

University of Tampa Muezzin President's Report 1977-78

## Richard D. Cheshire

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Our name "The Muezzin" originated in the religion of Islam founded by the prophet Mohammed in the early centuries after Christ and practiced primarily in middle eastern countries. The muezzin is the official who proclaims the azan (call to public worship) to which the Muslims respond with set phrases. The summoning is performed by the voice of the muezzin as he stands at the door or at the side of a small mosque (temple) or in the minaret of a large one. Today the muezzin still sounds the call to worship, but in some modernized mosques his voice is placed upon electronic recordings which are amplified to echo the azan throughout the countryside. The University of Tampa "Muezzin" publication performs a similar function in that it broadcasts the call for higher education among its readers. The name was inspired by Plant Hall's 13 Moorish style minarets, gleaming above trees and buildings as a landmark of learning in the heart of the city of Tampa.





## **Dear Colleagues and Friends:**

When I came to Tampa a year ago October I discovered your enthusiastic reaction to the possibilities of UT developing as a first-class center of higher learning, just as metropolitan Tampa Bay is developing as a dynamic center of commerce and culture. I was also advised by many of you that we faced several important problems: we were threatened by a prospective \$400,000 operating deficit for the year, the community hadn't yet forgiven us for dropping football, our enrollment prospects were problematic, we were not properly organized for policy-making.

Underlying both the possibilities and the problems I also found that the University of Tampa was blessed with a large reservoir of good will among the leaders of Tampa; that we had many strengths academically, including a faculty committed to good teaching and personal attention to our students; that we were very hardy and resilient and able to adjust to present and future circumstances—in short, we are better than we think we are.

We managed during 1977-78 to accommodate all of those pressing problems I had been told about. There was no deficit. Financial support increased dramatically. A new intercollegiate sports policy was adopted and commanded major new alumni backing. Enrollment increased substantially. Our management structure was completely reorganized.

Through the hectic and exhilarating days of a very busy year my family and I have grown in appreciation for the warmth and dedication of the people of Greater Tampa to the idea of quality higher education at their own privately-sponsored downtown university. For our family, Tampa is now home and we thank everyone who has helped make it such a pleasant one.

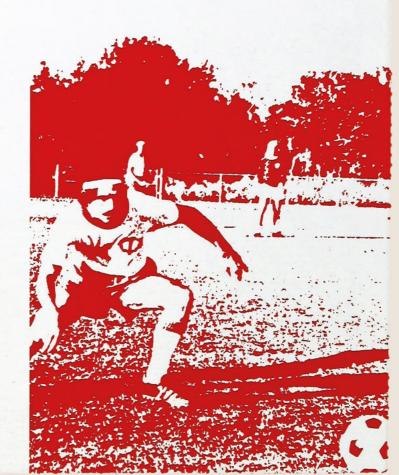


#### The Immediate Actions

Despite sharply reduced freshman enrollment and an extraordinary \$200,000 capital expenditure from current funds, we balanced our budget from available resources, without borrowing, by cutting spending, trimming several staff positions, increasing gift income, and spending part of our reserves. The staff was further cut by 21 more positions at the end of the year—a net reduction from 343 to 319 full-time employees—in order to put more budget into scholarships and educational programs. The admissions effort was strengthened, resulting in a freshman class 40% larger this fall than last. Careful attention to the situation of each student helped increase spring-to-fall retention from the 70% average of the last five years to 82% for this year. We began to move the Forward Fund from current year gift funding to advance funding for the following year, assuring then that we would only spend money already in hand. Under the chairmanship of Trustee Fred Learey, we met our mid-year June 1978 goal by increasing gift income 83% over the same period a year ago.

The Tampa Alpha local alumni chapter pledged \$200,000 over a five-year period to improve our athletic program, and already we have added a full-time athletic trainer and new full-time staff to coach men's baseball and soccer and women's volleyball and basketball. Major facilities improvements included the acquisition of the former Host Hotel as a residence hall for 194 students, and we established a new full-service Computer Center on campus that now provides for extensive "hands on" use of computers by our students and a capacity for new academic study in computer science.

To help assure continued management effectiveness, we created during the year a mandatory evaluation program by which each major segment of the University's operations will be studied every five years, beginning this year with the financial, physical plant, and support services areas administratively organized as "business affairs." Also, at the close of last year the Board entered into an arrangement with its external real estate develop-



ment affiliate, the Tampa Improvement Foundation, which will give leadership to the disposition of surplus University properties.

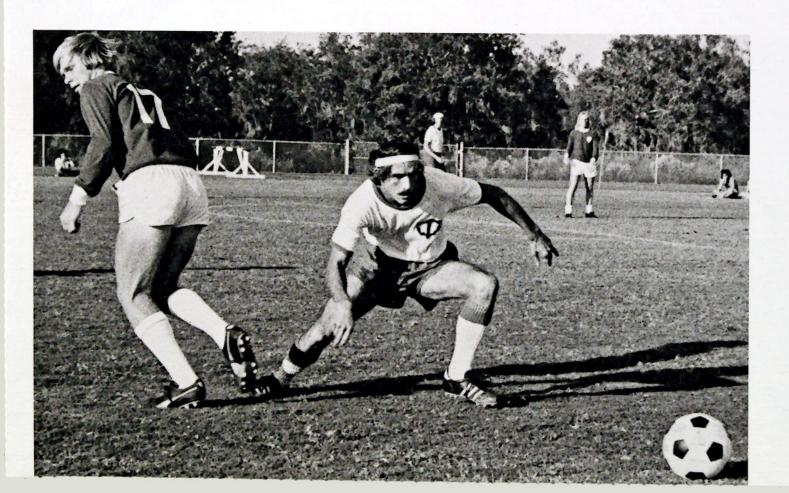
### Re-Organization

During the year we organized our policy development so that decisions for the future are fully informed and broadly based. Academic and student matters are now combined in one educational affairs administrative organization; planning and budgeting are now brought together in the president's office; and student recruitment is now part of the public affairs effort (with development, community and alumni relations, and public information). The three operating areas of educational, business, and public affairs are paralleled by three Councils of the Board and three Councils of a new oncampus program policy group called the Collegium. (The formation of the faculty/staff/student Collegium was agreed to by separate *unanimous* votes of the Trustees, the Faculty, and the students!) Each senior officer is responsible according to the new Board of Trustees Bylaws for liaison between the appropriate Board and Collegium Councils, so the consideration of policy at all levels—purpose, program, and practice—is now fully integrated.

In a significant departure from previous policy, standards of University citizenship were clarified and tightened. At the same time, students were given the responsibility for developing their own rules of conduct within the framework of the University's new standards, and they were put in charge of deciding how their own activities fee income would be spent for student programs and publications.

## Service To Tampa Bay

As a *Tampa Tribune* editorial reported this fall, the University of Tampa has "roller-coasted its way through years of triumph and trauma" and now "has come home." Though founded to serve Bay Area students, later



competition from the public sector required that the search for students go national. But through it all we have had the loyal and constant support of the civic leadership of Tampa, and we began last year to work harder to validate our founding and reward our support.

A new financial aid program for Greater Tampa students only has brought 76 Hillsborough and Pinellas honors scholars into our student body this fall. The Board of Trustees, led most of the year by Jimmie Gray and Tommy Touchton and more recently by Bob Thomas and Harris Mullen, expanded its own membership to include a broader representation of the Greater Tampa community; it was most gratifying that these distinguished community leaders asked to serve on the Board agreed readily to do so.

Scott Christopher, "Mr. Tampa" to many because of his 27 years as head of the Greater Tampa Chamber of Commerce, joined the University's staff as director of community and alumni relations. We extended the University's MBA program to our campus extension at MacDill Air Force Base and continued the development of special continuing education seminars for business men and women.

#### What Next?

Much remains to be done. Our initial efforts to redefine our mission need to be continued and we need to develop a special style of doing higher learning that will attract greater interest in the very competitive years ahead. The idea that has resulted from our assessment last year of the particular strengths of the University is that we extend the partnership management approach now begun to a partnership learning program that will fully engage students with faculty in active small group individualized learning in an academic year of greater pace and variety. I hope to report at this time next year that 1978-79 was a year that yielded such a program. We also have found the need for more discipline in the way our curriculum is offered to students, a greater integration of academic study and practical experience,



and an accommodation somehow of the curricular imbalance that could result from unusually high enrollments in the business administration and science divisions.

Some administrative operations still need improvement, and we all have yet to fully adjust to our complex new decision-making process. But these are exhilarating challenges, and we look forward to them with confidence.

1977-78 was a year in which we concentrated on revitalizing management. That process continues as we adjust to new and tougher standards of academic practice. It is to the idea of partnership learning, a combination of traditional and progressive education in which the primary focus is on neither teacher nor student but on the cooperation of the two, that we now turn our major attention.

During Inaugural Week this fall a *Tampa Times* editorial remarked that "The University of Tampa could be an institution which upholds and supports the moral fiber of a community through sheer dedication to extraordinary standards in the pursuit of learning. That's the excitement at UT... and our hope is that the spark of enthusiasm for excellence which flickers anew this week will burn deeply in the heart of our community."

I agree.

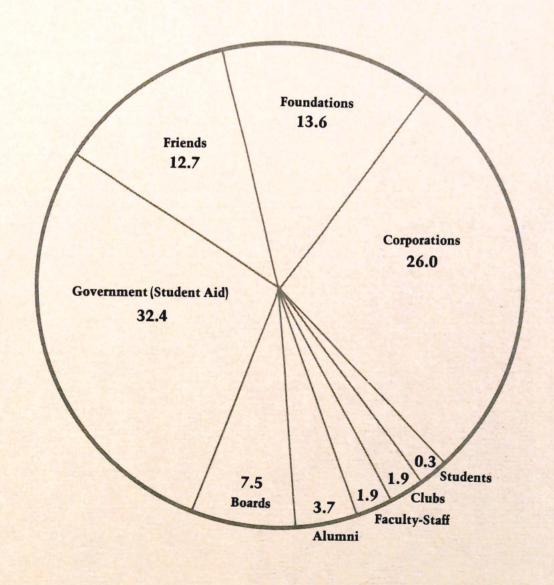
Richard D. Cheshire President of the University





# Gifts—1977-1978

| Alumni              | \$   | 42,828.04  |
|---------------------|------|------------|
| Boards              |      | 86,165.63  |
| Clubs               |      | 22,346.97  |
| Corporations        |      | 300,028.14 |
| Foundations         |      | 157,496.36 |
| Friends             |      | 146,485.85 |
| Government (Student | Aid) | 374,497.00 |
| Parents             |      | 326.00     |
| Faculty-Staff       |      | 22,008.32  |
| Students            |      | 3,020.00   |
| TOTAL               | \$1, | 155,202.31 |





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## The University of Tampa Profile

| <b>Year Ended June 30</b>                           | 1978   | 1977  | 1968   |
|---|--|---|--|
| Total Operating Expenditures Scholarships           | \$ 8,757,680<br>557,938                          | \$ 7,932,803<br>465,066                         | \$2,968,443<br>50,641                          |
| Income Used for Operations: Tuition and Fees        | 5,688,136<br>63,983<br>586,927                   | 5,480,766<br>34,921<br>396,418                  | 2,152,234<br>30,317<br>156,754                 |
| Total Gifts Received                                | 1,155,202  | 917,410   | 881,363  |
| Total Assets Endowment Physical Plant Other Assets  | 13,157,966<br>1,534,027<br>11,128,640<br>495,299 | 11,610,490<br>1,068,378<br>9,878,143<br>663,969 | 8,048,524<br>429,298<br>5,487,020<br>2,132,206 |
| Enrollment (Fall)                                   | *2,335   | *2,457  | *2,242   |
| Annual Tuition, Board, Room, and Fees (per student) | 4,420  | 4,100   | 2,090  |

Note: Financial figures have been taken from the University's audited financial statements.

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