advocacy.

By fully utilizing Archivum Insights (the proprietary software developed by USF’s Information Technology team to coordinate referrals and follow up), accessing Civitas Learning’s predictive analytics and implementing nudge

campaigns, the Academic Advocates reached more than 10,000 potentially at-risk students and provided service to more than 1,000 students seeking assistance in 2017-18.

In an ongoing partnership, Information Technology and Student Affairs & Student Success continued to add functionalities and enhancements to Archivum Insights. During the year, enhancements were made to the student watchlist; advisor-student relationship mapping was streamlined; referral communications were enhanced; existing and new student performance information was aggregated; and ARC petition submissions, review and reporting were added. IT also continued to make enhancements to the student facing dashboard with plans to add appointment setting and management to roll out in the 2018-19 academic year.

With continued communications about the value and functionality of Archivum Insights and the effectiveness of case management, the model will continue to grow and evolve as more advisors, faculty and staff understand the value and adopt the technology to gain student insights, make student referrals, add insightful information to support student success initiatives.



## Career Readiness & Community Engagement

Employer Relations, Office of Community Engagement & Partnerships, Office of Internships & Career Readiness, Professional & Career Development Office

Under newcomer Ruthann Atchley's leadership, Career Readiness & Community Engagement was formed in early spring 2018 by bringing together the Office of Community Engagement & Partnerships with the departments of Career Services.

In support of its mission to guide students to career success, a major accomplishment of the year was the facilitation of an enhanced partnership with Revature, a technology talent development company, to open a learning space on campus for tech skills development. The program offers students a new opportunity to build on the skills they have developed while completing their degree as well as employment post-graduation. Over the next two years, Revature expects to invest more than \$20 million to hire and train 1,300 software engineers from the new center at USF.



### Other Highlighted Accomplishments:

- Piloted a series of five Canvas-ready career modules that could be added to any course to help students identify their career goals, find the best fit major, gain career-related experience, pursue graduate education, and prepare them to enter the workforce.
- Partnered with Undergraduate Studies and the College of Education to launch the first USF Major Expo to help connect 281 students to different majors and career options.
- Held 2,691 appointments with students to help them prepare for future careers, an increase in appointments of more than 223 percent.
- Launched the Engaged Student Employment Program with Student Affairs & Student Success as the largest group in the fall pilot.
- Engaged 1,000 students in the Career Readiness Badging Program with over 200+ badges completed.
- The Office of Internships and Career Readiness was formed as part of USF's efforts to expand the application of high impact practices, like internships. The office assisted numerous departments in creating internship courses to benefit their student employees.
- Welcomed over 500 employers to USF for various recruiting events, creating the most opportunity for student recruitment and the busiest recruiting season to date.
- In partnership with the Office of Decision Support, launched the first institutional National Association of Colleges and Employers First Destination Survey, allowing us to collect important post-graduation student outcomes, including salary, employer, job titles, graduate school, etc.
- Increased employer Handshake accounts by 101 percent, from 7,744 to 15,527, leading to more internship and job opportunities for USF students.
- Honors College students presented their research and recommendations on Sea Level Rise and Community Outreach to the City of Dunedin's Commission. Part of the Community Sustainability Partnership Program, this project came out of the Culture, Continuity, Crisis and Change: Tampa in Transformation course taught by Dr. Alan Bush and Dr. Catherine Wilkins.
- Announced the 2018-19 Community Sustainability Partnership Program partnership with the City of Largo.



## Community Development & Student Engagement

**Dean of Students; Center for Leadership & Civic Engagement; Center for Student Involvement; Marshall Student Center; Office of Multicultural Affairs; Student Government Advising, Training & Operations; Student Publications; Student Rights & Responsibilities; Students with Disabilities Services**

Increasing national racial tensions contributed to a more intentional effort by the university to ensure students understood that USF is an inclusive campus and welcoming of all students. Kicking off the academic year with the Provost's We Welcome campaign, the Community Development & Student Engagement departments, under the leadership of the Dean for Students, embraced the message and incorporated it into their work.

With the Provost's guidance and the Dean of Students' facilitation, Mobilizing the Dream was a significant campus wide initiative to address black student concerns. Students, faculty and staff worked together to tackle issues recruitment and retention of Black faculty, staff and students; Black student experiences in student life; and creating a community of cultural competence. The results of the initiative included:

- Development of a best practice guide for the recruitment and hiring of black faculty and staff
- Approval, funding and ground breaking for the NPHC Plaza, a physical space recognizing Black fraternity and sorority presence on campus
- Creation of the Coalition of Black Student Organization Leaders to improve communication and collaboration among black students and administration.
- Addition of Week of Welcome activities designed to engage diverse populations
- Expansion of staffing and space for the Office of Multicultural Affairs
- Creation of a process to address inclusion related concerns



### Other Highlighted Accomplishments:

- Coordinated 48,000+ student generated community service hours, representing an economic impact of \$1.1 million annually.
- Incorporated a service project at each Orientation session to demonstrate university commitment to the community and encourage engagement.
- Positioned the Leadership Studies Program to become a Globally Certified Pathway in the next academic year as well as serve as the model for a fully integrated academic program encompassing the concepts of the Global Citizens Project, the Enhanced Curriculum, and high impact practices.
- Created the Black Leadership Network, a membership based group focused on enhancing the educational and leadership opportunities of Black students through the support of scholarships and programmatic initiatives.
- Developed Asian American Pacific Islander Heritage Month in recognition of Asian students being USF's third largest minority demographic.
- Cohosted the First Lavender Graduation Ceremony for members of LGBTQ+ community.
- Developed a coordinated system of reporting, tracking, and assisting students with disabilities on all three campuses.
- Met with 326 new students requesting accommodations, increasing the total registered students to nearly 1,400, and accommodated more than 6,435 exams.
- Updated all event and meeting spaces in the Marshall Student Center with AV equipment that contributed to better events, programs and trainings.
- Secured LEED certification of the MSC at the silver level and completed a \$1 million solar panel installation to offset the MSC's energy use, contributing to the campus' green initiatives.
- Increased student involvement programming by 33 percent, including partnering with New Student Connections for the new WOW After Dark program to help new students successfully transition to college and connect to the university and each other.
- Created the iPoints program to promote and reward student involvement.
- Reactivated the Order of Omega fraternity and sorority leadership honor society.
- Conducted the Civility Workshop for 23 students and the Ethics Workshop for 82 students who demonstrated inappropriate behaviors.
- The Oracle was named one of the top three college newspapers in the Southeast by the Society of Professional Journalists.





# Enrollment Planning & Management

Admissions, University Scholarships & Financial Aid, Registrar's Office

In the fall of 2017, USF welcomed 2,552 FTIC students to the Tampa campus. Not only was it the largest cohort to date, but also the strongest academic class in campus history with a rise in GPA from 4.08 to 4.12 and an average SAT score of 1280, 30 points higher than the previous year's cohort. The Office of Admissions successfully recruited some of the best and brightest students from across the nation with 50 percent of the cohort ranking in the top 10 percent of their high school class, including 15 National Merit Scholars and 18 National Hispanic Scholars. Careful enrollment planning and management, plus a continued focus on diversity, ensured that the 2017-18 cohort exceeded the "Preeminent" benchmark.

## Other Highlighted Accomplishments:

- Successfully processed over \$476 million in financial aid for 41,132 students in the USF System.
- Established the USF Green To Gold Grant (covering tuition, fees, and books) and the Take 15 Grant (covering the additional cost of 3 credit hours) to insure the neediest Florida residents have the resources to accelerate their degree progress toward timely graduation.
- Redesigned the institutional Cost Calculator for students and families to use in order to get a better understanding of how much their USF education will cost and how financial aid programs help pay their bills.
- Provided financial support to students from Puerto Rico and the US Virgins Islands who came to USF after Hurricane Michael.
- Financial Education peer educators provided one-on-one coaching sessions to 629 undergraduate students on the following topics: credit, money management, paying for college, managing finances as an international student, student loan borrowing, saving for study abroad, saving and investing.
- Launched College Scheduler in October 2017, providing students with a more dynamic course schedule planning tool.
- Established daily reports to identify students who had not completed their registration and launched an on-going outreach plan to encourage registration for continuation and timely degree completion.
- Contributed to the ongoing improvement to the graduation certification process for the Finish in Four initiative.
- Improved the missing midterm and final grade processes, ensuring more timely and accurate reporting of grades supporting timely graduation certification and FTIC retention.
- Contributed to Ad Astra pilot to provide colleges with rich data on course fill and student need based on outstanding degree requirements to ensure that offerings support timely completion.





## Health & Wellness

Campus Recreation, Center for Student Well-being,  
Center for Victim Advocacy, Counseling Center,  
Student Health Services

With the vision of a truly holistic approach to student health and well-being, early in the fall of 2017, the Health & Wellness unit launched USF's MWell4Success initiative, streamlining campus resources for greater accessibility and comprehensive mental health care for students. The Success and Wellness Coaching program, piloted in the fall, is the core program to this initiative. Other components include the implementation of an informative wellness mobile app, relaxation stations, expanded food pantry, as well as policy, systems and program changes based on a public health approach.

### Other Highlighted Accomplishments:

- Conducted mental health training for 3,640 incoming undergraduate students to educate about mental illness and support services.
- Served 479 students with Success & Wellness Coaching, addressing topics such as time management, stress, procrastination, personal growth and academic performance.
- 10,827 students utilized the relaxation stations on campus, significantly reducing their anxiety.
- 120 faculty and staff were trained in Mental Health First Aid to assist with supporting the student community.
- Increased the number of visits to Student Health Services by 9.5 percent, improving student access to affordable, quality medical services.
- Administered 1,350 flu shots throughout the year (including 646 in two days), decreasing academic absences due to influenza.
- Streamlined processes and improved systems for immunization compliance for incoming students which reduced delays for course registration.
- Expanded Feed-a-Bull food pantry hours of operation to include two evenings to increase access to food and reduce student food insecurity.
- Introduced the Greens & Gold Fresh Market to ensure students have regular access to purchase fresh fruits and vegetables.





## Housing & Residential Education

The long-awaited opening of The Village was clearly the highlight of the 2017-18 academic year with more than 870 students moving into two new halls, Beacon and Summit, as the first phase of the P3 project was completed. The Village also offered students a new 500 seat dining facility named The Hub, as well as The FIT, a 19,000 square foot wellness center. Fall 2018 will add three additional halls and 1,100 beds, increasing housing capacity on campus to 6,500 beds.

In the second half of the year, Housing & Residential Education divided with Housing operations transferring to the Business and Finance division of the university and Student Affairs & Student Success retaining the Residential Education department, which is instrumental to its student success initiatives.

### Other Highlighted Accomplishments:

- Implemented the Residential Curriculum so that through intentional conversations and crafted support, students living on campus gained competence in Wellness, Interpersonal Skills, Academic Engagement and Global Citizenship, providing transformative learning opportunities.
- Residential Education professional and student staff are a vital part of the case management model followed on campus. Student staff, consisting of Resident Assistants and Community managers, logged 53,600 intentional conversations with students from fall 2017 - summer 2018, entering information into Archivum Insights and SOCAT. Professional staff also input intentional conversations and individual student trends and behaviors to alert other Care team members when needed as an intervention.
- Through the House Calls Program, approximately 1,000 students got much needed help with class registration, cashiers, and other class selection questions answered in their residence by 60 plus advisors, LLC academic partners, other student success employees, and faculty.
- Through an intrusive method of check out, we are able to gather information about academically dismissed students and their intent to return to campus, get registered, etc. The gathered info was inputted into Archivum to assist Academic Advocacy in tracking students.





## Student Ombuds Office

The Student Ombuds is a Persistence Committee member and valued member of the Care Team. Often times, the Ombuds is the frontline contact for students dealing with an impediment to their success that they are unable to resolve. The Ombuds either coaches these students to self-advocate or interfaces with departments and colleges as an intermediary to clear obstacles or encourage policy and procedure review.

Through the normal operations of the office in the 2017-2018 academic year, the Ombuds directly contributed to student success by managing 464 individual student concerns. 51 percent were resolved informally, offline, avoiding formal channels; 27 percent were referred to appropriate formal channels (petitions, appeals, etc.) and assisted through those processes; and 81 cases were unable to be addressed by intervention of the Ombuds Office or formal processes.



### Other Highlighted Accomplishments:

- Established new relationships with over 30 academic departments representing all colleges at USF and USF Health to resolve student concerns.
- Maintained collaborative relationships with other academic departments, plus college deans and associate deans, to resolve student issues and clarify policy and practice.





## Undergraduate Studies

**Academic Advocacy, Academic Success Center, Academy for Teaching and Learning Excellence, College Reach-out Program, Degree Programs, Global Citizens Project, Joint Military Leadership Center, New Student Connections, Office of Transfer Student Success, Office of Undergraduate Research, Office of Veteran Success, Orientation, Parent & Family Programs, ROTC, Student Support Services, Student Athlete Enrichment Center, Upward Bound Program**

Undergraduate Studies kicked off the 2017-18 academic year on a high note after coordinating the Finish in Four Summer initiative, which successfully increased the four-year graduation rate. Stakeholders developed a plan for a sustainable model for cohort identification, prediction, tracing and enhancing academic progress for future cohorts.

During the academic year, the first year experience was reimagined as to what it should look like for students by a cross-functional team of more than a dozen units. Implemented in summer 2018, the two-day Orientation program was revised away from a “fire hose” of information and distilled down to address student needs of interest to them at that point in time. The friend-making capacity of New Student Connections’ The Network program was integrated into Orientation so that students could immediately find others with interests similar to their own.

In January 2018, Dr. Paul Atchley was hired to serve as Senior Associate Vice President and Dean of Undergraduate Studies, continuing the strong leadership of the unit.

### Other Highlighted Accomplishments:

- Contributed as members of the General Education Council (GEC) in the development of the Enhanced General Education curriculum.
- Coordinated a call for faculty proposals for new interdisciplinary courses from which nine proposals were chosen to create full courses to submit to the GEC.
- Academic Foundations unveiled a completely redesigned curriculum with an emphasis on academic success strategies in fall 2017. The course not only acculturates students to the institution, it also transforms them into stronger scholars.
- A new Orientation App (#myOrientation Guide) was implemented in partnership with Guidebook, eliminating the need for paper workbooks and schedules.
- New Student Connections established a year-round model, utilizing undergraduate coaches, leveraging predictive and data driven analytics to identify high risk pipelines to support student persistence into the next semester. This resulted 82 percent more student interactions and 175 referrals via Archivum Insights.
- Parent & Family Programs was integrated into case management efforts and began submitting notes and referrals through Archivum Insights to help identify persistence risk students early in their USF experience, based on 7,956 interactions with families.
- Obtained approval for purchase of the Digarc software for catalog and curriculum management.
- 92 students met Global Citizen Award requirements, completing 2,610 hours of globally-engaged community service, 34 courses in advanced foreign language, 36 GCP-certified courses, 180 hours of undergraduate research, 69 study abroad experiences that were at least one week long, and 765 internship hours.
- Office of Academic Advocacy processed 1,040 student inquiries via updated Intake Process and resolved 60 percent without need for case management.
- Academic Advocates received 875 referrals in Archivum Insights to provide direct support to students. They sent 791 referrals to support collaboration on student cases.
- Initiation and support of Deferred Probation (DP) status resulted in reducing academic dismissals of first year FTIC students by 75 students (1.5 percent of total cohort) and supported the achievement of improvements in retention rates.
- Tracking of cohorts aided improvements in the 6-year graduation rate from 67.5% to 71%.
- 97 percent of the Student Support Services 2017 new admits returned one year later, exceeding the university’s retention rate.
- More than 5,800 students enrolled in introductory classes that were supported in the SMART Lab and pass rates exceeded national averages.
- FUSE completed its second year with eight state and community college partners, 84 graduation pathways, 500 students in the pipeline, and the first FUSE cohort of 18 students.
- ATLE expanded efforts to reach ever more faculty with the message that active learning teaching strategies yield greater student learning than lecturing alone. This took the form of multiple faculty events with stipends, funded by the NSF STEER grant and the Florida Consortium Helmsley grant, in which faculty addressed challenges and solutions in teaching large classes.





## Looking Forward

Earning Preeminent status in June 2018 was an excellent way to close out the 2017-18 year! The hard work of the Student Affairs & Student Success team contributed greatly to reaching key performance metric goals. Now as a Preeminent university, we have much work to do to continue on the trajectory we have established.

A major challenge and opportunity on the horizon is the consolidation of our system campuses in 2020, which will require considerable work in the upcoming academic year to create a seamless student success movement so that we can deliver the same high quality, high-impact programs and services across three campuses and strengthen USF's status as a Preeminent Research University.

In the normal course of our business, we will continue to refine our case management model to ensure its ongoing effectiveness, as well as further enhance Archivum Insights with valued functionalities for students, faculty and staff. Our Undergraduate Studies team will continue to move forward on the Enhanced General Education curriculum and Student Affairs & Student Success will continue researching and developing initiatives to promote male student success to close this last achievement gap.





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