



STEADY AMONG THE STORMS

A MESSAGE FROM PRESIDENT RONALD L. VAUGHN

THE START OF LAST YEAR WAS MARKED BY Hurricane Irma, which devastated Puerto Rico and parts of Florida. We weathered the storm, and continued to do what we do best — offer an excellent, unique and model educational experience to students.

Despite the disruption, we kept focused on our institutional mission. UT staff and faculty work hard to help students become successful and thoughtful citizens, and every year we tackle new initiatives, implement new programs and create new curricula to uphold these values and secure UT's future. And last year, despite the hurricane's challenges, UT was undeterred.

But neither are we immune to the threats that plague higher education, including burdensome and costly new regulations, declining U.S.-wide college-bound student enrollments, more pronounced enrollment

declines in many states, intense university competition, federal government changes to financial aid and substantial barriers to international student travel that deterred many from attending U.S. universities.

Fortunately, we have a dynamic and diverse student body, an expert faculty, a dedicated staff and many University friends — including parents, alumni, donors and others — who are unwavering in their support of UT.

As a result, I can emphatically say that UT has had another purposeful, memorable, record-setting year with many positive outcomes, and that UT's future is strong.

The following pages describe some of the efforts and the results of those efforts to make UT a top-notch, model institution. If you haven't been to UT in a while, you will find it an energetic, fulfilling place to be.

academics

BUILDING A FACULTY THAT CONSISTS OF DYNAMIC TEACHERS WHO ARE EXPERTS IN THEIR fields has been central in UT's becoming a model university. As such we had a giant infusion of intellectual talent this year as we hired a total of 72 new faculty due to several dozen new positions, as well as retirements and other replacements.

This year UT had the largest addition of full-time faculty in UT's history. Plus, UT made unprecedented progress in diversifying faculty ranks. Forty-five percent of all faculty are women, and 14 percent of faculty represent racial diversity. Of new faculty hired, 47 percent are women, and 19 represent racial or ethnic diversity. People make up the best UT, and faculty are no doubt at its core.

We launched the Institute for Sales Excellence, based in the Sykes College Business, to provide world-class sales education and training through relevant business-to-business sales methodologies and research. We also approved several new degree programs.

UT continued its investment in the Academic Success Center with initia-



tives to strongly support student success and graduation. We initiated campaigns that focus on different outcomes depending on the time of year, including registration processes and targeted outreach to specific groups of students. We rolled out the new advising platform for a pilot group of faculty advisors as well as advisors in

continuing studies, athletics and the International Programs Office. We continued to refine and advance our Center for Teaching and Learning by integrating several key teaching and learning elements under an associate dean.

UT again offered a rich collection of hundreds of cultural arts programs that contributed to the campus learning environment as well as Tampa's cultural life. These included the Sykes Chapel Concert Artist Series, numerous plays, musicals, recitals, choral programs, concerts, dance happenings, musical theater, art exhibits, master classes and the Lectores visiting authors series.

UT continued to implement its \$1 million investment in our Quality Enhancement Plan (QEP), which focuses on expanding high-impact undergraduate/faculty research and internship opportunities. As part of this effort and with help from Career Services, the number of internships provided to our students increased by about 250 to almost 1,000 student internships. Undergraduate research projects done in conjunction with faculty also dramatically increased.

UT's Research Days spotlighted hundreds of

New degree programs include:

- Master of Physician Assistant Medicine, ready for a Fall 2019 launch
- Doctor of Nursing Practice, UT's first doctoral program
- B.A. in Museum Studies
- BFA in Film and Media Arts
- BFA in Animation
- BFA in New Media

Other potential new degree programs are also under study.

student research projects that showcased the amazing research our undergraduate students are doing, something that is reserved for graduate students at many universities.

Two years ago we made a five-year, \$250,000 investment in an Education Advisory Board (EAB) project to enter student educational data, so that we could study student learning patterns combined with student support mechanisms to improve student performance. We are now beginning to see improvements in student success and retention from our cutting-edge predictive analytic efforts.

The following are a few more highlights from UT's outstanding academics:



UT again offered hundreds of cultural arts programs, including concerts by student groups, which contributed to the campus learning environment and Tampa's cultural life.

■ The Ethics Bowl Team advanced to the national championships for the third time in four years.

■ Nursing's BSN program was again ranked as the top program in the State for NCLEX passage rates and one of the top programs in the nation. Registered Nursing also ranked our nursing program as the top-ranked program in Florida out of 136 programs.

■ The Sykes College of Business' graduate programs were ranked No. 78 by *Bloomberg Businessweek*, and the school was named one of the World's Top Business Schools by The Princeton Review. It was also ranked as a Top Tier program in North America by *CEO* magazine, which also named UT's Executive MBA as the No. 32 Global Executive MBA program.

■ College Values Online ranked UT's marine science-biology program as the No. 9 best value, and Bioexplore ranked our marine science program No. 10 nationally.

■ The John P. Lowth Entrepreneurship Center received the 2017 NASDAQ Center for Entrepreneurial Excellence Award. And, it entered into a unique partnership with HSN to launch the American Dreams Academy for entrepreneurs and small business owners nationwide. Lastly, an entrepreneurship student was accepted as one of 17 students nationwide to participate in the 2017 Future Founders Fellowship.

■ The new M.S. in Criminology and Criminal Justice

launched successfully with an initial cohort of 17 students, and the new M.S. in Cybersecurity launched last fall with 11 students.

■ The M.Ed. in Educational Leadership, which launched in the fall and was featured in this magazine's last issue, was so successful that we have signed an agreement with Hillsborough County Public Schools for new classes in Fall 2018 and Fall 2019.

■ A UT team was the winning team at the recent Tampa Bay Technology Forum Exploratory Labs Boot Camp.

■ A UT team also won the recent Frank and Ellen Daveler Pitch Competition held at USF, with students from 10 Florida colleges and universities competing.

■ A UT student team took second place nationally in the annual Beta Alpha Psi Accounting Best Practices competition.

■ UT was selected as one of 10 schools in the U.S. to participate in the biannual Congreso Universidad Cuban International Conference, hosted by the Institute of International Education.

Lastly, UT created a workgroup to focus on the principles of free speech and academic freedom. The group hosted a speaker in the spring who examined many interesting questions, such as "What does academic freedom mean?" "Does it extend beyond teaching and research?" And, "does it include rights to due process?"

Fall 2017 enrollment was a record-setting 8,913.



enrollment

THE FALL 2017 ENROLLMENT CLASS WAS ANOTHER ALL-TIME record of student enrollment with 8,913 total students, a 7 percent increase over the prior year. Despite the many challenges I mentioned above, this recruitment year for the Fall 2017 entering class was one of our toughest and the Fall 2018 recruitment effort delivered more challenges.

During the 2017-2018 year we continued to focus on our sound overall strategy as we strengthened UT's market position with:

■ New and improved academic programs;

■ Additional full-time faculty, additional student advisors and strengthening of other areas of student support;

■ Pursuit of academic program quality along with associated recognition and special program accreditations;

■ Expanded co-curricular learning opportunities;

■ An enhanced campus atmosphere;

■ Many improvements to various services;

■ New promotional ma-

terials for all new programs, as well as refreshed and edited content on existing materials and throughout the UT website.

As usual we made numerous enhancements to our enrollment process as part of dealing with the increasingly challenging higher education enrollment environment.

We do not take our success for granted and foresee more challenges in recruiting students in the future. As such, we continued to focus on our sound overall strategy as we strengthen UT's market position. Despite the challenges and uncertainties noted previously, we expect to achieve a record enrollment of approximately 9,200 students this fall.

athletics and campus recreation

A HIGHLIGHT THIS YEAR WAS THE INAUGURAL SEASON OF beach volleyball. The team's record was 14-10, and the home matches provided a delightful way to spend a spring afternoon at the Beach Volleyball Complex near the center of campus.

Our student-athletes represented UT well in the classroom. The total team GPA for the 2017-2018 year was 3.14. Women's basketball had the highest team GPA of 3.5, followed closely by women's lacrosse with a 3.46, and then followed by the Sunshine State Conference (SSC) champion women's volleyball team.

Nearly all of our athletic teams had winning records, and many of our teams were nationally ranked this year, including baseball (SSC champions), men's basketball, women's basketball, men's lacrosse and men's soccer.

Women's lacrosse, which played its fifth season, had its best season on record with a 12-5 record, and our coach, Kelly Gallagher, was named SSC Coach of the Year.

Out of more than 600 scholar athletes, many were honored:

- 39 All-SSC selections;
- 15 All-Region;
- 8 All-Americans;
- 44 athletes of the week;
- 4 national players of the week.

And, as usual, the athletics department participated in community service projects with various organizations, logging more than 100,000 hours.

UT students are very interested in their own health and wellness, and even students who are not on NCAA teams have many outlets for their athletic, recreation and



UT had four national players of the week this year.

Beach volleyball athletes played their inaugural season in Spring 2018.



health interests. Two years ago we opened the Fitness and Recreation Center (and this year received silver LEED certification for its sustainable construction), and this year we experienced a total of 181,905 visits. This is impressive given our student body of 9,000.

The club sports program continues to be popular, with teams such as ice hockey, paintball, weightlifting and fishing. A highlight this year was in October when the ice hockey team played the U.S. Women's National Ice Hockey Team. The UT

team lost, but successfully prepared the Olympic team for the winter Olympics, where they earned gold.

Lastly, intramural sports saw its largest participation increase, and three new intramural sports were added this year: spike ball, table tennis and our first-offered adaptive sport, goalball. The intramural sports program was once again named one of the Top 50 Best Colleges for Intramural Sports by BestColleges.com, with 424 intramural sport teams comprising a record number of 5,142 student participants.

NEW ACCREDITATIONS AND REACCREDITATIONS

- ABET (Accreditation Board for Engineering and Technology) reaccreditation for our MIS program.
- NASM (National Association of Schools of Music) reaccreditation for our music and musical theatre programs.
- COSMA (Commission on Sport Management Accreditation) new accreditation for sport management.
- ACJS (Academy of Criminal Justice Sciences) for new criminology and judicial studies program accreditation.
- CAEP (Council for the Accreditation of Educator Preparation) new accreditation for teacher education.
- CCNE (Commission on Collegiate Nursing Education) new accreditation for baccalaureate and master's degree programs in nursing and the post-graduate APRN certificate program.
- FDOE (Florida Department of Education) renewed accreditation for UT's Department of Education.

co-curricular learning

THE OFFICE OF STUDENT AFFAIRS CONTINUED TO ADOPT THE SPARTAN READY FRAMEWORK for the division's strategic focus as part of UT's priority to better prepare students with life skills important to career and life success. We have now integrated Spartan Ready competencies into the student affairs assessment template and assessment report.

One of those ways is in Spartan Living, UT's intentional, sequenced, residential curriculum that was implemented in the fall. Utilizing Spartan Ready competencies, learning outcomes for residential students were articulated and learning experiences were sequenced across the academic year. Initial learning experiences included residence hall floor meetings, community standards, individual student conversations and alcohol and drug education.

The Residence Hall Association (RHA) infused Spartan Living into programs and initiatives by focusing on community building, resident advocacy and promoting inclusion. More than 500 students participated in three key programs, including Kids at UT, which hosted families from the greater Tampa community on campus for Halloween activities; Tie-identify, which recognized and supported various social identities; and Week of Appreciation, which celebrated fellow students, faculty, staff and themselves.

In partnership with the Honors Program, the Office of Residence Life established McKay Hall as an honors community, housing 161 honors students. Honors faculty facilitated monthly

events, including coffee talk dialogues and films. Spartan Living was again integrated through collaborative programming between the Honors Program and Residence Life.

Fraternity and Sorority Life (FSL) continues to grow with 1,601 members (a 9 percent increase from last year), and it has nearly doubled in size since 2012. The FSL community now comprises more than 21 percent of the total campus undergraduate population, and one organization was added: Phi Gamma Delta Fraternity.

UT's portfolio of leadership programs continued to provide a rich set of about 140 leadership development programs. The President's Leadership Fellows were involved in four cohort projects focused on Special Olympics, Bridging Freedom, human trafficking and child welfare. UT student participants in our Walt

Disney World's Leadership Program learned much and also volunteered at Give Kids the World Village.

The Office of Student Leadership and Engagement welcomed 19 new student organizations, including the Student Coalition Against Human Trafficking, Toastmasters @ UT, UTampa Women in Technology, SALLE — Students for Aiding the Lives and Living of the Earth, 'Cuz I'm African, TEDxUTampa, Venezuelans in America and Spartan First Response Club.

We continue to put many campus resources into Career Services programming and individual services. More than 217 career-related events were hosted across campus.

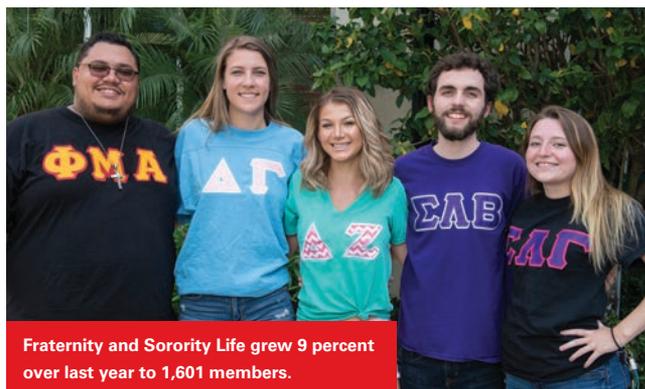
Nearly 400 companies participated in eight job and internship fairs and employer engagement programs, including the annual Etiquette Dinner, the Eleva-

Several new Leadership Excursion programs were also offered this year, which almost tripled student participation in our more entry-level leadership development programs. These included:

- Leadership at the Lowry Park Zoo;
- Leadership and Swimming with the Manatees;
- Leadership and Cooking;
- Leadership and Dragon Boat Racing; and,
- Leadership and Escape Room.

tor Pitch Competition, UT After Hours, Life After UT series and employer branding events, such as Cisco and BBVA. Career Services staff conducted 108 classes and sessions for UT students. In addition, Career Services hosted the first-of-its-kind on-campus job fair to promote campus jobs and internships. More than 11,200 jobs were available to students and alumni on HIRE UT.

Internships posted for current students rose dramatically by 261% as a direct result of the expanded University-wide efforts by the Faculty Internship Committee and our move to a new customer relationship management platform.



Fraternity and Sorority Life grew 9 percent over last year to 1,601 members.

health, wellness and counseling

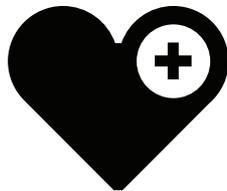
WE STRONGLY BELIEVE — AND RESEARCH SUGGESTS — that healthy students make better, happier and more productive students.

UT has seen similar trends in increased numbers of students accessing counseling services as many other colleges and universities. As such, we have made many enhancements to our counseling services delivery. An innovative highlight in this area this year is our piloting an after-hours call service. Students in crisis after hours now can receive a face-to-face assessment with a mental health provider through a HIPPA-compliant secure video site online and via Campus Safety smart phones and iPads. Currently, there are no other universities offering this type of after-hours care.

The University assisted with and/or promoted 413 programs offered by the Resource Team for Faith, Values and Spirituality and the 10 spiritual organizations on campus.

Wellness Services and Live Well UT provided or participated in nearly 2,000 programs, presentations and meetings focusing on educating our students in all areas of wellness. Each of Live Well UT's student-led initiatives, events, student contacts, presentation attendees and one-on-one sessions were combined to ultimately have more than 60,000 student interactions.

Live Well UT expanded its program by adding five



2,000

programs, presentations, and meetings focused on educating students in all areas of wellness.



The Energi Wellness Symposium was one of almost 2,000 wellness programs provided by Live Well UT.

new initiatives in order to serve a wider breadth of students. These included Tampa Spartans for Animals, Spartan First Response, UT Spartans Body Building Club, International Student Organization (ISO) and Service Oriented Spartans (SOS).

Better Together and the Faith, Values and Spirituality program have worked to create numerous annual signature events to support the interfaith efforts on campus. These events include the Gratitude Banquet

and Interfaith Graduation Celebration in the fall and Interfaith Harmony Week, the Interfaith Retreat and the second Interfaith Graduation Celebration in the spring.

Lastly, the UT Recovery Community secured a grant from Transforming Youth Recovery Higher Education Grantee Program that provided support for substance-free programming. This programming was open to all students in order to encourage a healthy lifestyle.

INSTITUTIONAL RECOGNITION

UT's reputation continued to expand with hundreds of press releases and media stories, and recognition by various national ranking services. Selected institutional and program recognitions are noted below:

- UT was again ranked by *U.S. News and World Report* in the Top Tier of Best Regional Universities (South). Noteworthy this year was that UT was also named in four web-exclusive lists, including Best Value Schools and Best Colleges for Veterans.
- UT has been regularly named a Military Friendly

University by Victory Media and *Military Advanced Education*, putting us in the top 15 percent of all universities.

- UT was again named to the Phi Theta Kappa Transfer Student Honor Roll as one of the top 60 universities in the nation for transfer students.

operations

WE WERE EXCITED TO OPEN THE 91,000-SQUARE-FOOT Graduate and Health Studies building at the end of August. See the story, page 2.

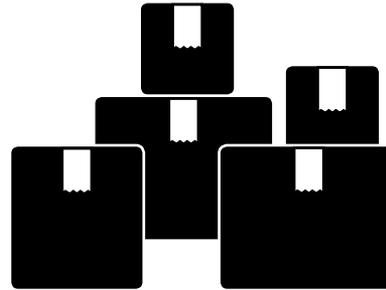
We also were excited to start the rebuilding of the Riverside Center. Again, see the story, page 6. The new Riverside Center will enhance many campus functions, including adding space for Career Services, adding faculty offices and classrooms and implementing a bigger language lab.

However, one of the big enhancements to the Riverside Center is in Mail Services. As you may expect, the ways in which students use postal services vary greatly from even five years ago. Like most college mail centers across the country, UT experiences an avalanche of students' packages

at the beginning of each fall semester, and the avalanche continues for much of the academic year. The final count last year exceeded 100,000 packages.

The Mail Services redesign will feature electronically controlled package lockers that can be accessed by students whether or not the Mail Services center is open. The new Mail Services center will have optimized space for receiving mail and packages, and the public lobby area will have self-service equipment and full-service counters.

Similar to the challenges of other large institutions, UT is bombarded daily by

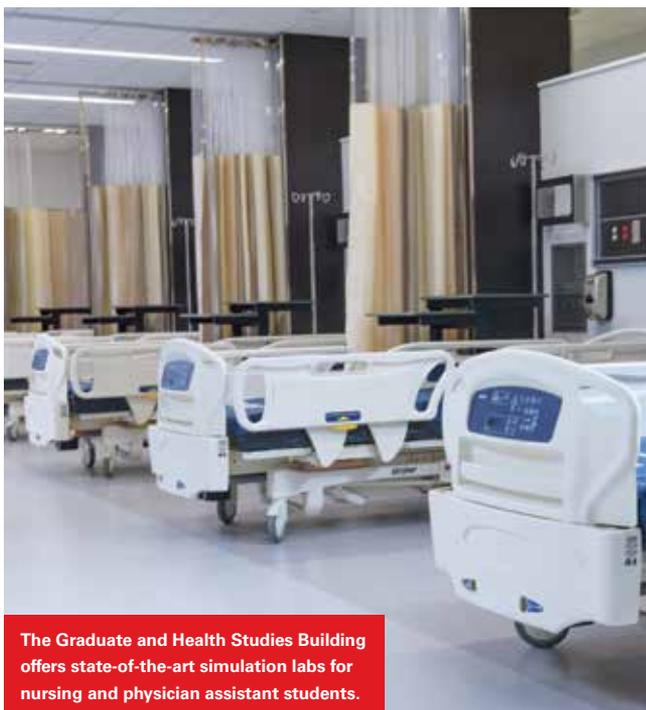


Mail Services processed more than 100,000 packages last year.

thousands of attempts to violate our information system's security. In this increasingly dangerous world, we work to constantly train employees, tighten systems and add the latest cybersecurity technology. One example is the addition of two-factor authentication for off-campus and on-campus system access verification. UT continues to be a model cybersecurity program in higher education. As part of our ongoing cybersecurity diligence, we also went through three audits this year (one by an

internal team and two by external auditors).

Lastly, UT continues to implement a new enterprise-wide software system, which began more than two years ago and touches many areas of campus — billing, human resources, admissions, registrar, finances, etc. The new cloud-based Workday software promises greater convenience as well as efficiency and effectiveness improvements, once we complete the difficult and time-consuming installation process.



The Graduate and Health Studies Building offers state-of-the-art simulation labs for nursing and physician assistant students.

a final note

I WOULD BE REMISS IF I DIDN'T MENTION THAT THIS YEAR saw the passing of Bruce Samson, who served as UT president in the late 1980s. He established a solid financial footing for the University and started the trajectory for improving the campus infrastructure. Much of what he started we've been able to build on for the past 20-plus years.

We must continue The University of Tampa's positive trajectory. As such, on behalf of my wife Renée, myself, senior staff colleagues and the entire University community, we thank all members of the Board of Trustees, the Chiselers, Fellows, Counselors, alumni, families, friends, as well as our faculty and staff for help in building our great University.

Thank you for your interest and support!