



Consolidation Planning Study and Implementation Task Force

Student Success, Academic Programs & Campus Identity Subcommittee Hearing

August 28th

9:00 AM – 12:00 PM

USF Sarasota-Manatee, Selby Auditorium

Subcommittee Members: Mike Griffin, Chair; Rick Piccolo, Dr. Tonjua Williams

Staff Liaison: Paige Beles

A G E N D A

- I. Call to Order Mike Griffin

- II. New Business – Action Items
 - a. Approval of July 9, 2018 Meeting Notes Mike Griffin

- III. New Business – Information Items
 - a. Introduction Mike Griffin

 - b. Testimony
 - i. Labor Market Demand for Expanded Academic Programs
 - Dave Sobush, Director of Policy and Research, Tampa Bay Partnership
 - Jason Mathis, CEO, St. Petersburg Downtown Partnership
 - Mireya Eavey, Chief Workforce Officer, The Greater Sarasota Chamber of Commerce/CareerEdge Funders Collaborative
 - Bryce Aspinwall, Director of Client Success, Burning Glass

 - ii. Consolidation Update: Academic Programming in the Context of Consolidation
 - Peter Stokes, Managing Director, Huron Consulting Group

 - iii. Student Success and Employment
 - Dr. Ruthann Atchley, Associate Vice President for Community Engagement, USF Tampa
 - Toni Ripo, Coordinator of Career Services, USF Sarasota-Manatee



Consolidation Planning Study and Implementation Task Force

- | | | |
|-----|-----------------|--------------|
| c. | Public Comment | Mike Griffin |
| d. | Open Discussion | All |
| IV. | Adjournment | Mike Griffin |

*Next Scheduled Subcommittee Meeting: Thursday, October 18, 2018
1:30 PM – 3:30 PM, USF St. Petersburg*

T A M P A B A Y
PARTNERSHIP

DAVE SOBUSH | DIRECTOR OF POLICY & RESEARCH

REGIONAL COMPETITIVENESS REPORT

2018

REGIONAL COMPETITIVENESS REPORT

ECONOMIC VITALITY

INNOVATION

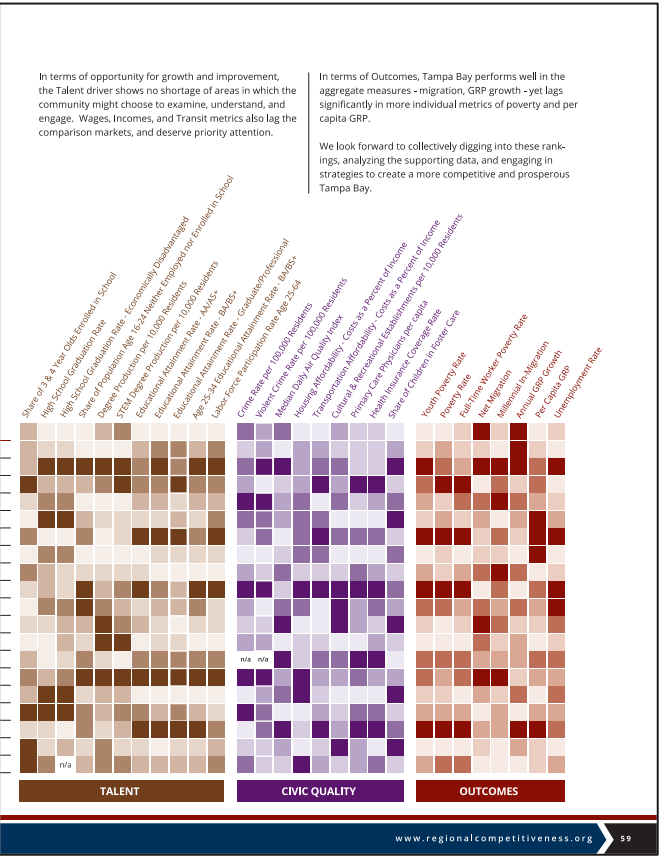
INFRASTRUCTURE

TALENT

CIVIC QUALITY

TAMPA BAY
PARTNERSHIP

in collaboration with



www.regionalcompetitiveness.org

TAMPA BAY
PARTNERSHIP

in collaboration with



United Way Suncoast

PROSPERITY FRAMEWORK



ECONOMIC VITALITY
INNOVATION
INFRASTRUCTURE
CIVIC QUALITY
TALENT



STRUCTURE
SMALL COMPACT TYPE

REGIONAL COMPETITIVENESS REPORT

2018

ECONOMIC VITALITY
INNOVATION
INFRASTRUCTURE
TALENT
CIVIC QUALITY

ECONOMIC VITALITY: JOB GROWTH RATE



**Nearly 67,000 new
jobs created**

(June 2016 – June 2017)



The average wage in #1 Seattle is
\$70,129

#19

Tampa Bay is **\$45,434**

TALENT: STEM DEGREE PRODUCTION (per 10k residents)



**Total degree production is
93.8 per 10k residents**

(2015-2016 academic year)

TALENT: EDUCATIONAL ATTAINMENT

#19 ASSOCIATE'S DEGREE OR MORE
36.9% vs. Raleigh-Durham (#1) at 55.8%

#20 BACHELOR'S DEGREE OR MORE
27.7% vs. Raleigh-Durham (#1) at 47.2%

#20 GRADUATE/PROFESSIONAL DEGREE OR MORE
9.9% vs. Raleigh-Durham (#1) at 18.7%

A black and white photograph of a large crowd of graduates in caps and gowns, many with their hands raised in celebration. The text is overlaid on the top half of the image.

**Over 51% of Raleigh-Durham millennials
have a Bachelor's degree or higher**

A red circular graphic containing the number #19, positioned to the left of the text.

#19 In Tampa Bay, it's 28%

TALENT: LABOR FORCE PARTICIPATION

#20 AGE 25-64: LABOR FORCE PARTICIPATION RATE
74.9% vs. Minneapolis-St. Paul (#1) at 85%

#19 AGE 16-24: NOT IN SCHOOL, NOT AT WORK
13.9% vs. Minneapolis-St. Paul (#1) at 7.6%

STRATEGIC PARTNERSHIP



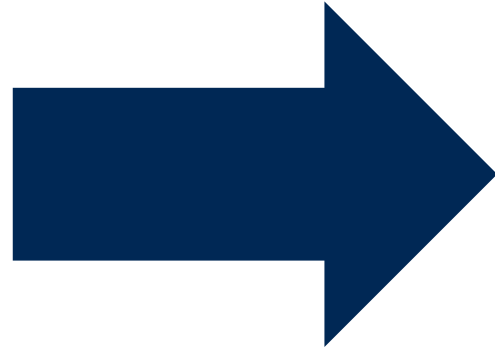
MUUMA

COLLEGE OF BUSINESS
UNIVERSITY OF SOUTH FLORIDA

T A M P A B A Y
P A R T N E R S H I P

FORECASTING MODEL

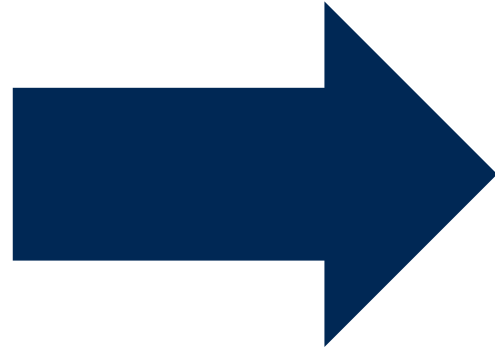
Increase
Educational
Attainment
(Bachelor's degree
and above) by
1%



Increase
GRP Per Capita
by
\$233.05

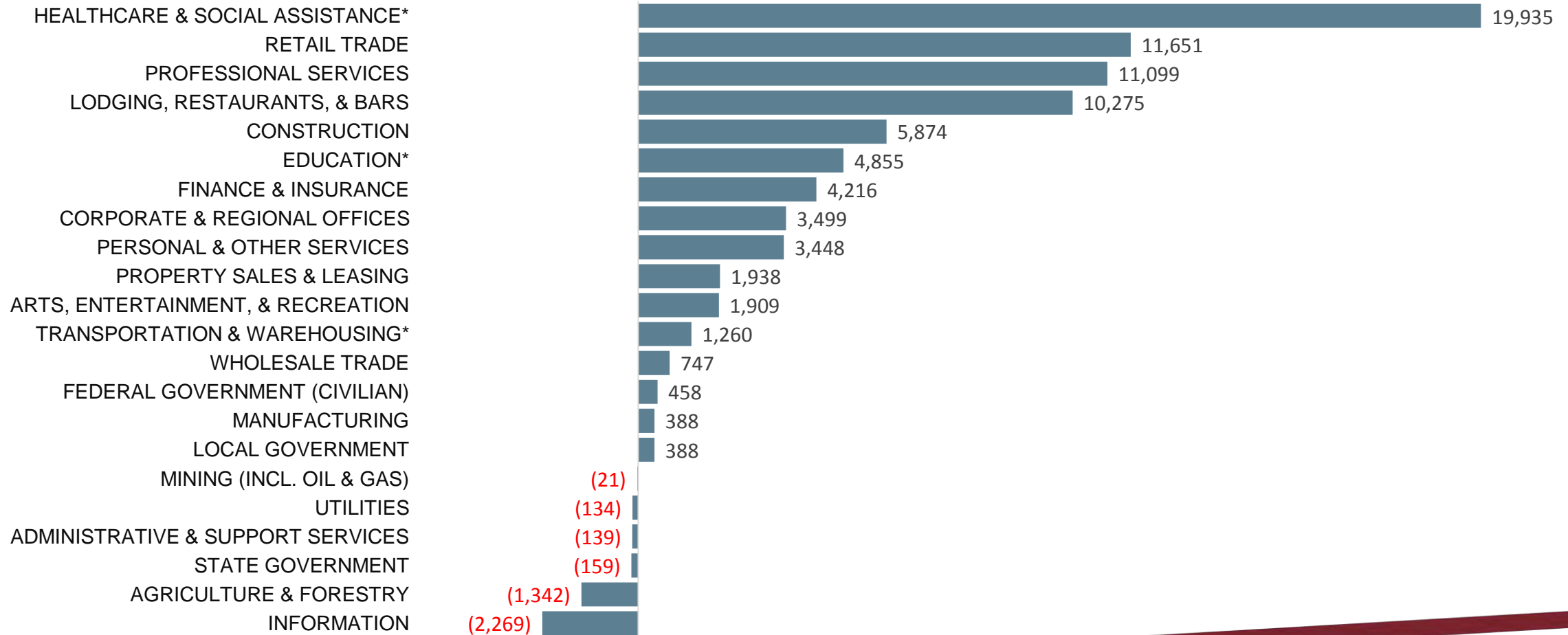
FORECASTING MODEL

Increase
Educational
Attainment
(Grad/Professional
degree and above)
by
1%

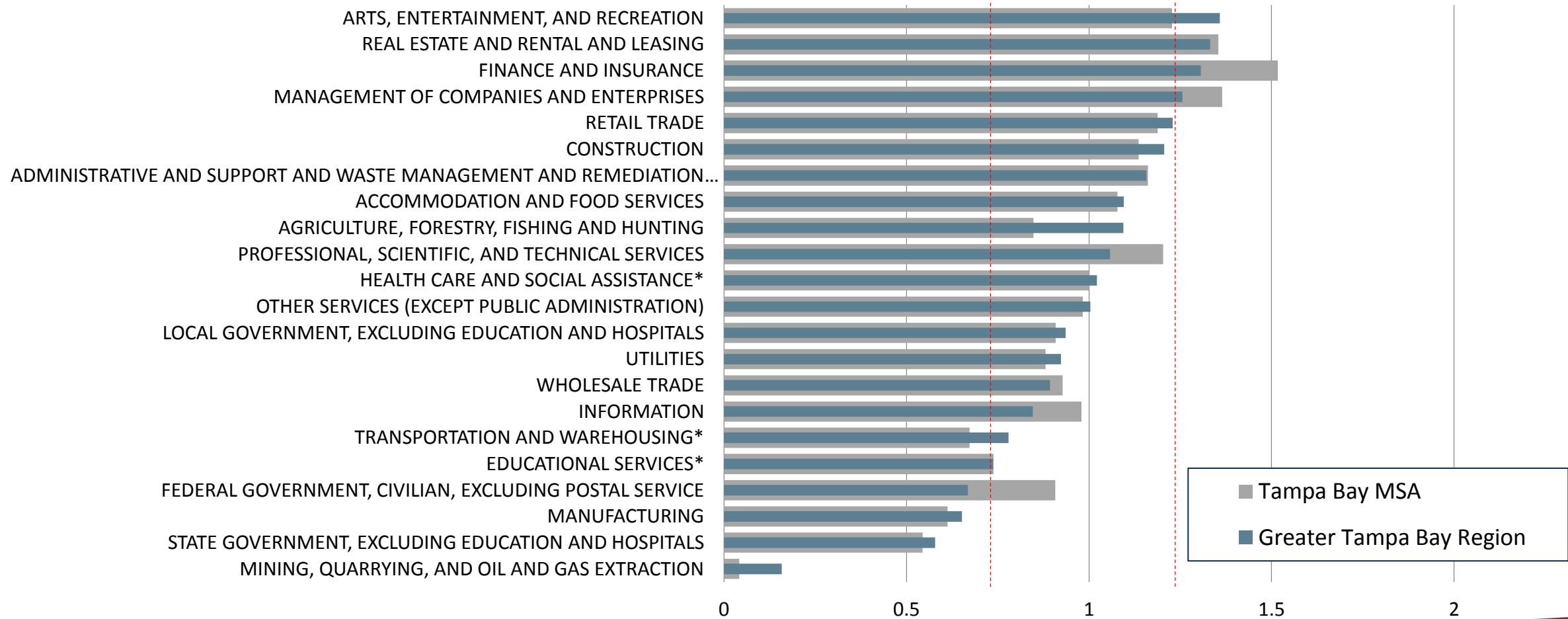


Increase
GRP Per Capita
by
\$615.90

PROJECTED INDUSTRY GROWTH, TAMPA BAY (2017-2022 CHANGE IN JOBS)



INDUSTRIES BY LOCATION QUOTIENT



TOP 20 MIDDLE & HIGH SKILL OCCUPATIONS

NET JOB CHANGE 2017-2022

MIDDLE SKILL = REQUIRES SOME TRAINING BEYOND HIGH SCHOOL, BUT LESS THAN A 4-YEAR DEGREE.

NET CHANGE	OCCUPATION DESCRIPTION	MEDIAN HOURLY EARNINGS
+2,774	Registered Nurses	\$31.03
+1,441	Accountants & Auditors	\$29.55
+1,389	Cooks, Restaurant ✦	\$11.56
+1,308	Nursing Assistants ✦	\$12.02
+1,208	General & Operations Managers	\$53.37
+1,127	First-Line Supvsr., Office & Admin. Support ✦	\$25.49
+1,020	Heavy & Tractor-Trailer Truck Drivers ✦	\$17.42
+1,019	Medical Assistants ✦	\$14.79
+908	Teachers, Postsecondary	\$30.31
+880	Management Analysts	\$33.15
+873	Software Developers, Applications	\$41.52
+861	Maintenance & Repair Workers, General ✦	\$15.23
+803	First-Line Supvsr., Food Prep. & Servers ✦	\$16.03
+730	Market Research Analysts & Mktng. Specialists	\$29.20
+687	Business Operations Specialists, All Other	\$30.13
+678	First-Line Supvsr., Retail Sales Workers ✦	\$18.72
+671	Sales Reps., Services, All Other ✦	\$23.38
+583	Licensed Practical/Vocational Nurses ✦	\$20.81
+575	Computer Systems Analysts	\$39.79
+561	Medical Secretaries ✦	\$14.84

TOP 20 HIGH SKILL OCCUPATIONS

NET JOB CHANGE 2017-2022

NET CHANGE	OCCUPATION DESCRIPTION	MEDIAN HOURLY EARNINGS
+2,774	Registered Nurses	\$31.03
+1,441	Accountants & Auditors	\$29.55
+1,208	General & Operations Managers	\$53.37
+908	Teachers, Postsecondary	\$30.31
+880	Management Analysts	\$33.15
+873	Software Developers, Applications	\$41.52
+730	Market Research Analysts & Mktng. Specialists	\$29.20
+687	Business Operations Specialists, All Other	\$30.13
+575	Computer Systems Analysts	\$39.79
+478	Managers, All Other	\$21.09
+431	Physicians & Surgeons, All Other	\$112.70
+386	Teachers, Elementary (Except Special Ed.)	\$21.36
+334	Nurse Practitioners	\$44.03
+330	Computer & Info. Systems Managers	\$63.22
+327	Software Developers, Systems Software	\$43.24
+316	Financial Managers	\$57.28
+314	Lawyers	\$43.92
+306	Medical & Health Services Managers	\$48.13
+278	Physical Therapists	\$41.77
+271	Personal Financial Advisors	\$35.95

USF OFFERS PROGRAMS IN MOST OF THESE HIGH SKILL, HIGH WAGE OCCUPATIONS

TOP 20 MIDDLE & HIGH SKILL OCCUPATIONS

OPENINGS 2017-2022

TOTAL OPENINGS ARE THE SUM OF NEW JOBS AS WELL AS OPENINGS RESULTING FROM CAREER CHANGE AND RETIREMENT.

TOTAL OPENINGS	OCCUPATION DESCRIPTION	MEDIAN HOURLY EARNINGS
10,638	Nursing Assistants	\$12.02
10,318	Cooks, Restaurant	\$11.56
9,888	Registered Nurses	\$31.03
9,451	Bookkeeping, Accounting, & Auditing Clerks	\$17.14
9,410	First-Line Supvsr., Office & Admin. Support	\$25.49
8,346	First-Line Supvsr., Retail Sales Workers	\$18.72
8,304	Heavy & Tractor-Trailer Truck Drivers	\$17.42
7,934	Sales Reps., Services, All Other	\$23.38
7,887	Accountants & Auditors	\$29.55
7,523	First-Line Supvsr., Food Prep. & Servers	\$16.03
7,449	Maintenance & Repair Workers, General	\$15.23
7,212	Sales Reps., Whls. & Mfg., Exc. Tech. & Scientific	\$23.95
6,738	Business Operations Specialists, All Other	\$30.13
6,635	General & Operations Managers	\$53.37
5,213	Medical Assistants	\$14.79
5,106	Teachers, Postsecondary	\$30.31
4,508	Management Analysts	\$33.15
4,398	Teachers, Elementary (Except Special Ed.)	\$21.36
4,333	Insurance Sales Agents	\$25.25
4,177	Hairdressers, Hairstylists, & Cosmetologists	\$10.63

TOP 20 HIGH SKILL OCCUPATIONS

OPENINGS 2017-2022

USF OFFERS PROGRAMS IN MOST OF THESE HIGH SKILL, HIGH WAGE OCCUPATIONS

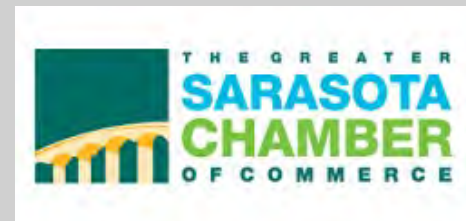
TOTAL OPENINGS	OCCUPATION DESCRIPTION	MEDIAN HOURLY EARNINGS
9,888	Registered Nurses	\$31.03
7,887	Accountants & Auditors	\$29.55
6,738	Business Operations Specialists, All Other	\$30.13
6,635	General & Operations Managers	\$53.37
5,106	Teachers, Postsecondary	\$30.31
4,508	Management Analysts	\$33.15
4,398	Teachers, Elementary (Except Special Ed.)	\$21.36
3,239	Human Resources Specialists	\$24.22
3,222	Software Developers, Applications	\$41.52
3,201	Market Research Analysts & Mktng. Specialists	\$29.20
2,656	Securities, Commodities, & Financial Srvcs. Sales	\$27.22
2,499	Teachers, Secondary (Exc. Special Ed. & CTE)	\$22.82
2,458	Managers, All Other	\$21.09
2,405	Sales Reps., Whls. & Mfg., Tech. & Scientific	\$32.34
2,156	Lawyers	\$43.92
1,935	Teachers, Middle School (Exc. Special Ed. & CTE)	\$21.59
1,932	Training & Development Specialists	\$26.49
1,796	Loan Officers	\$35.98
1,758	Computer Systems Analysts	\$39.79
1,739	Financial Managers	\$57.28

T A M P A B A Y
PARTNERSHIP

DAVE SOBUSH | DIRECTOR OF POLICY & RESEARCH

Sarasota & Manatee Counties In-Demand Jobs

CareerEdge
Funders Collaborative

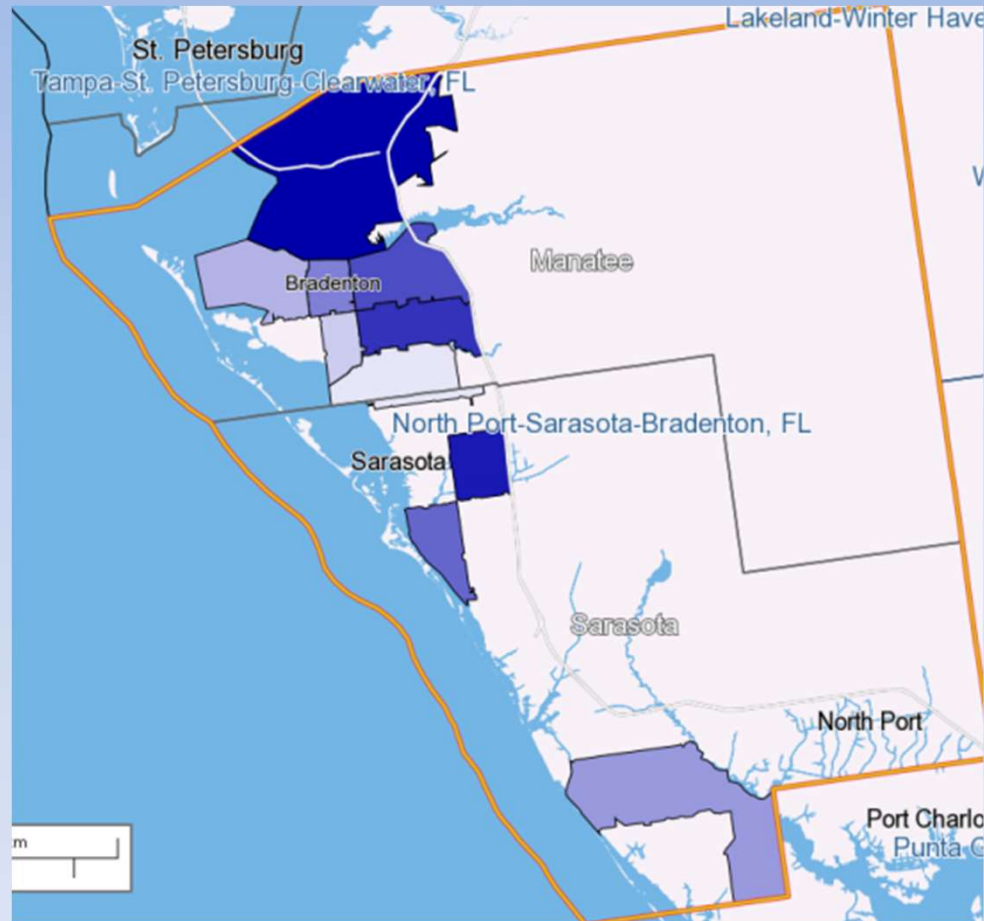


Labor Market Snapshot

2015

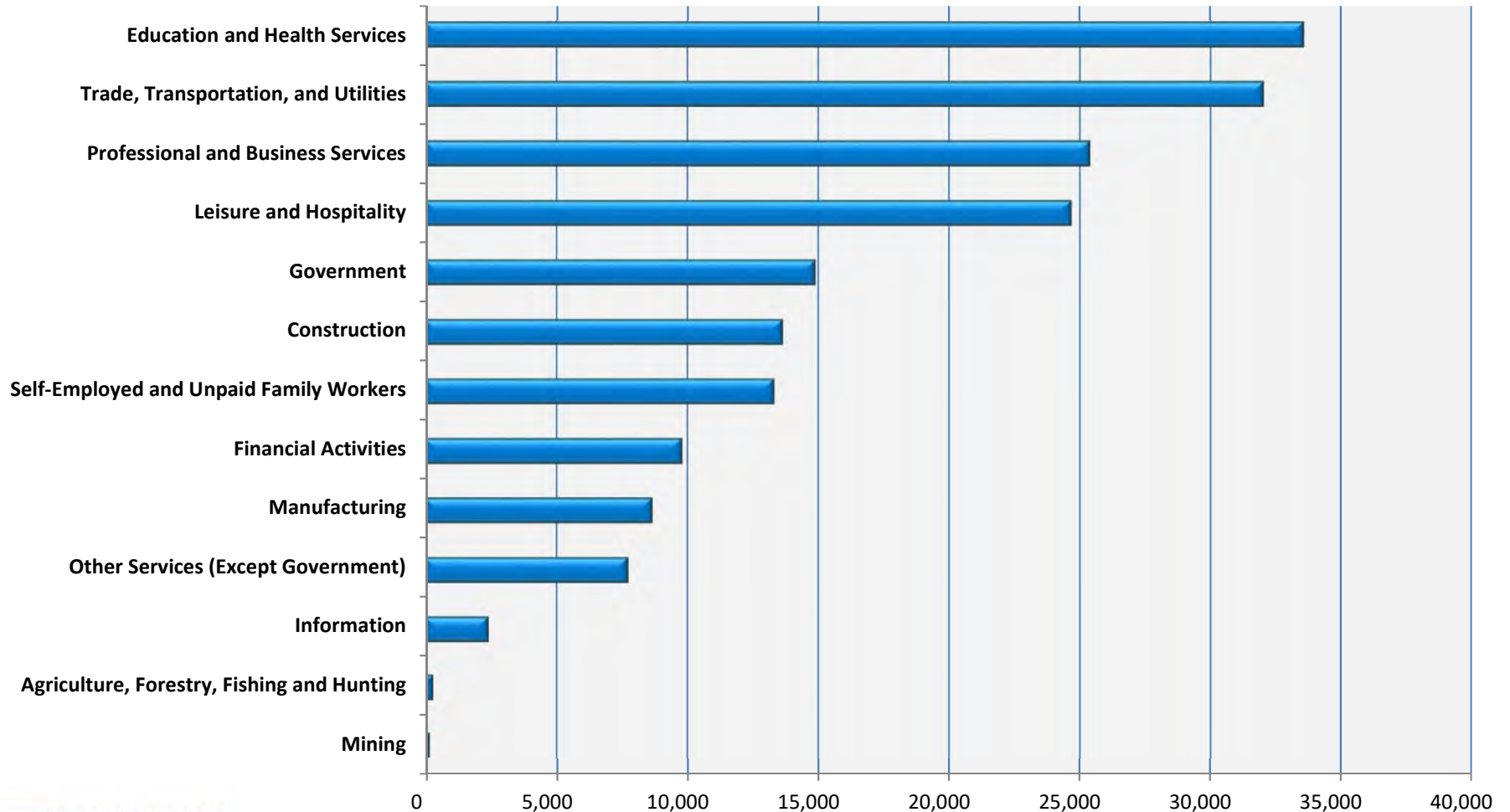
North Port- Sarasota- Bradenton

Where Workers Live:



Employment by Industry

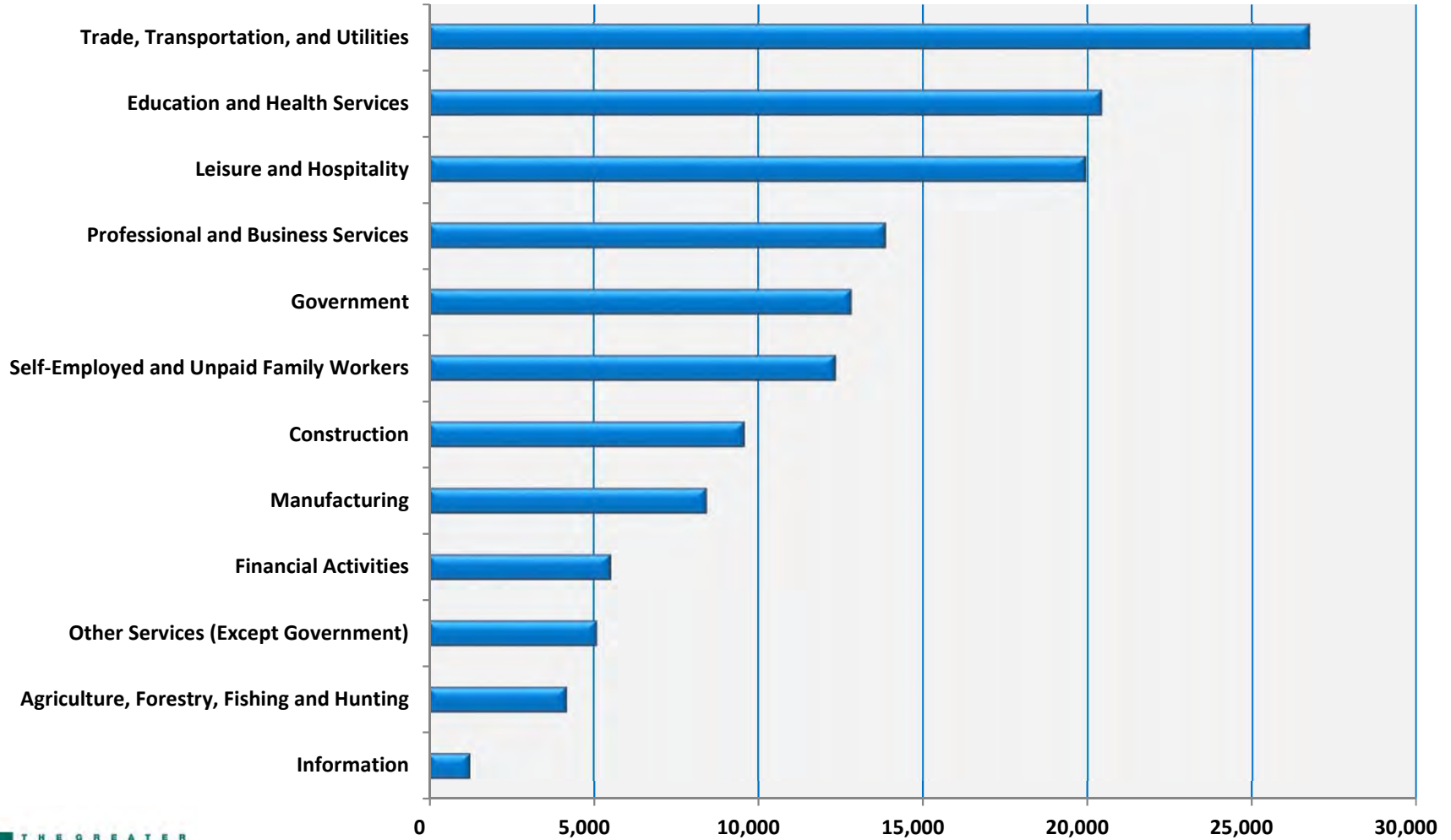
2017
Sarasota County



Data retrieved from Florida Department of Economic Opportunity

Employment by Industry

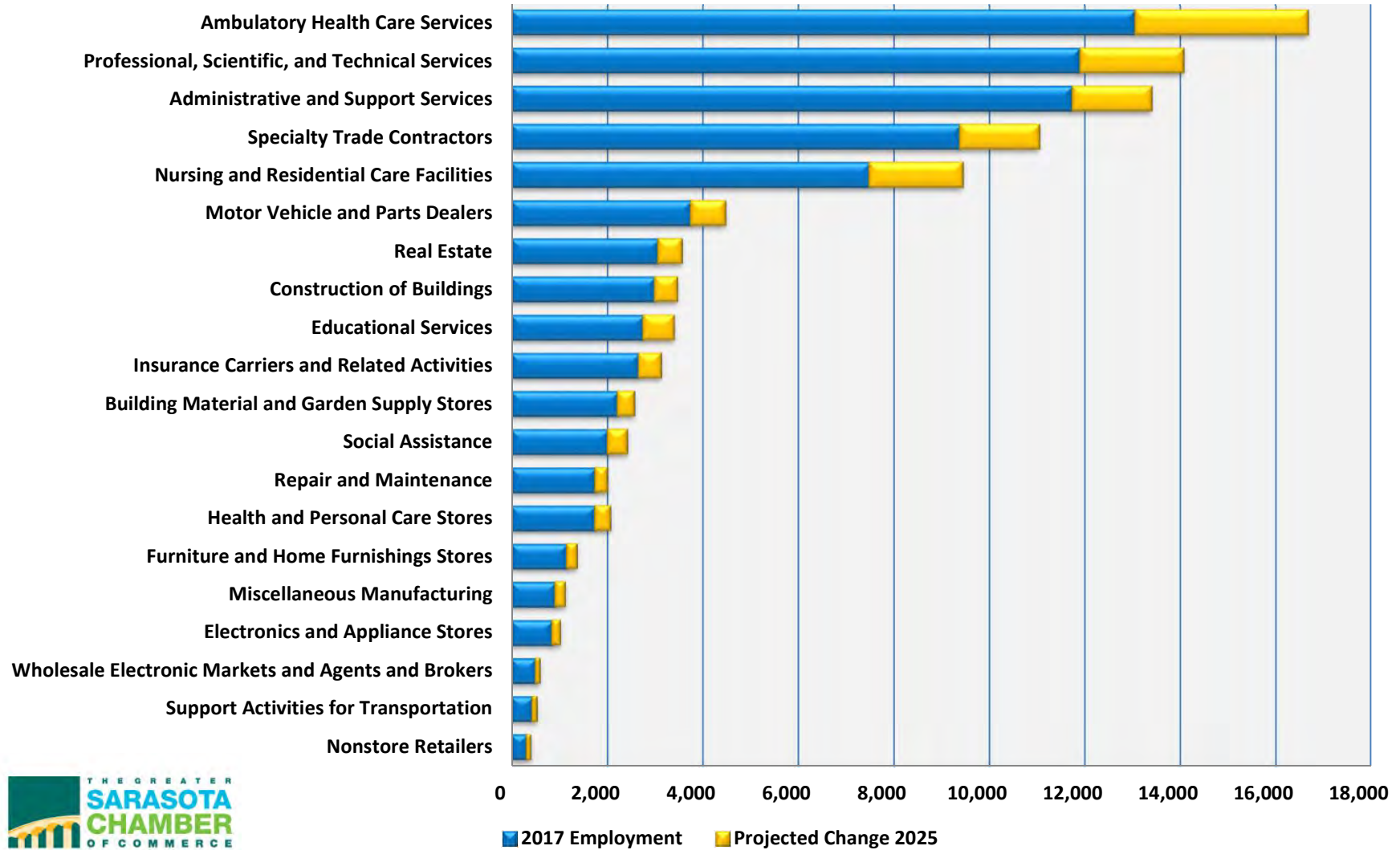
2017
Manatee County



Data retrieved from Florida Department of Economic Opportunity

Fastest Growing Industries

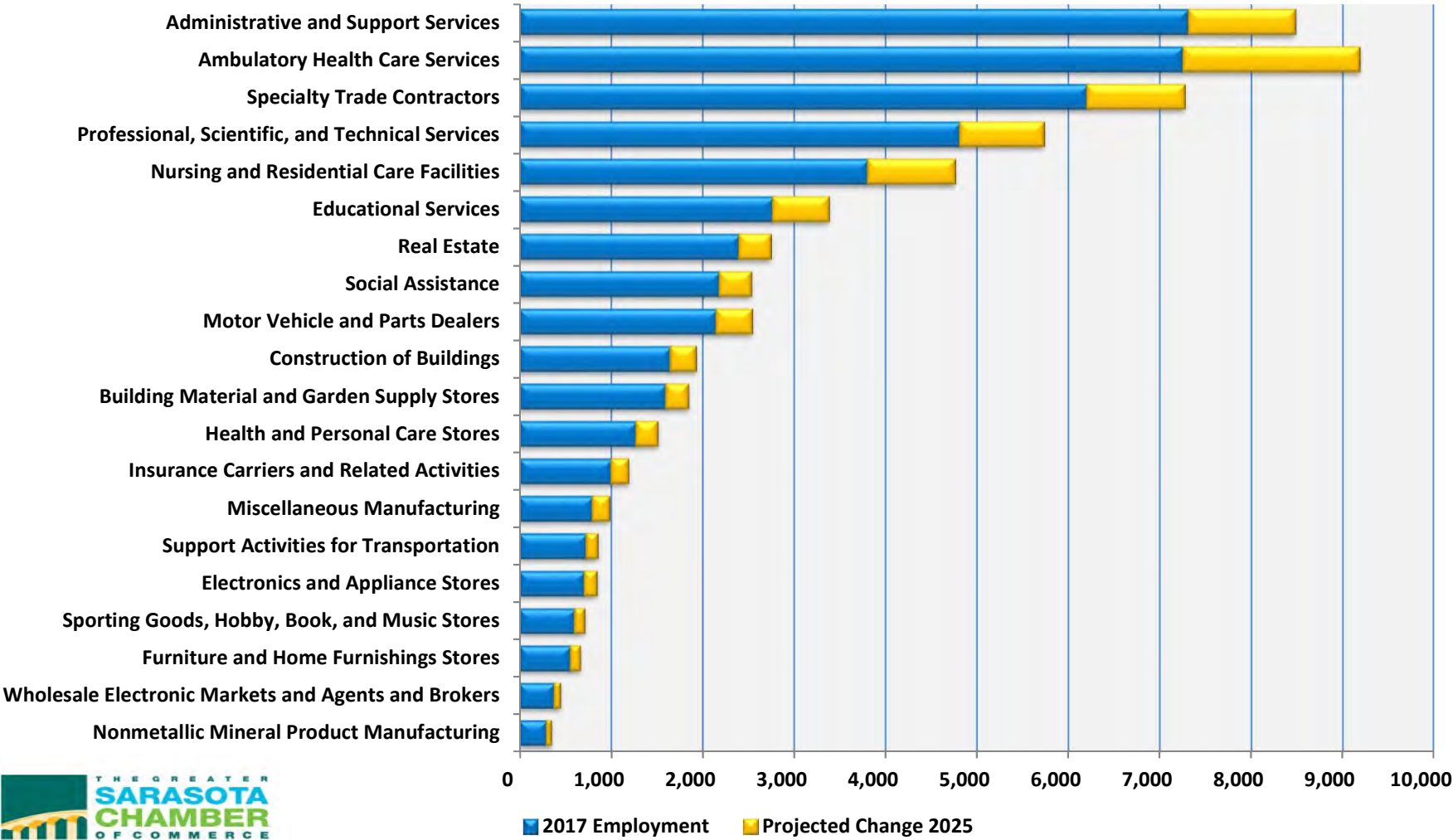
2017 Job Base & Projected Change in 2025
Sarasota County



Data retrieved from Florida Department of Economic Opportunity

Fastest Growing Industries

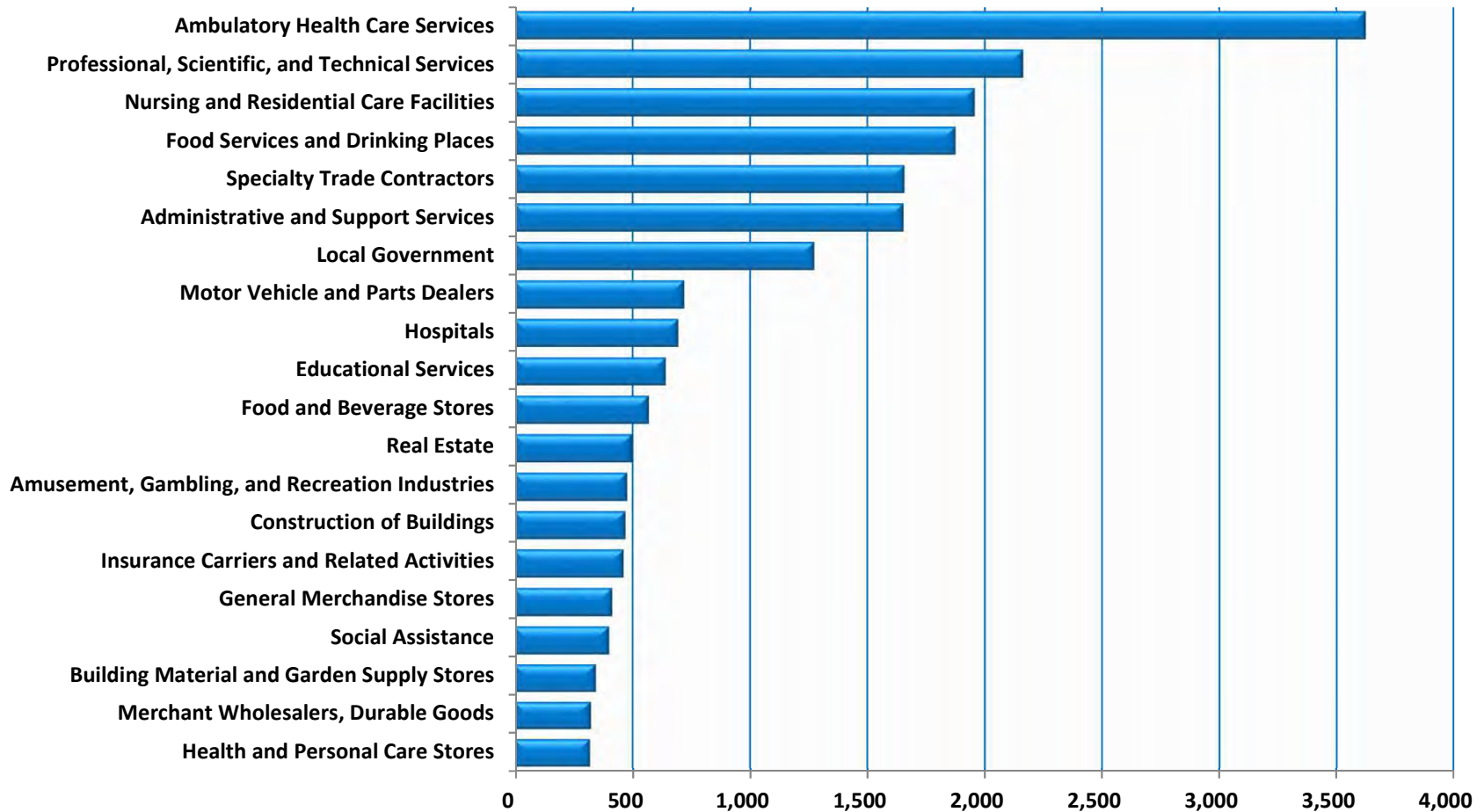
2017 Job Base & Projected Change in 2025
Manatee County



Data retrieved from Florida Department of Economic Opportunity

Industries Gaining New Jobs

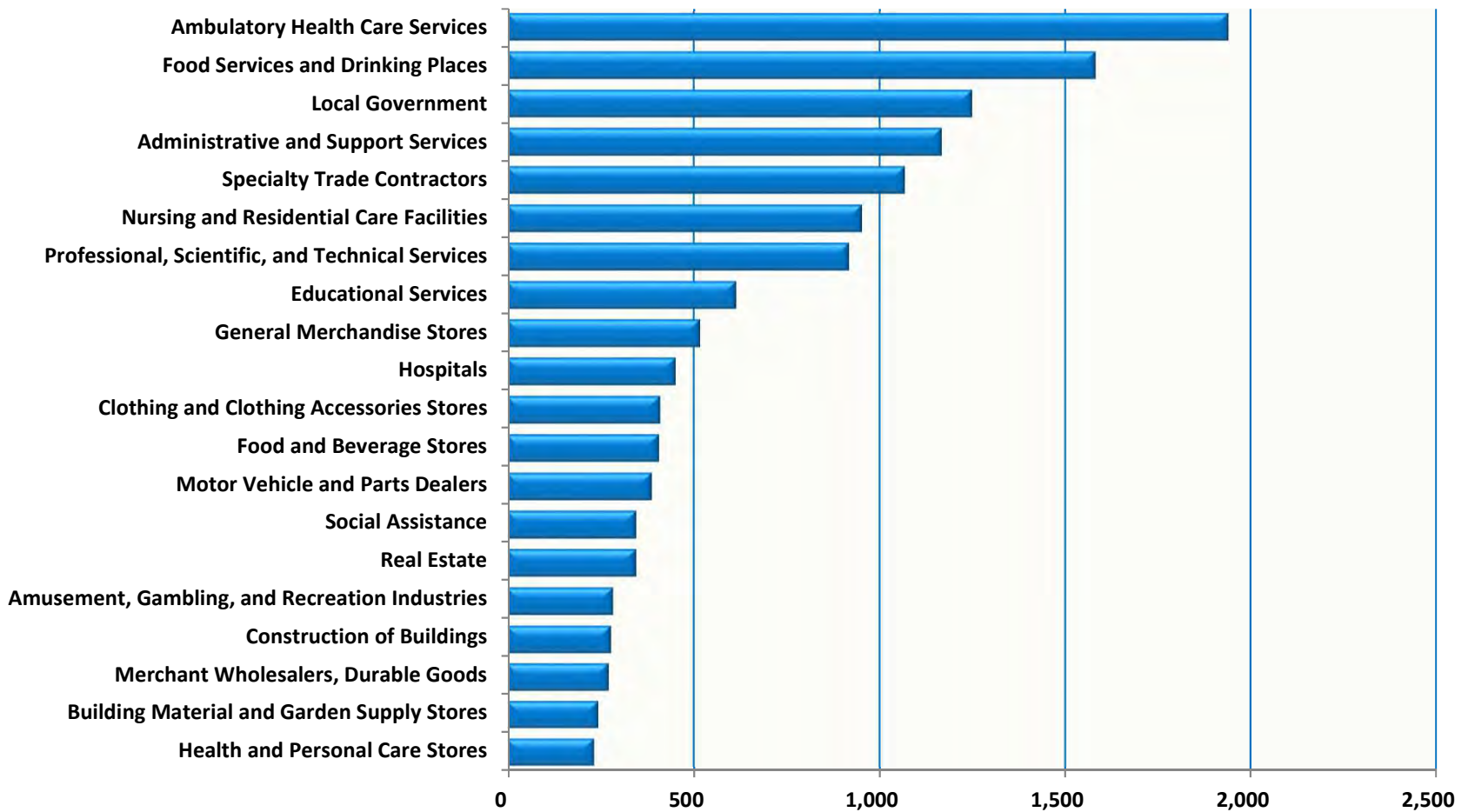
2017-2025
Sarasota County



Data retrieved from Florida Department of Economic Opportunity

Industries Gaining New Jobs

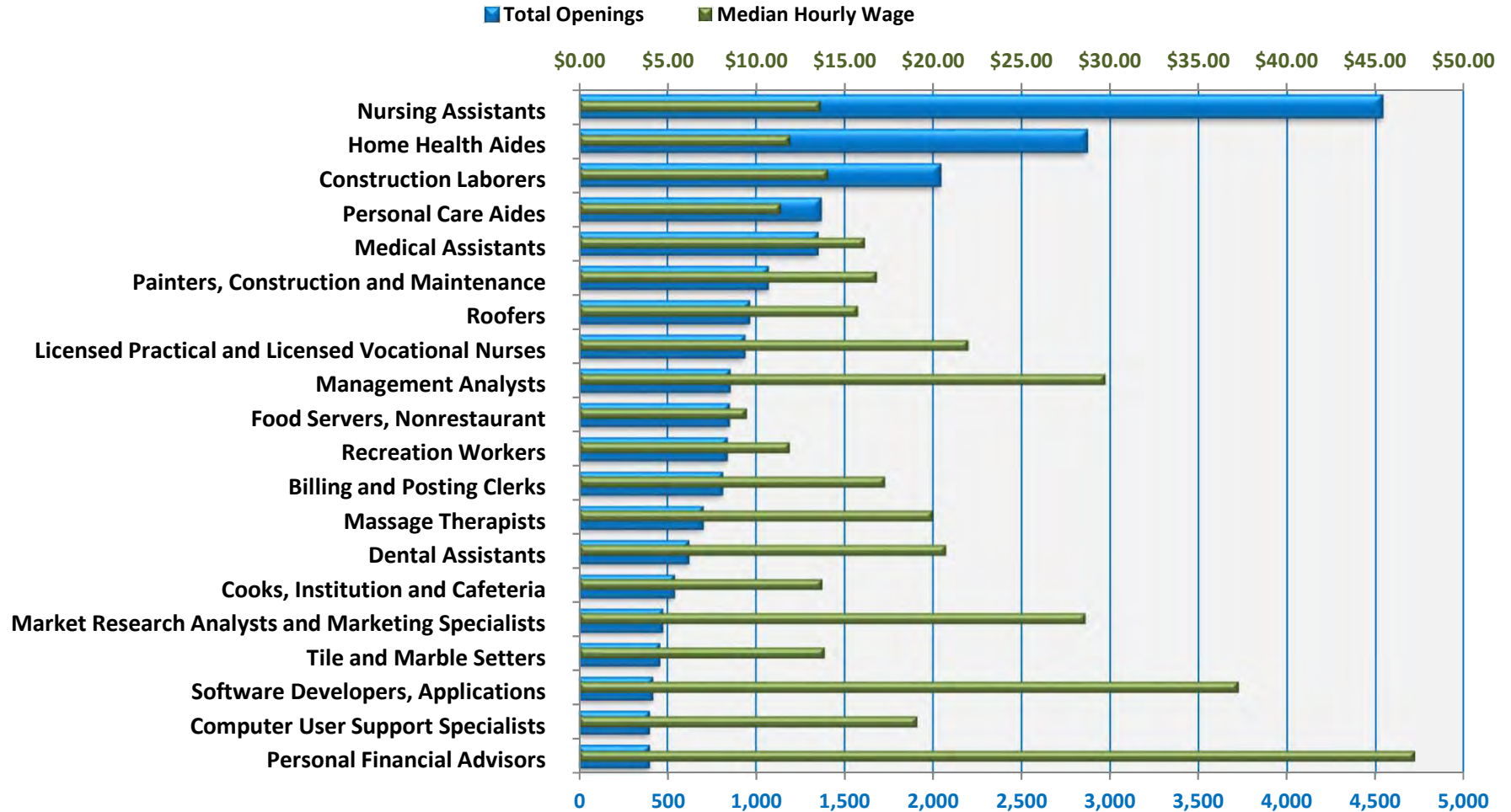
2017-2025
Manatee County



Data retrieved from Florida Department of Economic Opportunity

Fastest Growing Occupations: Openings

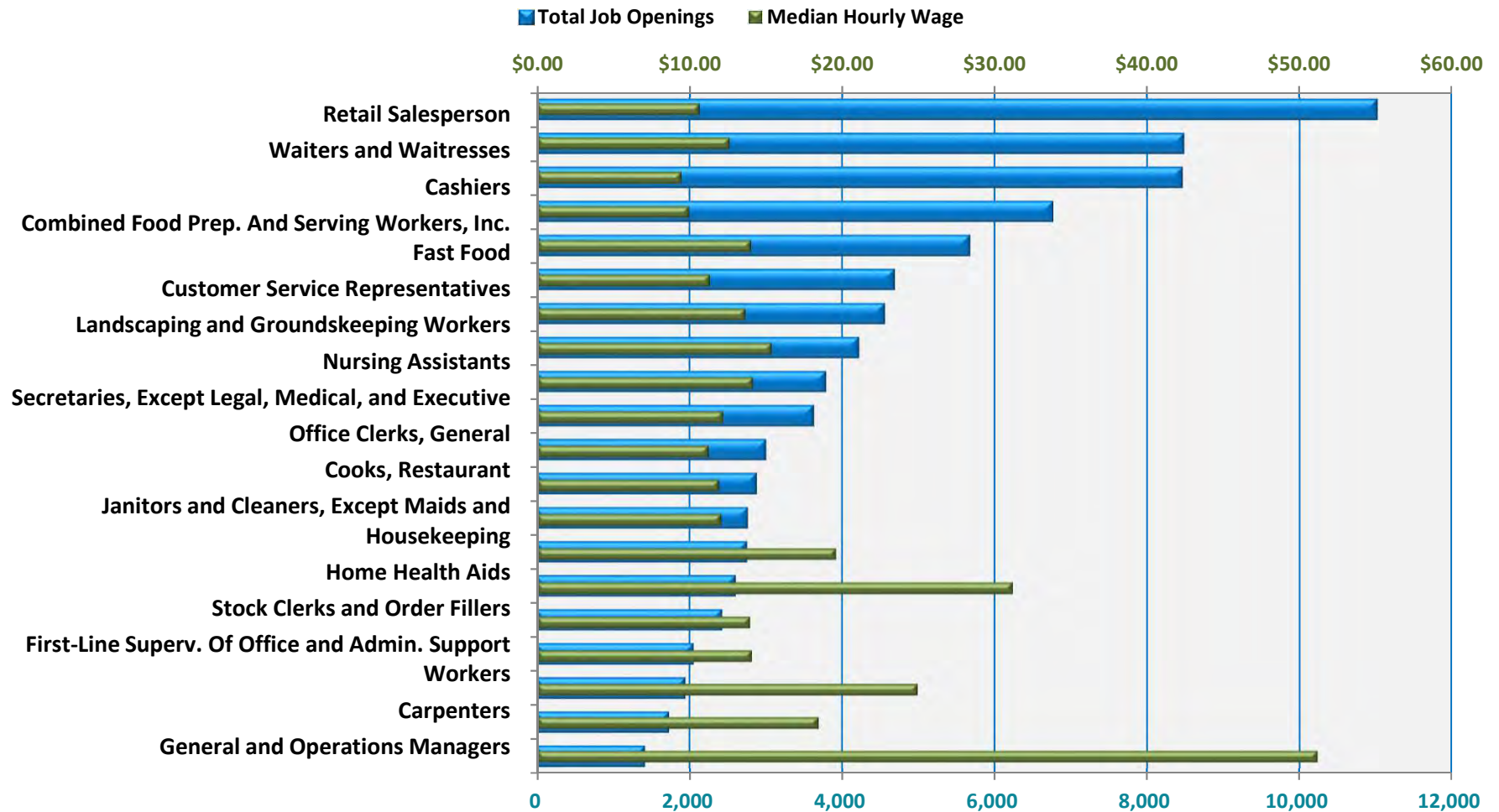
2017 – 2025
Sarasota County



Data retrieved from Florida Department of Economic Opportunity

Occupations: Most New Jobs

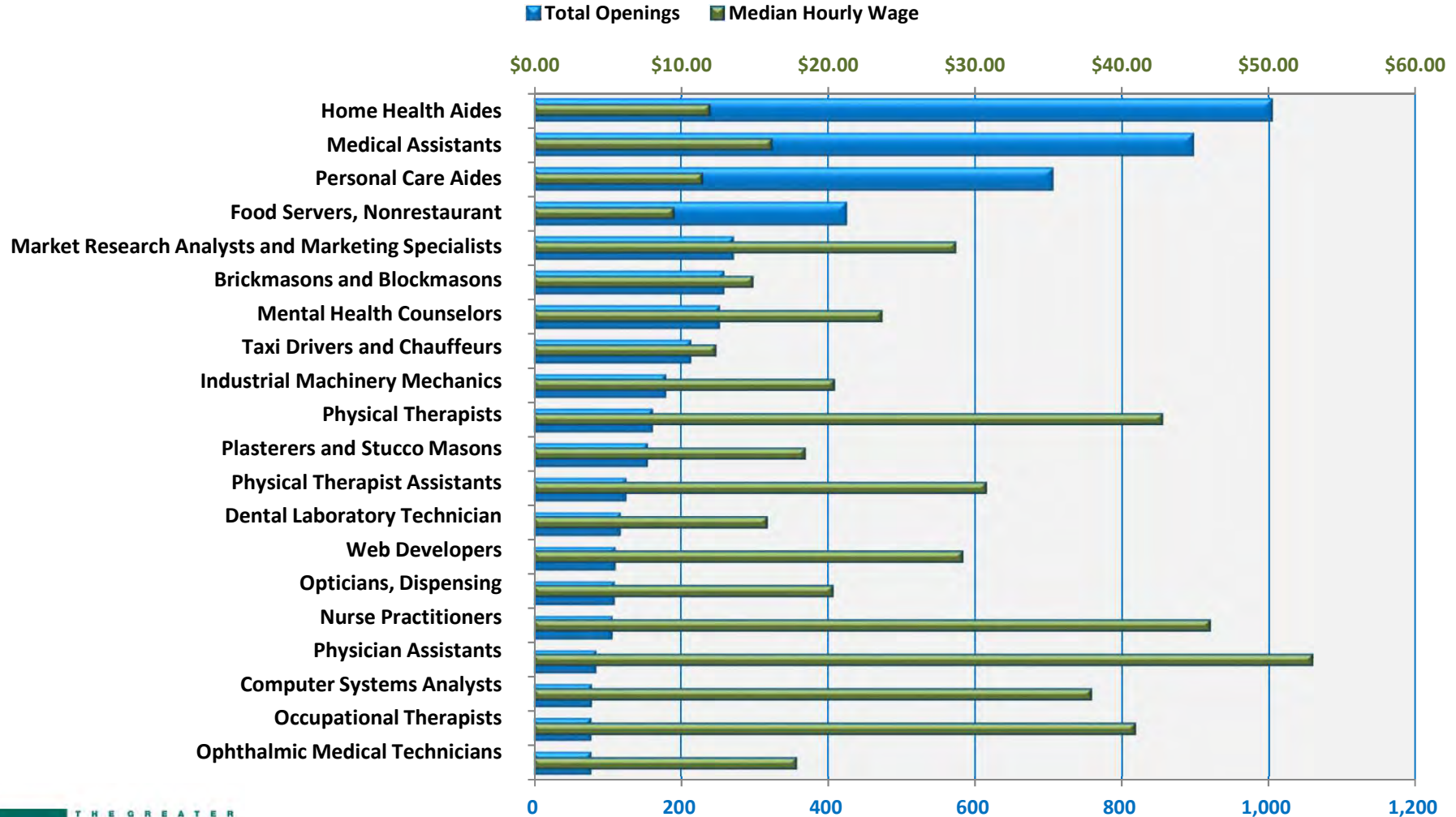
2017 - 2025
Sarasota County



Data retrieved from Florida Department of Economic Opportunity

Fastest Growing Occupations: Openings

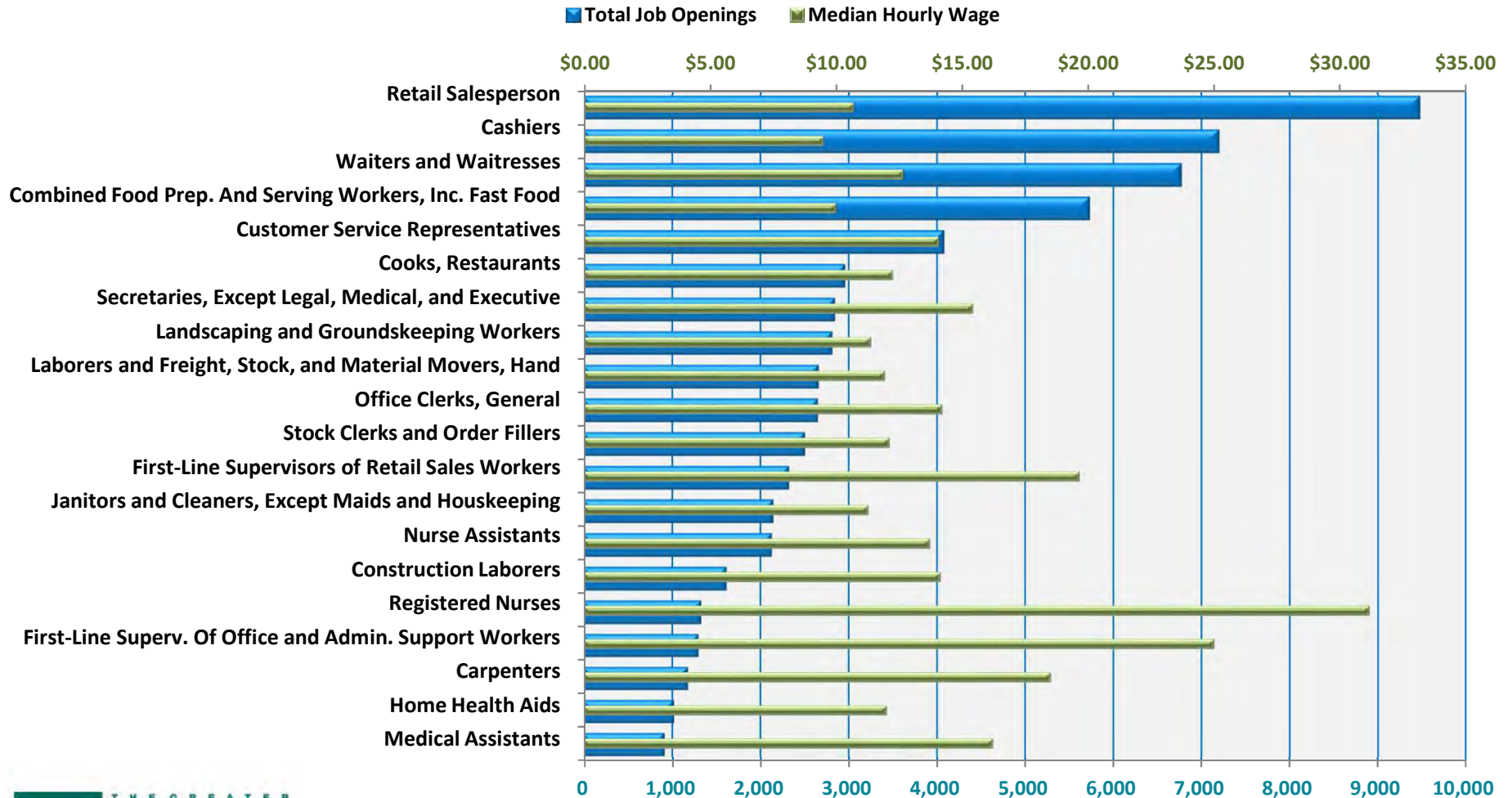
2017 – 2025
Manatee County



Data retrieved from Florida Department of Economic Opportunity

Occupations: Most New Jobs

2017 - 2025
Manatee County



Data retrieved from Florida Department of Economic Opportunity

Growing Occupations Sarasota & Manatee

- **Healthcare**
 - **Nurses**
 - Speech Pathologists
 - Social Workers
 - Occupational Therapists
 - Physical Therapist
 - Physician Assistant

CareerEdge
Funders Collaborative



Growing Occupations Sarasota & Manatee

- **Business:**
 - Finance
 - Accounting
 - General Business
 - Marketing/PR
 - **Insurance**
 - **Hospitality**

CareerEdge
Funders Collaborative

THE GREATER
SARASOTA
CHAMBER
OF COMMERCE

Growing Occupations Sarasota & Manatee

- **Technology:**
 - Software Developers
 - Network & Systems
 - **Cyber Security**
 - **Stackable Certification**

CareerEdge
Funders Collaborative

THE GREATER
SARASOTA
CHAMBER
OF COMMERCE

Growing Occupations Sarasota & Manatee

- Trades:
 - Construction Certifications

CareerEdge
Funders Collaborative

THE GREATER
SARASOTA
CHAMBER
OF COMMERCE

CareerEdge is proud to list its funders:

Bank of America, Charles and Margery Barancik Foundation, City of Bradenton DDA and CCRA, Gulf Coast Community Foundation, Foundation for a Healthy St. Petersburg, Jane's Trust, Jobs for the Future, John S. and James L. Knight Foundation, JP Morgan Chase, Microsoft, National Fund for Workforce Solutions, Sarasota County Government, The Greater Sarasota Chamber of Commerce, United Way Suncoast, Scheidel Foundation

Resources:

- Florida Department of Economic Opportunity (2018). Employment Projections. *LMS Library*. Retrieved from <http://www.floridajobs.org/library/ep.htm>
- U.S.Census Bureau, Center for Economic Studies (2018). *On The Map*. Retrieved from <https://onthemap.ces.census.gov/>
- Using March, 2018 Short Term Data, Regional Supply/demand report region 18

THE NEW WAVE: HIGHER EDUCATION AND LABOR MARKET DATA

**Bryce Aspinwall, Director of Client Success
BURNING GLASS TECHNOLOGIES
August 28, 2018**

**USF Consolidation Planning
Study and Implementation
Task Force**



BURNING GLASS TECHNOLOGIES

- Burning Glass Technologies is an analytics software company that specializes in labor market data
- Powered by the world's largest and most sophisticated database of job posting and resume data
- Driving practical solutions that are used across the job market:
 - Education
 - Employers
 - Government Agencies
 - Recruitment

LABOR MARKET DATA IN HIGHER EDUCATION

Program Validation

To Confirm Program Need

Determine if program serves regional needs:

- *Confirm employers seek marketing program graduates*
- *Know if employers have increasingly needed client management staff*

Curriculum Alignment

To Incorporate Valued Skills

Align curriculum to regional employers' needs:

- *Teach SQL because it's highly valued in your region*
- *Project management is an emerging skill for health care program graduates*

Career Support

To Identify High-Need Employers

Find which employers need to be hiring your graduates:

- *Develop experiential learning programs with high-need engineering employers*
- *Ask for HR staff at a high-need consulting firm to explain job description to students*

Recruitment Messages

To Communicate Outcomes

Explain potential outcomes to prospective students:

- *Become an in-demand business analyst!*
- *Learn budgeting, a skill now required in this field!*

THE HIGHER ED CHALLENGE: IT'S TOUGHER FOR STUDENTS TO RISE

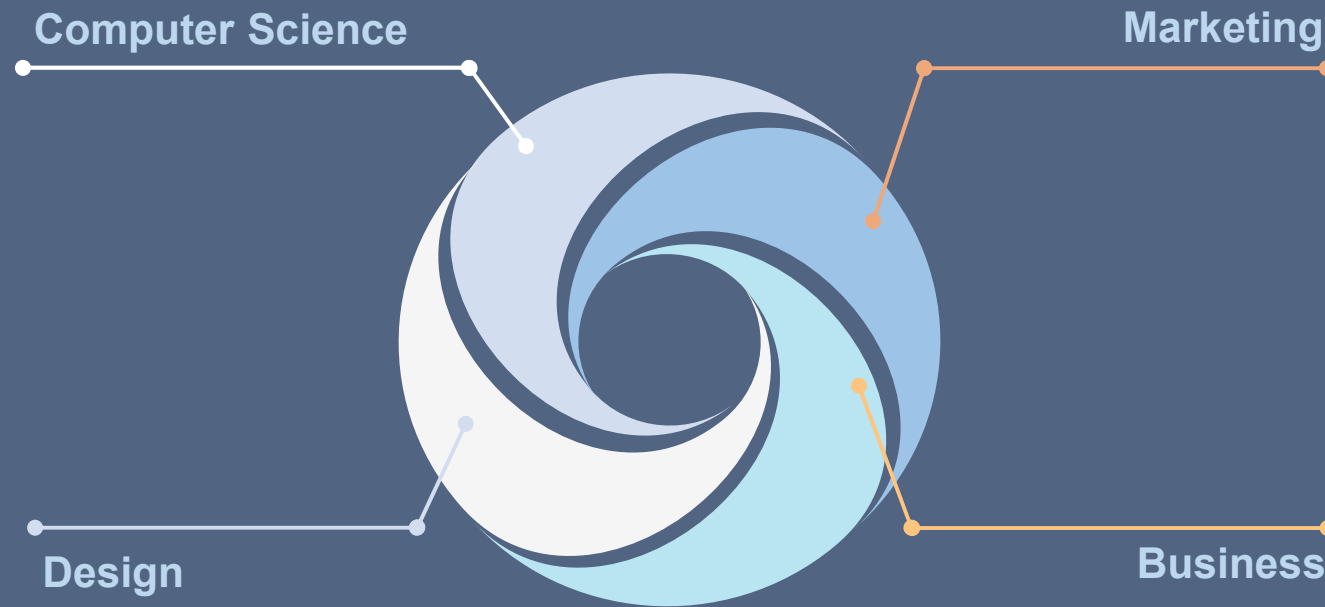
Employment
requirements are
shifting

More jobs are
“hybrids”
merging skills
from different
fields

That means no
one training
program can
cover everything

MAPPING PROGRAMS TO LOCAL LABOR MARKET

JOBS ARE MIXING SKILLSETS THAT DO NOT FIT TYPICAL PROGRAM LINES



Mobile App Developer

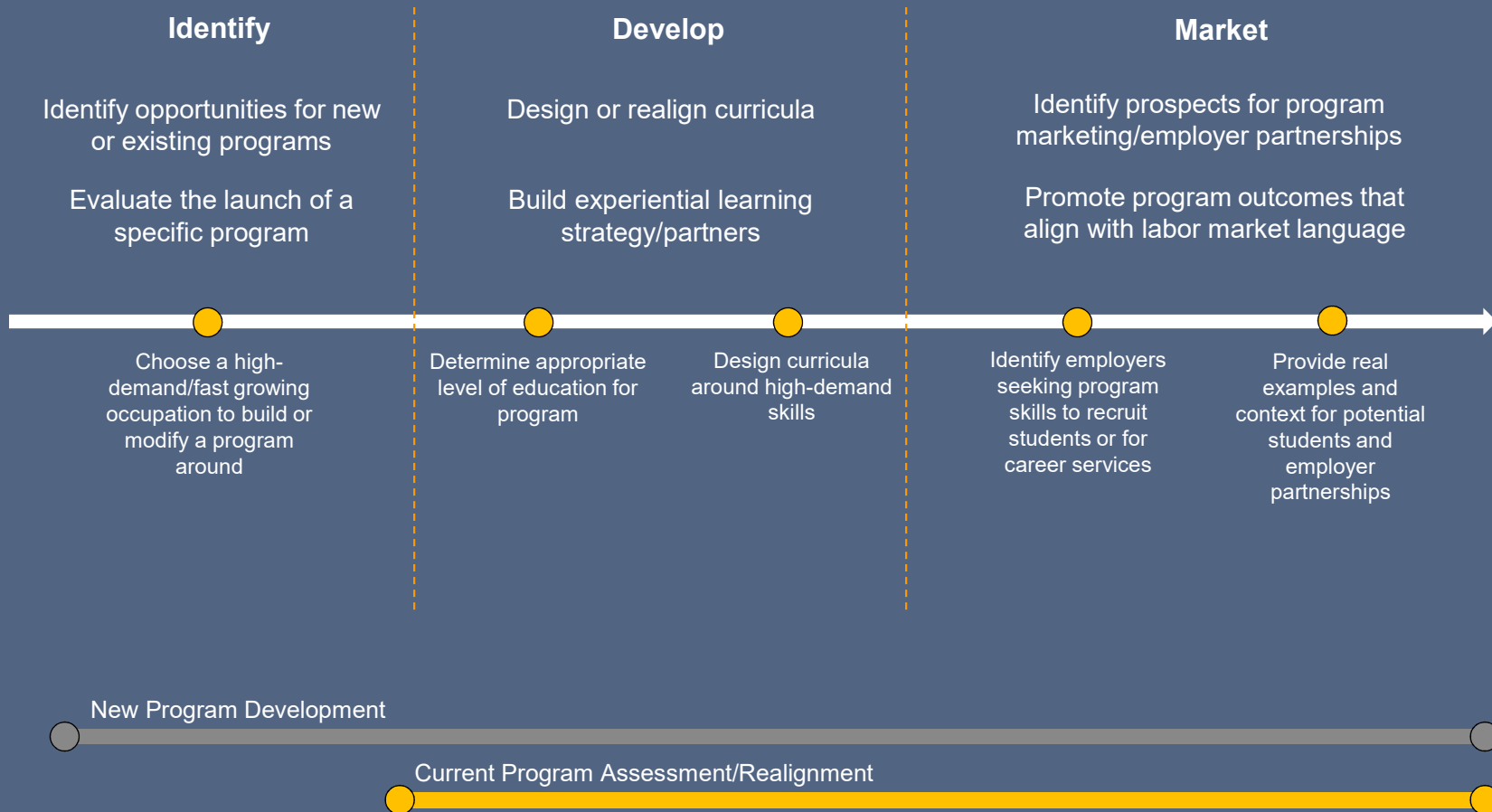
MAPPING PROGRAMS TO LOCAL LABOR MARKET

Labor Market Data can answer several valuable questions:

- Which occupations/programs are in greatest demand?
- How has demand changed for occupations in the last few years?
- What does BLS projections data say about occupation demand?
- Which employers have the greatest need for these positions?
- Which high value skills can be taught to make students more competitive?
- Is the typical skillset for an occupation changing or hybridizing?
- Are there credentials that are needed?
- Which foundational skills need to be emphasized within the program?

MAPPING PROGRAMS TO LOCAL LABOR MARKET

Labor market data is a source of valuable data for any program development or review



TAMPA / ST. PETERSBURG / SARASOTA

NEIGHBORS WITH DIFFERING NEEDS

TAMPA	
Information Technology	25.94%
Finance	13.71%
Sales	11.17%
Business Management and Operations	9.96%
Health Care including Nursing	9.67%

ST. PETERSBURG	
Information Technology	25.32%
Finance	15.51%
Health Care including Nursing	13.88%
Business Management and Operations	9.61%
Sales	8.17%

SARASOTA	
Finance	17.84%
Sales	17.12%
Health Care including Nursing	16.60%
Information Technology	9.25%
Business Management and Operations	7.25%

Each location has different levels of demand, but the top 5 areas are shared.

Tampa and St. Petersburg are very similar while Sarasota has more Business type needs.

Last 12 months AND (City) AND (Education : Bachelor's degree (specified))

LEVERAGING LABOR MARKET DATA

It's already happening at USF

- College of Arts and Sciences at USF-Tampa utilized Burning Glass data through USF's partnership with the Florida Consortium of Metropolitan Research Universities.
- Born from an initiative from Provost Wilcox and lead by Dr. Allison Cleveland-Roberts, Assistant Dean of the College of Arts and Sciences.
- Faculty were asked to use Burning Glass data as a third party resource in their curriculum reviews with a focus on career readiness.
- 40 programs plus all concentrations engaged in this review.

Last 12 months AND (City) AND (Education : Bachelor's degree (specified))



LEVERAGING LABOR MARKET DATA

Selected Results from USF CAS Review

- Women's and Gender Studies
 - Faculty will be more intentional regarding the project management skills that students develop throughout program
- Geosciences
 - Developed a careers worksheet for students and advisors
- Mathematics and Statistics
 - Yielded need to emphasize database skills, which is a required course
- Mass Communications
 - Adding portfolio expectation for every concentration. 5-10% of grade for every course dedicated to updating portfolio based on course outcomes
- Religious Studies
 - Developing an internship program and broadened, but grounded ways that faculty talk to students about employment potential

SUMMARY

- Labor market data can be used in six different ways within an institution:
 - Program development
 - Program validation
 - Curricular alignment
 - Enrollment marketing
 - Career services
 - Academic advising
- Tampa / St. Petersburg / Sarasota
 - Have very similar workforce needs, but at different levels of demand.
- USF-Tampa is already utilizing labor market data in several areas
 - CAS project was very successful and shows how faculty sees the data and it's flexibility.
- Labor market data is an invaluable resource for institutions of higher learning that are focused on student success and aligning with local employer needs.

CONSOLIDATION UPDATE: ACADEMIC PROGRAMMING IN THE CONTEXT OF CONSOLIDATION

Student Success, Academic Programs & Campus Identity Hearing

August 28, 2018



AGENDA

- 1 Consolidation Overview
- 2 Key Milestones
- 3 Academic Programs
- 4 Next Steps



CONSOLIDATION OVERVIEW

Overview

Two primary bodies have been appointed to lead the consolidation efforts and to ensure that USF meets the necessary legislative requirements.

Summary of Consolidation Requirements

- USF, including all campuses and other component units of the university, must operate under a single accreditation, no later than July 1, 2020.
- None of the three campuses will have any lapse in institutional accreditation.
- The consolidation will not impede a student’s ability to graduate in four years.
- USF must adhere to all requirements established by the Southern Association of Colleges and Schools’ Commission on Colleges (SACSCOC).
- USF will maintain Preeminence.

Task Force	Consolidation Implementation Committee	
<div data-bbox="363 902 856 1037">Shared Governance / Transparency</div>	Business & Finance	General Education & Curriculum Alignment
<div data-bbox="363 1062 856 1196">Student Access</div>	External Affairs	Research
<div data-bbox="363 1221 856 1356">Student Success / Academic Programs / Campus Identity</div>	Faculty Affairs	Student Success

Preeminence Metrics

It is imperative that USF maintain Preeminence post-consolidation.

	Preeminence Criteria	Metric Goal
1	1a. Average GPA 1b. Average SAT Score	1a. Average weighted GPA of 4.0 or higher on a 4.0 scale 1b. An average SAT score of 1200 or higher on a 1600-point scale
2	Public University National Ranking	Top-50 ranking on at least two well-known and highly respected national public university rankings
3	Freshman Retention Rate	90 percent or higher for full-time, first-time-in-college students
4	Four-year Graduation Rate	60 percent or higher for full-time, first-time-in-college students
5	National Academy Memberships	Six or more faculty members who are members of a national academy
6	Science & Engineering Research Expenditures	\$200 million or more
7	Non-Medical Science & Engineering Research Expenditures	\$150 million or more
8	Number of Broad Disciplines Ranked in Top 100 for Research Expenditures	A top-100 university national ranking for research expenditures in five or more science, technology, engineering, or mathematics fields of study
9	Utility Patents Awarded	One hundred or more total patents awarded for the most recent 3-year period
10	Doctoral Degrees Awarded Annually	Four hundred or more doctoral degrees awarded annually, including professional doctoral degrees awarded in medical and health care disciplines
11	Number of Post-Doctoral Appointees	Two hundred or more postdoctoral appointees annually
12	Endowment Size	\$500 million or more

SACSCOC Requirements (1 OF 2)

The consolidated USF institution must meet all of the requirements of the Southern Association of Colleges and Schools' Commission on Colleges (SACSCOC).

SACSCOC Requirements

The consolidation prospectus should clearly describe: a) organizational structure, b) lines of communication from campuses to the Board of Trustees and the President, c) lines of responsibility and authority, d) current status and future plans of QEPs, and e) any pending SACSCOC substantive change proposals.

The consolidation prospectus must include, for each separately accredited institution, separate financial audit reports and management letters for the two most recent fiscal years, and the most recent financial aid audit.

Authority resides in USF's Board of Trustees and any statutory obligations imposed on the Board of Trustees should be codified in the BOT's Bylaws.

The name of the new institution will be the University of South Florida and it will have one CEO, who may be called President.

USF St. Petersburg and USF Sarasota-Manatee can maintain their respective names and their leaders can be called Chancellors.

The University of South Florida campus in Tampa will be the main campus. USF St. Petersburg and USF Sarasota-Manatee can be designated by SACSCOC as branch campuses or instructional sites.

Campus Boards can be advisory only, they may not be governing boards.

None of the campuses can have a separate, unique mission statement. However, USF's BOT may want to create one new mission statement for the consolidated institution that specifies the uniqueness of each campus.

Authority resides in the University of South Florida's Board of Trustees. Campus Boards can be advisory only.

There must be one general education program for the new USF institution.

The consolidated institution will develop one Quality Enhancement Plan (QEP) for Reaffirmation of Accreditation in 2025.

SACSCOC Requirements (2 OF 2)

The consolidated USF institution must meet all of the requirements of the Southern Association of Colleges and Schools' Commission on Colleges (SACSCOC).

SACSCOC Requirements

There must be one general education program for the new USF institution.

The consolidated institution will develop one Quality Enhancement Plan (QEP) for Reaffirmation of Accreditation in 2025.

There can only be one College of the same field of study (e.g. Business, Education, Engineering).

Programs must roll up to a single College with a clear administrative structure and reporting lines.

Curricula for the same degree (e.g. BS in Accounting) must be the same regardless of campus location.

Cannot have different programs of study for the same major (e.g. BS in Accounting) on each campus.

The student learning outcomes for the same major and same degree are expected to be the same.

The consolidated institution will develop one Quality Enhancement Plan (QEP) for Reaffirmation of Accreditation in 2025.

All students must have equal access to all student services.

The student conduct and grievances processes must be consistent.

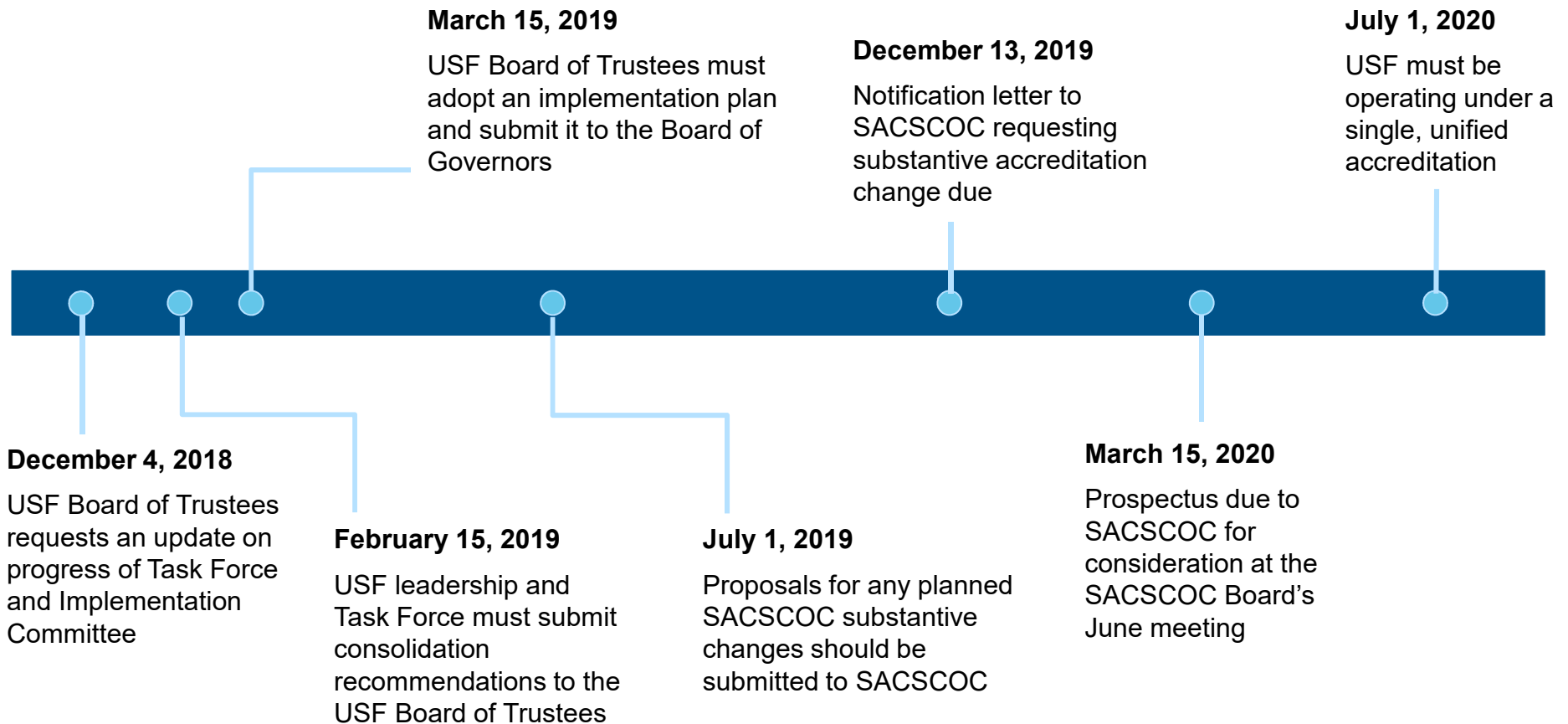
Prospective students must hear a clear and consistent message from Recruitment and Admissions.

The consolidated institution must have one set of tenure and promotion guidelines (including faculty workload and expected research contribution). The only exception that can be made is for faculty in a Medical School. Tenure and promotion criteria can differ by academic discipline, however, faculty from the same discipline must be evaluated using the same criteria.

The faculty governance structure must be aligned to ensure faculty control of the curriculum.

Consolidation Timeline

There are several key milestones leading up to the consolidation deadline of July 1, 2020.

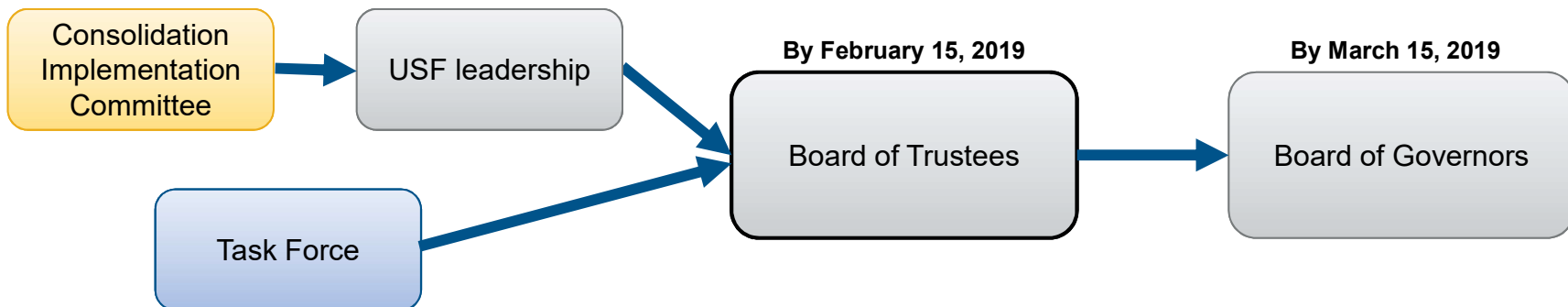


Responsibility of the Board of Trustees

The Board of Trustees plays an integral role in the consolidation. The Board has requested an update on the progress of the Task Force and the Consolidation Implementation Committee in early December.

Deliverable Milestones

- **By February 15, 2019**, USF leadership and the Task Force must submit consolidation recommendations to the USF Board of Trustees.
- **By March 15, 2019**, the USF Board of Trustees, after reviewing the Task Force's recommendations, must adopt and submit an implementation plan to the Board of Governors, that, at a minimum:
 - Establishes a timeline for consolidating accreditation by June 30, 2020 so that there is no lapse in institutional accreditation for any campus.
 - Minimizes disruption for a student attending any USF campus so that consolidation of accreditation doesn't impede a student's ability to graduate in four years.
 - Requires that no later than July 1, 2020, USF, including all campuses and other component units of the university, operates under a single institutional accreditation.
 - Requires that on each regularly scheduled submission date, subsequent to July 1, 2020, USF shall report consolidated data for all campuses and students to IPEDS and the Board of Governors.



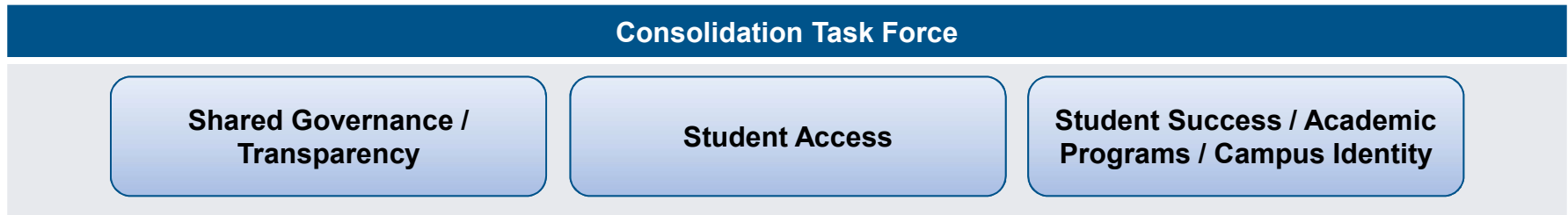
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KEY MILESTONES

Consolidation Task Force

The Task Force is divided into three subcommittees with distinct milestones and activities.

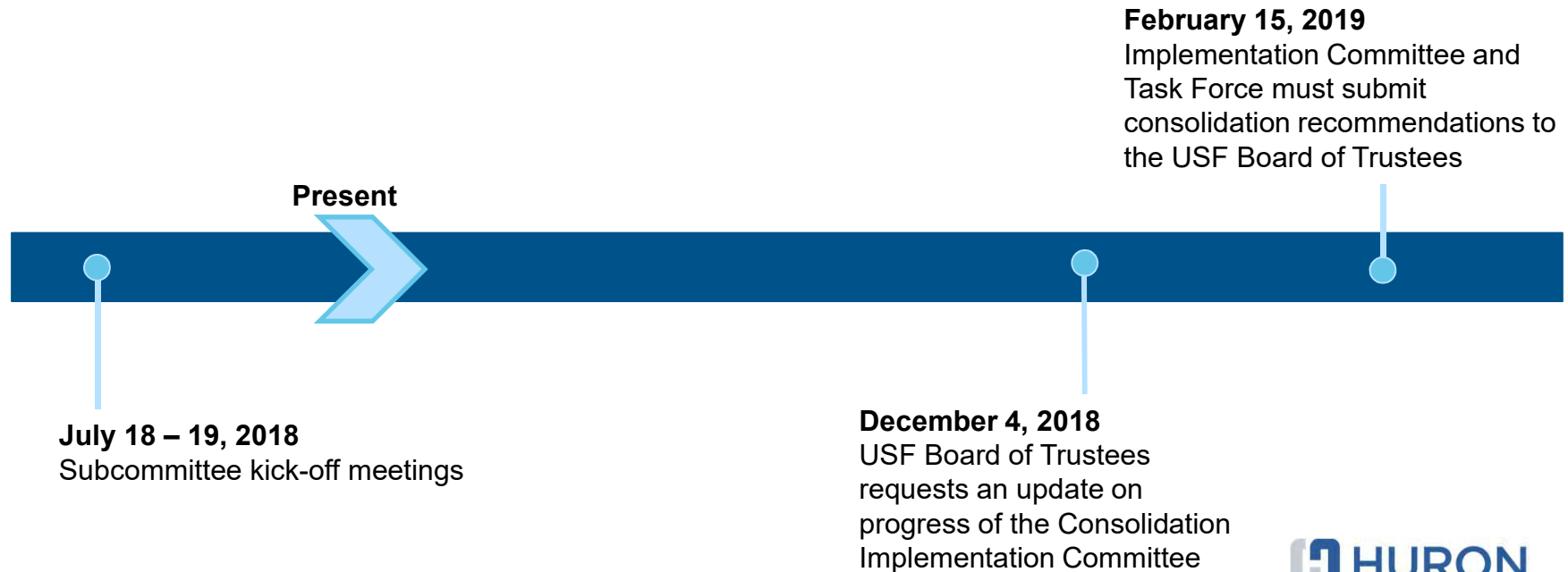
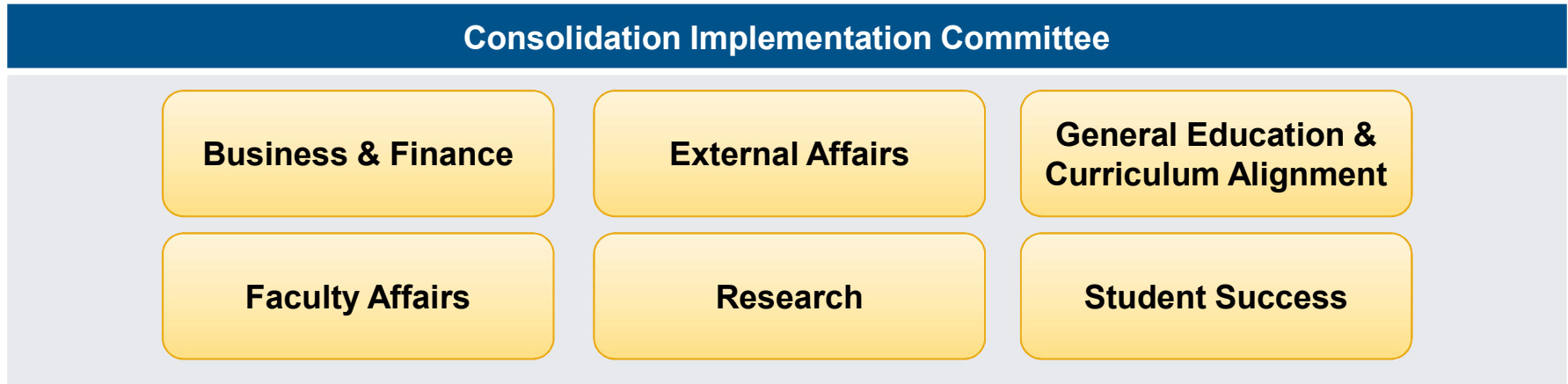


Date	Meeting
August 28, 2018	Student Success Hearing <i>Location: USF Sarasota-Manatee</i>
September 11, 2018	Town Hall Shared Governance Hearing <i>Location: USF Tampa</i>
September 19, 2018	Student Success Call
September 26, 2018	Task Force Call
October 2, 2018	Town Hall Shared Governance Hearing <i>Location: USF St. Petersburg</i>
October 10, 2018	Shared Governance Meeting <i>Location: USF Tampa</i>

Date	Meeting
October 18, 2018	Student Success Hearing <i>Location: USF St. Petersburg</i>
October 24, 2018	Task Force Meeting <i>Location: USF Sarasota-Manatee</i>
November 14, 2018	Student Success Meeting <i>Location: USF St. Petersburg</i>
November 29, 2018	Task Force Call
December 20, 2018	Task Force Call
January 23, 2019	Task Force Meeting <i>Location: USF Tampa</i>
February 15, 2019	Final Report Deadline

Consolidation Implementation Committee

The Consolidation Implementation Committee (CIC) is divided into six subcommittees that are working in parallel on a single timeline.



Business & Finance Committee

Subcommittee Charge

The University of South Florida consolidation must align the campuses under a single accreditation by July 1, 2020 while maintaining the University's status as a Preeminent institution within the state without adversely affecting any student's progress to the completion of his or her degree. To that end, the CIC Committee on Business & Finance will address the steps required to effectively integrate the campuses in regards to financial management, tuition and fees, audit and compliance, debt/bonds, safety and security, contractual agreements, human resources, facilities, and other matters relevant to the University's finances.

Charge subtasks

Oversee the business and financial implications of the other subcommittees' work

Additional subtasks to be determined

Charge in relation to legislative requirements:

The SACSCOC requirement regarding separate financial audit reports and management letters for the two most recent fiscal years is relevant to the Business & Finance subcommittee's work.

External Affairs Committee

Subcommittee Charge

The University of South Florida consolidation must align the campuses under a single accreditation by July 1, 2020 while maintaining the University's status as a Preeminent institution within the state without adversely affecting any student's progress to the completion of his or her degree. To that end, the CIC Committee on External Affairs will address the steps required to effectively integrate the campuses in regards to branding, marketing, communications, fundraising, corporate and community partnerships, identity, economic impact, regional needs, and other matters relevant to the University's external affairs. With these outcomes in mind, the CIC Committee on External Affairs will draw upon small teams of its committee members to address the following tasks:

Charge subtasks

Draft a plan to communicate unity as an institution and progress towards consolidation to external stakeholders (e.g. government, community, alumni, and donors)

Provide an External Affairs perspective for recommendations on unique identities for each campus

Align on the University's approach to engaging alumni and donors while fostering relationships with corporate and community partners (new and existing)

Develop a unified organizational structure for Marketing and Communications

Develop a unified organizational structure for Legislative Affairs

Reaffirm the unified organizational structure for University Advancement

Align on university branding for Student Affairs and Recruitment

Charge in relation to legislative requirements:

The charge of the External Affairs subcommittee is closely linked to the preeminence metrics that measure endowment and US News & World Report ranking. The SACSCOC requirements regarding mission and consistent messaging to prospective students are also relevant to the subcommittee's work.

Faculty Affairs Committee

Subcommittee Charge

The University of South Florida consolidation must align the campuses under a single accreditation by July 1, 2020 while maintaining the University's status as a Preeminent institution within the state without adversely affecting any student's progress to the completion of his or her degree. To that end, the CIC Committee on Faculty Affairs will address the steps required to effectively integrate the campuses in regards to tenure guidelines, organizational structure, faculty work load, administrative support, and other matters relevant to meeting the University's teaching standards. With these outcomes in mind, the CIC Committee on Faculty Affairs will draw upon small teams of its committee members to address the following tasks:

Charge subtasks

Make recommendations for tenure and/or promotion guidelines, including faculty work load and expected research contribution

Recommend the optimal organizational structure and reporting lines for academic departments and recommend administrative support consistent with the optimal organizational structure for academic departments

Review and recommend policies for shared governance

Make recommendations to grow and strengthen the faculty

Charge in relation to legislative requirements:

The charge of the Faculty Affairs subcommittee is closely linked to the SACSCOC requirements regarding one set of tenure and promotion guidelines and the alignment of the faculty governance structure to ensure faculty control of the university curriculum.

Gen Ed & Curriculum Committee

Subcommittee Charge

The University of South Florida consolidation must align the campuses under a single accreditation by July 1, 2020 while maintaining the University's status as a Preeminent institution within the state without adversely affecting any student's progress to the completion of his or her degree. To that end, the CIC Committee on Gen Education & Curricular Alignment will address the steps required to effectively integrate the campuses in regards to general education accreditation standards, duplicative courses and programs, campus-specific strengths, and other matters relevant to meeting the University's educational and curricular goals. With these outcomes in mind, the CIC Committee on Gen Education & Curricular Alignment will draw upon small teams of its committee members to address the following tasks:

Charge subtasks

Develop a plan to ensure Gen Education requirements meet the accreditation standards and reflect the distinctive identities of each campus

Develop an overarching delivery model for clusters of talent and homes for programs

Explore whether and how separate educational missions would be beneficial to the future of each campus

Make recommendations for synthesizing and integrating courses and programs, informed by robust data and labor market trends

Align academic offerings and identify opportunities to leverage unique strengths of campuses

Make recommendations for rationalizing overlapping schools and shaping unique identities for each college

Charge in relation to legislative requirements:

The charge of the Gen Ed subcommittee is linked to the preeminence metrics that measure student retention and graduation. The SACSCOC requirements regarding mission, a single gen ed curriculum, and consistent student learning outcomes for the same programs of study, are also relevant to the subcommittee's work.

Research Committee

Subcommittee Charge

The University of South Florida consolidation must align the campuses under a single accreditation by July 1, 2020 while maintaining the University's status as a Preeminent institution within the state without adversely affecting any student's progress to the completion of his or her degree. To that end, the CIC Committee on Research will address the steps required to effectively integrate the campuses in regards to research infrastructure, space, campus-based centers of excellence, organizational structure, tenure and promotion policies, and other matters relevant to realizing the University's research aspirations. With these outcomes in mind, the CIC Committee on Research will draw upon small teams of its committee members to address the following tasks:

Charge subtasks

Develop a unified organizational structure that identifies Home and Host campuses for particular research initiatives and associated academic programs

Make recommendations for research-aligned Centers of Excellence and how they relate to departments and colleges

Align Graduate Programs that support research PhD, MS, and Postdoctoral students with the research architecture and propose potential new ones

Define an implementation roadmap for Tenure and Promotion/Workload models that support the research mission

Review and recommend policies for equitable resource allocation for research infrastructure and space

Develop consistently applied internal and external funding allocations, as well as indirect (F&A) recovery and distribution to support research

Charge in relation to legislative requirements:

The charge of the Research subcommittee is closely linked to the preeminence metrics that measure research expenditures, patents, doctoral degrees, and post-doc appointees. The SACSCOC requirements regarding one College per academic discipline and tenure and promotion guidelines are also relevant to the subcommittee's work.

Student Success Committee

Subcommittee Charge

The University of South Florida consolidation must align the campuses under a single accreditation by July 1, 2020 while maintaining the University's status as a Preeminent institution within the state without adversely affecting any student's progress to the completion of his or her degree. To that end, the CIC Committee on Student Success will address the steps required to effectively integrate the campuses into a single student success movement, in compliance with federal and state regulation, delivering equitable programs, practices, policies, and technologies that will promote student retention, graduation, and success, with minimal levels of debt and higher levels of student satisfaction. With these outcomes in mind, the CIC Committee on Student Success will draw upon small teams of its committee members to address the following tasks:

Charge subtasks

Align academic support services, including student advising and tutoring resources

Coordinate efforts to enhance the undergraduate student experience through career development initiatives, internships, service learning, and other high-impact practices

Develop a plan to enhance institutional capacity to project student course demand, schedule courses to maximize student access to courses, including on-line classes

Deepen and improve upon the system-wide commitment to student success through case management, utilizing predictive analytics and Archivum Insights

Establish enrollment planning and management as a fundamental prerequisite for effective student success initiatives

Recommend means by which USF will continue to offer access to success to a diverse student population, through bridge programs and articulation programs like FUSE

Integrate the health and wellness initiatives across the three campuses and ensure compliance with state-mandated strategic objectives

Promote student engagement across the campuses by developing plans to coordinate or integrate student activities ranging from orientation to homecoming

Unite three separate student government organizations into a single structure

Charge in relation to legislative requirements:

The charge of the Student Success subcommittee is closely linked to the preeminence metrics that measure student retention and graduation, and incoming FTFT Fall Freshmen Academic Preparation. The SACSCOC requirement regarding equal access to all student services is also relevant to the subcommittee's work.

Final Deliverables

The Task Force is charged with delivering recommendations to the Board of Trustees. The Consolidation Implementation Committee is responsible for submitting an implementation plan to USF leadership.

Task Force	Consolidation Implementation Committee
<p>The Task Force will submit three deliverable documents highlighting their recommendations.</p> <ol style="list-style-type: none"> 1) <u>PowerPoint presentation</u>: a concise and high-level summary of the Task Force’s top five recommendations. 2) <u>Executive Summary</u>: a summary of the context, legislative requirements, and Task Force activities, and a presentation of the top five recommendations. 3) <u>Supplement</u>: a document providing more detail on the top five recommendations highlighted in the Executive Summary and outlining the additional recommendations surfaced by the Task Force. 	<p>The Consolidation Implementation Committee will submit an implementation plan with three sub-sections.</p> <ol style="list-style-type: none"> A. <u>Context</u>: a summary of the current state and the charges of the CIC subcommittees, and a description of the interdependencies among the subcommittees. B. <u>Challenges and Opportunities</u>: a description of the challenges and opportunities to strengthen academic programming, operations, research, and student outcomes. C. <u>Action Plan</u>: a narrative and a detailed action plan including specific tasks, owners, milestones, and relevant stakeholders.

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ACADEMIC PROGRAMS

Huron's Guidelines

The following set of guidelines will help inform our future recommendations on USF's academic structure and organization.

1. Florida Excellence in Higher Education Act of 2018
2. USF BOT's approved Guiding Principles for USF Consolidation (2018)
3. Regional and programmatic accreditation – “one college only” (SACSCOC guidance, 2018)
4. Strengthening USF's position as a Preeminent State Research University and advancing toward AAU membership eligibility through developing the research capacity of each campus
5. Providing students access to, and success in, a broader array of integrated degree programs by discipline, level, mode of delivery, and location (*hosted*)
6. Meeting the local workforce needs of the communities we serve
7. Maintaining the unique identity and establishing distinctive anchor (*home*) programs on each of USF's campuses
8. Aligning colleges by academic discipline across one university
9. Establishing realistic and manageable-sized college units
10. Eliminating the need for duplication of expensive infrastructure

The intention is to increase student access to programs, align programs with campuses in a strategic fashion, and increase efficiencies across the university. To inform decision-making at USF, we will be looking at comparable public institutions from among the AAU membership and other systems whose consolidations Huron has supported.

Key Terms

There are four key terms that are integral to our discussion of academic programs.

Home & Host

- **Home:** A *home* is the campus location of the principal academic structures and functions of a College, School, Department or program/discipline. However, it is not required that all related resources, facilities, or personnel be physically located in the *home* location.
- **Host:** A *host* location provides access to programs and courses from a *home* location for students in the *host* location, whether the instruction is delivered via in-person, online, or hybrid model. *Hosted* programs and courses on campuses expand student access to an array of programs that otherwise would not be available to them. Programs and courses to be delivered through *host* campuses will be dependent on student need, availability of resources (faculty, space, instrumentation, financial aid etc.), and approval by the Board of Governors.

College & School

- **College:** A College has an Executive Dean or a Dean, faculty, academic programs, and an academic *home* location. There can only be one College per field of study, per the SACSCOC guidance. A College may have multiple Schools and Departments, in the same or different locations, that report into a singular academic structure.
- **School:** A School has a Dean or a Director, faculty, academic programs, and an academic *home* location. The School's programs and administrative structure roll up to a single College, led by an Executive Dean or a Dean, as required by the SACSCOC principles and standards.

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NEXT STEPS

Next Steps

The Task Force and Consolidation Implementation Committees will continue their work in preparation for final submission to the Board of Trustees on February 15, 2019.

Task Force	Consolidation Implementation Committee
<ul style="list-style-type: none">• The Task Force will host three Town Hall forums at USF Tampa, USF St. Petersburg, and USF Sarasota-Manatee.• The Shared Governance / Transparency and Student Success / Academic Programs / Campus Identity subcommittees will host their remaining Hearings.• All three subcommittees will have submitted their draft recommendations to the chair of the Task Force by November 29, 2018.• The Board of Trustees will receive the Task Force's final deliverable on February 15, 2019.	<ul style="list-style-type: none">• The six Consolidation Implementation Committees (CIC) subcommittees will meet regularly to continue development of the implementation plan.• The Consolidation Implementation Committee co-chairs will meet bi-monthly to discuss progress and interdependencies between subcommittees, and to receive updates from Huron on the Task Force's work.• The Board of Trustees will receive the Consolidation Implementation Committee's final deliverable on February 15, 2019.

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HURON TEAM

Our Team



**Jim Roth,
President and
CEO,
Huron**



**Peter Stokes,
Managing
Director,
Strategy &
Operations**



**Mike
Stallworth,
Director,
Strategy &
Operations**



**Franca
Nurchynski,
Associate,
Strategy &
Operations**

UNIVERSITY OF SOUTH FLORIDA

Consolidation Planning Study & Implementation Task Force
Student Access, Academic Programs, and Campus Identity Subcommittee

Career Readiness

Community & Civic Engagement

Experiential Learning



How are we connecting students with life-long opportunities?



Who We Are

- We are focused on improving short and long-term career outcomes by providing key workforce ready skills, and critical high-impact experiences while students are enrolled.
- We create opportunities to connect people, talents, and resources.
- We provide pathways to align academic and curricular goals with workforce and employer needs.

Example program: Engaged Student Employment



Building Essential Skills to Improve Career and Workforce Readiness

- The Engaged Student Employment model represents a new approach to ensuring that our undergraduate students have adequate and structured opportunities to acquire and refine the career readiness competencies employers look for when hiring recent college graduates.
- Unique to this plan is the utilization of the existing Federal Work Study (FWS) program to add value to the on-campus employment experience for our students. By utilizing engaged student employment as our model at USF we are, in effect, paying eligible students to build out career readiness competencies.
- The model utilizes the Career Readiness Badging Program (already deployed on all USF campuses) and other existing resources such as academic partnerships and Lynda.com tutorials to develop career competencies over time.
- Equally important, the model is a vehicle for ensuring students remain engaged in their undergraduate experience and persist to graduation. This model will help students make meaning of their on-campus work experiences and connect what they have learned on the job, and in the classroom, to their future career plans.

Structure and Staffing

Community & Civic Engagement – Curricular / Academic

- **USFSM**
Office of Community Engagement
Director, Coordinator (positions vacant since 2017)
- **USFSP**
Center for Civic Engagement and Leadership
Director (25%), Coordinator
- **USFT**
Office of Community Engagement and Partnerships
Director, Assistant Director, Program Planners/Coordinators (3)



■ USFT ■ USFSM ■ USFSP

Community & Civic Engagement – Curricular / Academic Signature Services

• Service-Learning	USFSM	USFSP	USFT
• Faculty Consultation	USFSM	USFSP	USFT
• Partnership Development	USFSM	USFSP	USFT
• Outreach Events	USFSM	USFSP	USFT
• Course Development		USFSP	
• K-16 Initiatives		USFSP	USFT
• FWS support	USFSM	USFSP	USFT
• Community Based Research			USFT
• Grant Development			USFT
• Partnership Match-Ups			USFT
• Conferences & Workshops			USFT

Structure and Staffing

Community & Civic Engagement – Co-Curricular

- **USFSM**
Office of Student Engagement
Assistant VP, Director (2)
- **USFSP**
Office of Leadership and Student Organizations
Director, Assistant Director, Coordinators (2)
- **USFT**
Center for Leadership and Civic Engagement
Director, Associate Directors (2), Assistant Director,
Coordinator, Administrative Specialist



Signature Services

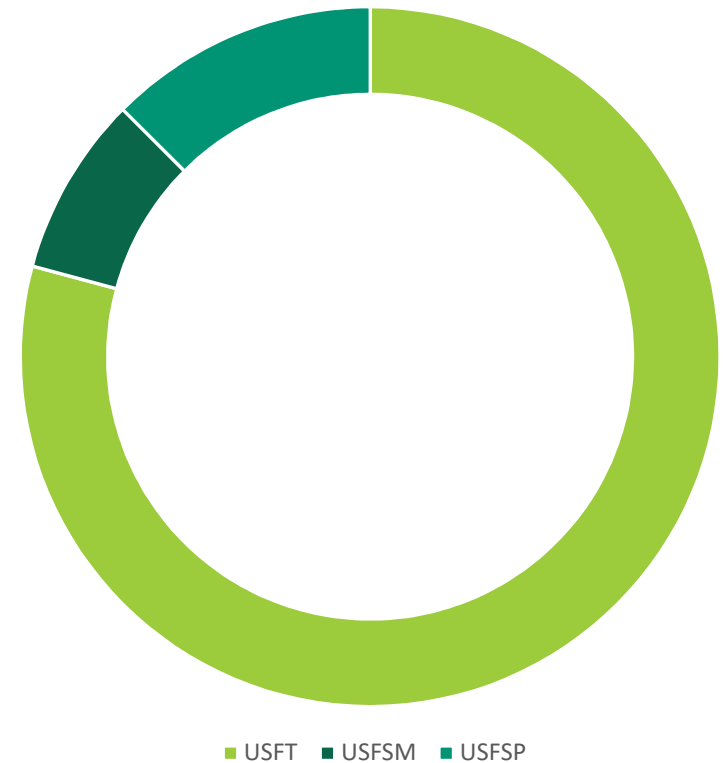
Community & Civic Engagement – Co-Curricular

• Alternative Spring Break	USFSM	USFSP	USFT
• MLK Day Event	USFSM	USFSP	USFT
• Days of Service		USFSP	USFT
• Service Saturday	USFSM		
• Charge			USFT
• Stampede of Service			USFT
• Work and Serve (FWS)			USFT

Structure and Staffing

Career Readiness & Career Focused Experiential Learning

- **USFSM**
 - Career Services**
Coordinator, Coordinator
- **USFSP**
 - Career Center**
Director, Coordinator, Administrative Specialist
- **USFT**
 - Office of Professional and Career Development**
Director, Assistant Director, Career Consultants (6)
 - Office of Internships & Career Readiness**
Director, Assistant Director, Coordinators (3), Staff Assistant
 - Office of Employer Relations**
Director, Assistant Director, Coordinators (3)



Signature Services

Career Readiness

• Career Counseling	USFSM	USFSP	USFT
• Career Readiness Badging		USFSP	USFT
• Employer Engagement	USFSM	USFSP	USFT
• Career Fairs	USFSM	USFSP	USFT
• Career Connections Day	USFSM		
• Graduate School Fair	USFSM		USFT
• Engaged Student Employment			USFT
• Student Employment Support		USFSP	USFT
• Career Without Limits	USFSM		
• Leadership Education	USFSM		USFT
• StrengthsQuest Program		USFSP	
• Incredi-Bull Critical Thinking	USFSM		
• Bloomberg Lab	USFSM		
• Revature			USFT

Signature Services

Career Focused Experiential Learning

• Internship Programs	USFSM	USFSP	USFT
• Student Organizations	USFSM	USFSP	USFT
• Capstone Courses	USFSM	USFSP	USFT
• Study Abroad	USFSM	USFSP	USFT
• Global Citizens Project			USFT
• Research Assistantships	USFSM		USFT
• Intern For A Day / Shadowing	USFSM	USFSP	USFT
• Ex-Labs Program		USFSP	
• Cooperative Education			USFT
• Interns with Impact			USFT
• Experiential Learning Expo			USFT
• Living Learning Communities		USFSP	USFT
• The Freshman Experience	USFSM		
• My Plan + My Pathways			USFT

Opportunities and Gaps



■ USFT ■ USFSM ■ USFSP



■ USFT ■ USFSM ■ USFSP



■ USFT ■ USFSM ■ USFSP

- Clear discrepancy in the capacity to serve students for at least some of our key programs. Must find a way to “right size” offerings and access to provide equally impactful support to all Bulls.
- Utilize existing structures and enhanced collaboration across campuses to expand community partner and faculty base and outreach to meet goals of revised GenEd Curriculum, Preeminence, and PBF Metrics.
- Need additional staffing and infrastructure to support growing our employer, alumni, and community partnerships to allow USF to have its full impact in supporting social change and economic growth throughout our region.

Key Takeaways

- We have significant alignment already and are working together to support our students across all three campuses.
- We will continue to improve alignment and collaboration across all three campuses to improve student success.
- We will need additional new resources to fully build out capabilities and capacity, particularly at St. Petersburg and Sarasota-Manatee.
- We're ready to move forward in support of one USF.

UNIVERSITY *of* SOUTH FLORIDA