A Synopsis of The College of Marine Science's Vision for the Future and the Search for the New Dean

I. First-Order Points of Consensus Reached by the USF College of Marine Science Faculty

The following summarizes the primary points of consensus reached by members of the ranked tenured/tenure-earning faculty of the College of Marine Science (CMS). These points represent a broad, logically-sequenced perspective on various critical issues facing the CMS as we prepare for our future. We agree that these points provide important background and guidance for the new dean search. We have developed these points while being mindful of the strategic plan and goals of the University of South Florida.

1. By virtue of being nearly surrounded by water, every aspect of Florida's economy is impacted by the ocean. Indeed, the State's geologic origin and natural resources are entirely dominated by the history of past oceanographic events. Correspondingly, Florida's human history and the workings of its modern society have intimate ties to the State's enormous coastline, the robust character of the local marine environment, and the relationship between this environment and both regional and global climate. As a result, Florida requires a first-rate marine science program to educate its citizens about the marine environment, to create new oceanographic knowledge through research, and to provide the critical information necessary for the sound management of Florida's marine resources. The University of South Florida is *uniquely positioned* to house the premier marine science program within the State University System. Additionally, the University of South Florida is *uniquely positioned* to house one of the premier marine science programs in the US and the world.

2. We are a graduate-level teaching and research program in the marine sciences, with a number of highly-significant, embedded components such as technological advancement and education and community outreach. We are committed to diversity, environmental stewardship, and to enhancing the public awareness on the importance of marine science and of science in general.

3. Marine science will remain the application of biology, chemistry, geology, and physics to the study of the oceans and the ocean-atmosphere and ocean-lithosphere interactions, requiring strong expertise in these core disciplines. However, we see our future in our ability to assemble

multidisciplinary teams that are capable of advancing complex questions of earth systems science (includes oceanography/marine science) in their broadest sense. We aspire to increase our leadership role in earth systems science through our core science expertise, new technological advancements and strong interactions that are internal and external to the University of South Florida.

4. To remain competitive our studies must continue to be societally relevant and hence more quantitative (predictive). This can be accomplished by embracing climate studies (natural and anthropogenic) and concepts of ecosystem-based management in their broadest sense. This requires the nurturing of synergistic research teams aimed at understanding how earth science systems work.

5. To address points #3 and #4, we need to redefine and implement changes to the strategic composition of our faculty. This includes filling existing vacancies, replacing expected retirements, increasing our faculty by adding critical positions, and increasing the necessary support staff. Through strategic composition and critical mass we will be better poised to compete for (and even define) major scientific initiatives within the context of point #4 above. We will also be in a stronger position to interact constructively with the marine scientists (~600) who work for the locally-based federal and state agencies and the private sector (e.g., US Geological Survey, Florida Fish and Wildlife Research Institute, National Oceanic and Atmospheric Administration, National Estuarine Program, US Coast Guard, and Mote Marine Laboratory). Our vision is to be a pre-eminent marine science program benefiting from and contributing to the collective expertise of the region.

6. Achieving strategic composition requires attracting, nurturing, and retaining the best available faculty. We need aggressive searches, well-funded start-up packages, significant mentoring, and rigorous tenure reviews. With perhaps a few exceptions at the senior level, we seek to grow and retain our own faculty stars, beginning with the best young scientists and allowing those who do not rise to this status to seek their future elsewhere. Our strategic aim is to retain only those scientists who will not only be successful at the highest levels of federal awards competition, but who will be leaders in major efforts such as the Integrated Ocean Drilling Program (IODP), the Integrated Ocean Observing Systems (IOOS) and future programs yet to be defined.

7. Coupled with growing our own stars and attracting new ones is a renewed effort to make the most of our existing, tenured faculty.

8. One of the emerging strengths in the College of Marine Science is the Center for Ocean Technology (COT). All of the most highly-ranked

oceanographic programs have technology support. Additionally, new insights into the oceans' workings have generally followed technological advancements. Here in the CMS, we are proud to point to COT innovations such as the Spectrophotometric Elemental Analysis System (SEAS), Bottom Stationed Ocean Profiler (BSOP), Shadow Imaged Particle Profiler (SIPPER), autonomous microbial genosensor, and many other of our own inventions. These systems hold great promise for applications within the emergent IOOS with both deep-ocean and coastal elements. Therefore, we must continue to maintain a strong COT as part of the CMS and improve the functionality of the Patents and Licensing Program within USF's Office of Research. This will help facilitate what we envision as a technology incubator here in St. Petersburg contributing to the business growth of the greater Tampa Bay area.

9. To date our graduates have enjoyed success across all lines of academic, government, and private-sector employment. We will continue to re-assess our curriculum so that our future graduate students will benefit from our strategic advancements and new collaborations. We want to be known for the quality of our science and the quality of the scientists that we train. A key indicator of long-term success for any program is how highly its graduates are regarded. We note that our graduate level teaching and research (our core mission) are inextricably entwined. Our graduate student contact hours and mentoring are a major part of our research, and this will continue into the future.

10. We recognize that not all of the required resources can flow directly from the university or from the governmental agencies; private-sector monies are essential. The establishment of endowments through private-sector contributions must be a major objective for the new CMS Dean. Facilitation of this activity will be required of USF by providing a dedicated development officer and public relations staff-support to highlight all CMS activities that may be of interest to potential donors. We need to aggressively publicize our accomplishments and market opportunities for private contributions. As the premier marine science institution on the west coast of Florida, a state surrounded by and deriving most of its economy from the ocean, there should be ample opportunity to raise private endowment funds given adequate support and encouragement by the university.

11. We recognize that a diverse faculty, staff, and graduate student body are essential elements to the future success of any program. We are committed to continuing to diversify the CMS and point out that our past efforts qualify us as a national model for marine science research programs.

II. Qualities of the New CMS Dean

Given that we have an excellent faculty and that we will strive for future improvements through strategic hires, we seek a dean who will be dedicated to:

1. Enabling faculty performance.
2. Recruiting the best students and being pro-student.
3. Searching for new initiatives.
4. Working toward developing outside partnerships with the government (city/state/fed), and private entrepreneurial sectors with individual donors.
5. Developing innovative high-profile programs (such as the Oceanography Camp for Girls).
6. Making science relevant to the broader public through effective communications with all outside groups and by promoting and being enthusiastic and passionate about science.
7. Being resilient--able to absorb criticism and respond in a positive manner-- and persistent, while being capable of accepting good advice.
8. Being competitive in advancing CMS and USF goals.
9. Being an effective fund-raiser.
10. Be a "thought" leader and have a high visibility in the State;

Personal qualities must include:

- excellent judgment,
- fairness,
- boundless energy, and
- the demeanor to be an effective administrator of internal CMS affairs.