



UT's enrollment growth and ongoing construction have been matched by residential, retail and business development in downtown Tampa over the last two decades, helping to make Tampa Bay and the University a recognized international destination.



DECades of Change

A MESSAGE
FROM PRESIDENT
RONALD L. VAUGHN

As I SERVE MY 20TH YEAR AS PRESIDENT OF THE University of Tampa, I'm humbled by the transformation of not only our institution, but of Tampa and the entire Tampa Bay community. Twenty years ago UT was struggling with financial and reputational issues, and Tampa was struggling with identity issues. But today, UT, along with Tampa, has continued to grow and develop. Our enrollment growth and ongoing construction have set the standard for the residential, retail and business development in downtown Tampa. And, as UT's reputation grows around the country and world, we find Tampa Bay increasingly becoming a recognized international destination.

This year I've served as vice chair of the executive committee of the Tampa Hillsborough Economic Development Corporation. In this position I've come to see just how much UT's progress impacts the entire University as well as the health and vitality of the Tampa Bay region.

One of the most visible transformations that UT is taking a part in is the redevelopment of Kennedy Boulevard. Once again, our construction of residence halls and academic and athletic facilities on Kennedy Boulevard have complemented the restaurant, retail, corporate and residential development of the adjoining area. Much unlike 20 years ago, Kennedy Boulevard is becoming a destination — not only for Tampa residents and visitors, but for our students. The change is dramatic and exciting.

Along these lines, I'd like to break tradition and begin this year's annual report with a summary of UT's economic impacts.

UT benefits from being in the heart of a city that offers students a beautiful setting and a chance to learn both inside and outside the classroom. In return, UT's impact on Tampa aids economic development in the city.



community impact

TAMPA BAY IS FORTUNATE TO HAVE A PRESTIGIOUS, INDEPENDENT UNIVERSITY LOCATED IN its urban core that enhances its future. And UT benefits from being in the heart of a city that offers students a beautiful setting and a chance to learn both inside and outside the classroom. UT's solid foundation in Tampa Bay is key to its continued success, and UT provides at least eight impact levels that aid economic development and help to shape tomorrow:

1 UT graduated 1,700 students this year, providing a vital supply of talent to the region, including nurses, teachers and professionals. This is crucial as 40 percent of the working population will be eligible to retire over the next decade.

2 UT is a major intellectual importer for Tampa Bay, and draws students from all 50 states and 137 countries, most of whom remain in Tampa Bay after graduation. These are the young, creative people sought after by so many communities. Many of UT's graduates prefer to continue living near the urban core, adding to the vibrancy of our downtown neighborhoods.

3 Current students — many of whom supplement financial aid with part- and full-time jobs — provide much of the inexpensive labor needed by urban businesses. Plus, we provide the housing.

4 During the past 18 years, \$400 million in campus construction has been completed, or is underway. This helps stimulate and support further downtown and neighborhood development. The

campus now consists of 105 acres with 58 buildings.

5 UT's annual economic impact — in terms of purchasing power and economic multiplier — is now almost \$800 million.

6 UT provides approximately 200,000 hours of service to 300 community organizations annually. Business consulting is provided through the Naimoli Institute, Center for Entrepreneurship and course or faculty projects to about 100 companies each year.

7 UT provides workforce development through education and retraining activities. Two programs — TECO Leadership Development and Nonprofit Management Certificate — are examples.

8 Quality of life is enhanced through UT's diverse programming, which enriches both the campus and community. Thousands of programs are offered annually, including athletics, dance, musical, theater and literary programs, art exhibitions and lectures by international dignitaries.

A HEARTFELT THANK YOU



WHETHER YOU'VE BEEN A PART OF THE UT COMMUNITY for one, 10, 20 or 40 years — or more — you know what an amazing institution this is, the progress that has been made and the opportunities ahead. We can't stress enough how important the support of the entire UT and Tampa Bay community is to this institution. On behalf of my wife, Renée, and I, senior staff colleagues and the entire University community, I would like to thank all of our employees and members of the Board of Trustees, Chiseler, Fellows, Counselors, alumni, parents and the numerous donors for their help in building our great University!

student affairs

UT CONTINUES TO BE A VIBRANT, ENGAGING COMMUNITY WHERE STUDENTS' ACTIVITIES outside of the classroom complement their hard work in the classroom. These opportunities allow students to be involved, learn and develop positive social and leadership skills.

This year I attempted to get a handle on the number of events and activities that occur annually on campus. The number is shocking. Campus organizations reported holding approximately 2,200 campus events. Residence life offered 6,703 registered programs for on-campus residents. We had 1,000 athletic, art, music, dance, theater and guest speaker events. So, with almost 10,000 campus and community events in total, our campus was indeed quite vibrant!

200

More than 200 student organizations offered 2,200 events.

Over this past year, 26 new student organizations were registered on our campus — including Hellenic Oikos, D.I.M.E. People (Dancing Is My Existence) and the Student Veterans Organization. Two new Greek groups were also welcomed to campus this year, bringing the number of Greek organizations on campus to 24. Counting student organizations, clubs and teams of all types, more than 200 campus organizations now exist. We continue to have about 10 student groups that focus on

character, values and religion issues. Ninety-two interfaith programs were offered this year as well as other programs focusing on character, values and understanding of world religions. In addition to campus activities, these groups have approximately 40 partnerships with community places of worship for additional off-campus enrichment.

This year our total number of campus leadership programs increased from 99 the prior year to 116 programs. An inaugural multiday LEADERS Retreat was also offered for emerging leaders within the fraternity and sorority life community.

The PEACE (People Exploring Active Community Experiences) campus community service program offered eight alternative break opportunities to domestic and international locations, including doing environmental preservation and restoration at Cayo Costa State Park in Boca Grande, FL, and working on homelessness issues in Cuzco, Peru. Overall, these programs experienced a 50 percent increase in student applications.

The inaugural Sykes Hall of Fame Speaker Series was launched this past year with John Sykes and Frank Morsani providing inspirational commentary to a

large audience of students and business community members.

UT students and employees once again provided hundreds of thousands of hours of service to over 300 organizations in Tampa. All athletic teams also provided community service to one or more community organizations.

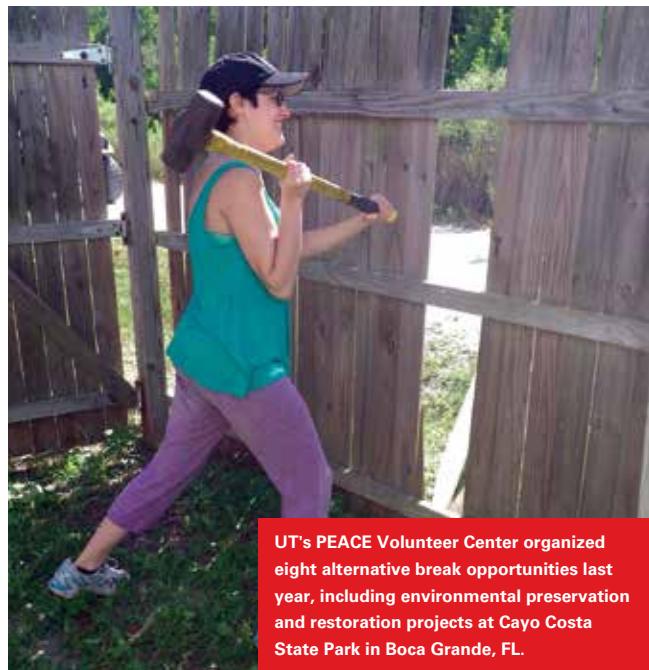
Finally, Career Services in total held 286 events that served about 8,000 students and alumni. A record nine career fairs were held with 444 companies involved (a 14 percent increase), and Career Services continued with its popular Myth Buster program series, as well as other



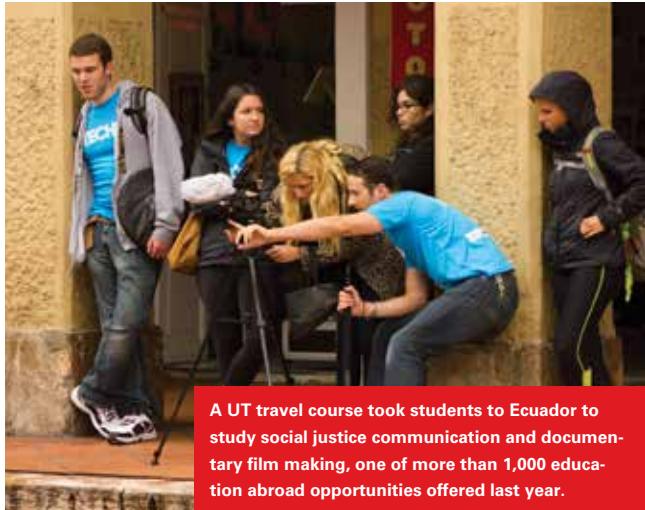
10,000

campus and community events were held in 2013-2014.

programs like its Annual Recruiting Trends Conference, Lessons in Leadership, Corporate Connections and Meet the Firms. Career Services also continued to reach out to national employers as we bolstered national firms interviewing to hire our graduates.



UT's PEACE Volunteer Center organized eight alternative break opportunities last year, including environmental preservation and restoration projects at Cayo Costa State Park in Boca Grande, FL.



A UT travel course took students to Ecuador to study social justice communication and documentary film making, one of more than 1,000 education abroad opportunities offered last year.

accreditation

ACADEMIC AND ADMINISTRATIVE MEMBERS WORKED DILIGENTLY TO PREPARE FOR REAFFIRMATION OF THE UNIVERSITY'S OVERALL ACCREDITATION BY THE SOUTHERN ASSOCIATION OF COLLEGES AND SCHOOLS (SACS). THIS EFFORT IS ALSO AN IMPORTANT PART OF OUR EFFORTS TO CONTINUE IMPROVING STUDENT LEARNING, UNIVERSITY OPERATIONS AND OVERALL INSTITUTIONAL EFFECTIVENESS. OF COURSE, WHEN THIS PROCESS IS COMPLETED, WE EXPECT TO BE EVEN BETTER AND STRONGER.

One element of the SACS reaccreditation that is especially exciting is the requirement that we develop an idea that enhances student learning. This plan is called a QEP, or Quality Enhancement Plan, and is called "Learning by Doing: Inquiry-based Experiential Education." The QEP will take what we do already and make it stronger and better by working with students to further improve their ability to think critically, solve problems through projects, communicate effectively and learn the skills they need to be successful. Ultimately, the QEP will enable students to complete higher levels of

projects and problems.

Our business programs were, once again, reaccredited by the premier business program accrediting agency, AACSB International. Our nursing program's accreditation was likewise reaffirmed by the Accreditation Commission for Education in Nursing (ACEN), and the National Association of Schools of Music (NASM) reaffirmed accreditation of our music program as well as newly accrediting our music theatre program. We also earned a new accreditation for our biochemistry program by the American Society for Biochemistry and Molecular Biology (ASBMB).

academics

UT'S SUCCESS ALSO RELIES ON OUR ABILITY TO PROVIDE CHALLENGING, EXCITING AND RELEVANT EDUCATIONAL OPPORTUNITIES FOR OUR STUDENTS. THROUGHOUT THIS YEAR, FACULTY AND ACADEMIC LEADERS HAVE FOCUSED ON IMPROVEMENT OF EXISTING ACADEMIC PROGRAMS AS WELL AS DEVELOPMENT OF NEW PROGRAMS. THE FOLLOWING HAVE BEEN APPROVED FOR OFFERING IN 2014-2015: A NEW MASTER OF SCIENCE DEGREE IN EXERCISE AND NUTRITION SCIENCE, A BACHELOR OF SCIENCE DEGREE IN PHYSICS, A REDESIGNED BACHELOR OF ARTS DEGREE IN SPANISH, A BACHELOR OF ARTS DEGREE IN MUSICAL THEATRE, A MINOR IN BUSINESS ANALYTICS, A 4+1 UNDERGRADUATE DEGREE IN ANY AREA OF BUSINESS AND MBA COMBINATION, AND A NEW ART THERAPY CONCENTRATION FOR THE BACHELOR OF ARTS DEGREE IN ART. SEVERAL OTHER POSSIBLE NEW UNDERGRADUATE AND GRADUATE DEGREE PROGRAMS ARE STILL BEING STUDIED.

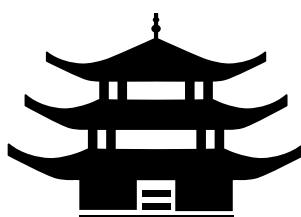
Counting all undergraduate and graduate programs, UT now offers over 200 academic programs of study.

During the months leading up to this fall, we added about three dozen new full-time and part-time faculty and staff members to help keep pace with enrollment growth as well as new support needs. The excellent talent we hired this past year bodes well for UT's future.

This past year we successfully launched our new Academic Success Center along with additional new staff to support expansion of a variety of advising, tutor-

ing, academic coaching, student retention services and academic exploration programs all in a one-stop integrated office and new facility. We are confident that as these latest initiatives mature, we will further improve UT student success and academic performance.

During this past year the International Programs Office offered an extremely rich array of student and faculty education abroad opportunities. We offered more than 1,000 program choices in over 70 countries and territories worldwide. Our international portfolio of activities included travel courses abroad, experiential education abroad, an Executive MBA international component, UT semester or year abroad experiences, international internships, student research abroad, grants for faculty development study in nine countries, UT athletes abroad and a new Global Scholar exchange program.



International Programs Office offered program choices in more than 70 countries and territories worldwide.

UT's Honors Program has also made great progress in developing a vibrant and high quality program that is important to the University. Our Honors Program is now larger in full-time students than the University's total full-time enrollment when I began as President. This program is also very rich in its dimensionality with over 60 special Honors Program classes, 25 Honors Program symposia, 13 honors council projects, events or field trips, an honors research journal, Phi Kappa Phi honors chapter activities, a special "Celebrating Honors Day" with multiple events, distinguished guest presenter programs, dozens of honors research projects, Honors Enrichment Tutorials, honors study abroad programs, five international honors classes traveling to seven countries and yes, still more.

Finally, one of my favorite new academic initiatives was the pilot Undergraduate Research Program across all disciplines. As part of this research, all four colleges hosted events that showcased hundreds of student research projects, juried art shows and other forms of scholarly research. The level of sophistication of our faculty-student research and mentoring is simply amazing. Another testament to our growing research pursuits is grant activity this past year, which resulted in six new University awards totaling \$439,711 and pending grant applications in the pipeline that now totals \$727,855.

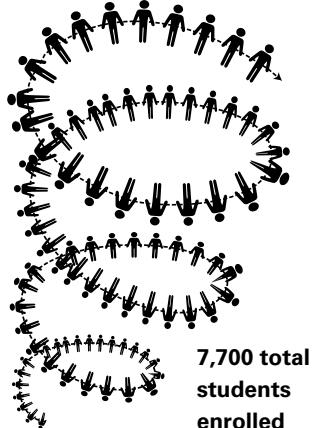
enrollment

A "DEATH SPIRAL." THIS IS HOW ONE HIGHER EDUCATION ANALYST DESCRIBED THE DOWNWARD PATTERN OF MANY PRIVATE SCHOOLS NATIONALLY THAT DID NOT MEET THEIR FALL ENROLLMENT TARGETS. UT, HOWEVER, IS FLYING HIGH WITH ANOTHER RECORD YEAR OF STRONG ENROLLMENT.

Our enrollment success is the result of several factors: 1) we have a sound overall strategy and market position; 2) we offer a high quality educational experience with rich dimensionality; 3) UT is a better value and has more reasonable tuition pricing than many; 4) we have very good faculty and staff; 5) we maintain an attractive campus with excellent facilities; 6) we foster a culture of constant improvement in all aspects of the University; and 7) we have implemented a sophisticated enrollment marketing effort with a team

that makes numerous adjustments each year.

Fall 2014 enrollments will once again be a record with about 7,700 students. This past year we handled 160,000 student inquiries about coming to UT with over 20,000 students applying. About half were admitted for the entering class of 2,400 students. And, not only have we met our enrollment goals, but there were more than 2,000 students on our waitlist hoping to attend the University. Some of these students will gain entry for the January semester.



So, no matter how much UT may impact Tampa Bay, UT's success relies on our ability to attract top students to campus.

facilities and operations

THIS PAST YEAR WAS A VERY BUSY ONE FOR FACILITIES AS WE DEDICATED FOUR NEW FACILITIES IN 2013: THE NAIMOLI ATHLETIC AND INTRAMURAL COMPLEX; SCHOOMAKER ROTC AND ATHLETICS BUILDING; WEST KENNEDY HALL AND THE AQUATIC CENTER.



However, we were also busy in planning two new facilities now under construction. First is the new Academic and Administrative Building, which includes 400 parking spaces and a Campus Safety facility, along with many student study and workspaces, classrooms, faculty offices and a unique space for the Entrepreneurship Center. Second is the construction of phase I of a new residence hall. Both

projects will be completed in Spring 2015.

These projects — and much of the day-to-day campus operating expenses — don't happen without donors, and this past year UT received support from over 3,500 individuals. The University received cash, signed pledges and planned/estate gifts totaling about \$19 million. And, for the 18th year in a row we ended our fiscal year "in the black" financially. UT's endowment continued to grow, and our portfolio realized an annualized return of almost 19 percent.

In the Information Security area, we are diligently working toward our goal of becoming one of the first universities in the world to achieve international certification for its information

\$19M

Received in cash, signed pledges and planned/estate gifts

security. We have rapidly developed a new Information Security Department that has worked on many aspects of information security including security systems, security awareness training, records management, encryption projects, penetration testing and numerous other security reviews. In the Information Technology (IT) area we have also implemented numerous improvements for instructional needs, business reporting/analytics and changes to systems for improved ef-

fectiveness. A new project management methodology allows us to systematically prioritize technology projects and track progress. Disaster recovery planning was reviewed and tested to be prepared for challenges which may never occur.

We began the redesign of the University's entire technology network to improve speed of information processing and reduce system downtimes. And, finally, a new "shopping sheet" was completed to facilitate student financial comparisons with other universities as part of a new federally mandated transparency requirement.

Along the lines of government regulation, this past year has been extremely demanding due to an explosion of new federal, state and agency regulatory requirements on such things as the Affordable Care Act and shared employer responsibilities including student health insurance, regulations regarding minors on campus, Title IX/sexual assault, student employment, part-time and full-time employment definitions, compensation rules and more.

Frankly, these and other forthcoming rules and regulations have us reeling due to the number of such challenges in a short period of time. While the resource cost of all of this new regulation has been immediate, it is my hope these changes will benefit our institution and our students — and higher education in general — in the long term.



Fifty-eight UT student-athletes, including six from the women's swimming team, were named 2013-2014 academic achievement award winners by the NCAA Division II Athletics Directors Association. To be recognized, the student-athletes must have a cumulative grade point average of 3.5 or higher.

athletics and recreation

STUDENTS CONTINUE TO TAKE ADVANTAGE OF RECREATIONAL and athletic opportunities on and off campus.

Campus intramurals, recreation and fitness continued to show high campus activity and growth. Approximately 4,000 students participated on 381 intramural teams. Six of UT's 14 sport clubs — ice hockey, field hockey, flag football, paintball, tennis and equestrian — competed at the national collegiate level.

A variety of off-campus trips were offered this year including a new UT hiking series, use of UT's Outdoor Leadership Course, canoeing, rock climbing, fishing and sea kayaking excursions.

While bike share programs are gaining popularity, UT's four-year-old bike share program — BikeUT — continues to grow. It's a rare day when I don't see students on UT bikes on their way to Bayshore Boulevard or to run errands. The bikes were rented a record 3,596 times last year.

Finally, UT had an extraordinary year in athletics. Almost 700 students were involved in various capacities. All but a few of our 21 NCAA teams competed in post-season competitions, and we won conference championships in seven sports. UT's men's lacrosse team made it to the final four of the national championship, and baseball also made it quite close to another national championship with an extraordinary record of 54 wins and 4 losses during the entire season.

And, seven coaches — Brennan (swimming), Catanach (volleyball), Jesse (women's basketball), Kanter (softball), Slaven (cross country), Urso (baseball) and Whipple (men's lacrosse) — were named Sunshine State Conference Coaches of the Year.