



# Consolidation Planning Study and Implementation Task Force

## **TOWN HALL AGENDA**

Tuesday, September 11<sup>th</sup>

USF St. Petersburg

University Student Center Ballroom

2:00 PM – 4:00 PM

*Task Force Members:* Dr. Jonathan Ellen, Chair; Alison Barlow, Anddrikk Frazier, Dr. Judy Genshaft, Michael Griffin, Dr. Karen Holbrook, Melissa Seixas, Byron Shinn, Rick Piccolo, Kayla Rykiel, Dr. Martin Tadlock, Nicole Washington, Dr. Tonjua Williams  
*Staff Liaisons:* Paige Beles (USFT), Caryn Nesmith (USFSP), Amy Farrington (USFSM)

## **A G E N D A**

- |   |  |
|---|--|
| I. Welcome                              | Chair Jonathan Ellen<br>Regional Chancellor Martin Tadlock |
| II. Introductory Remarks                | Representative Chris Sprowls                               |
| III. Task Force Status Update & Context | Chair Ellen<br>Peter Stokes                                |
| IV. Public Comment                      | Chair Ellen  |
| V. Open Discussion                      | All  |
| VI. Adjournment                         | Chair Ellen  |

UNIVERSITY OF SOUTH FLORIDA

# Consolidation Planning Study and Implementation Task Force



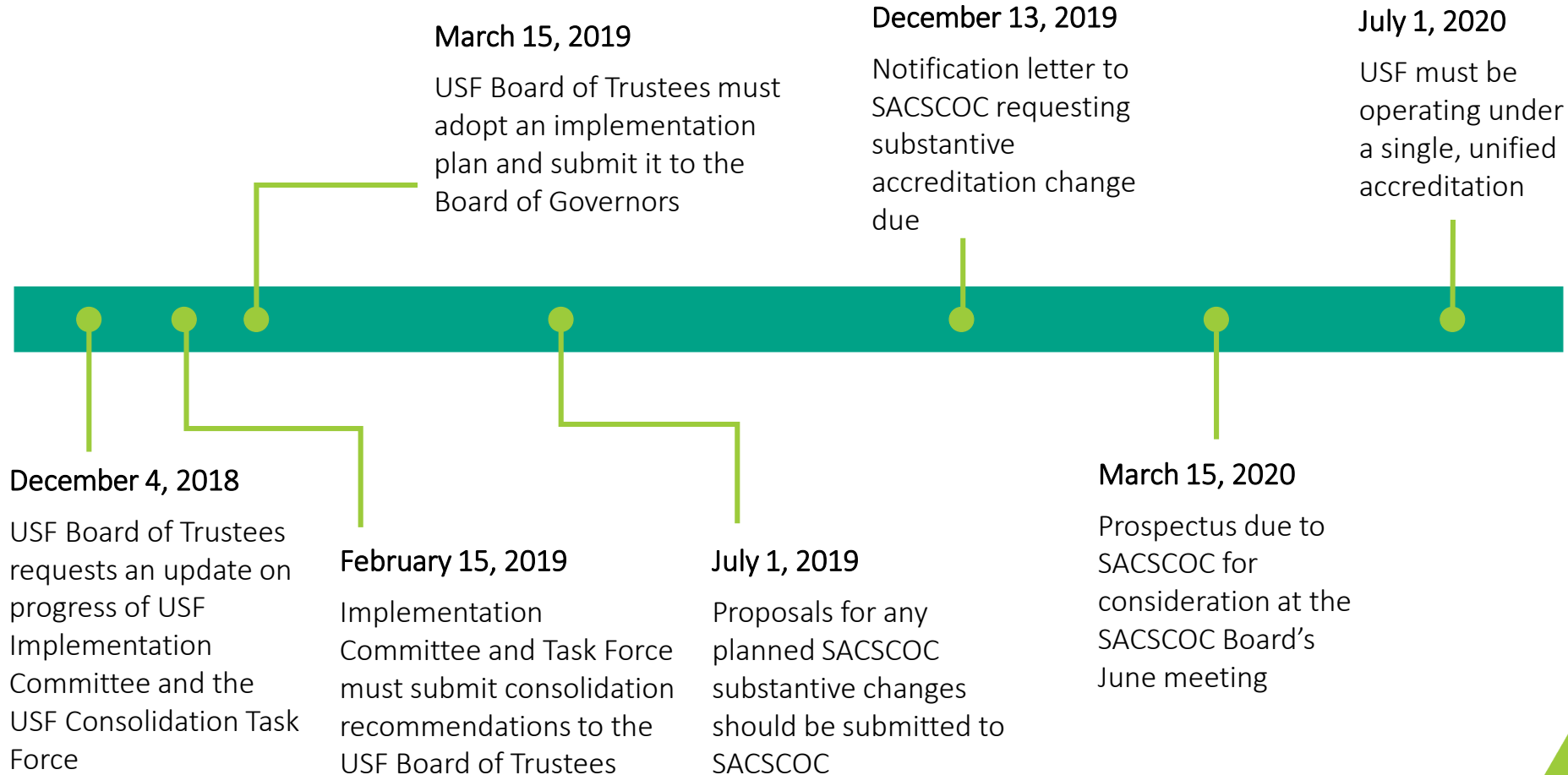
# Overview

Two primary bodies have been appointed to lead the consolidation efforts and to ensure that USF meets the 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.
- No campus 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 retains status as a Preeminent Research University in the state of Florida.

# Consolidation Timeline



# Consolidation Task Force

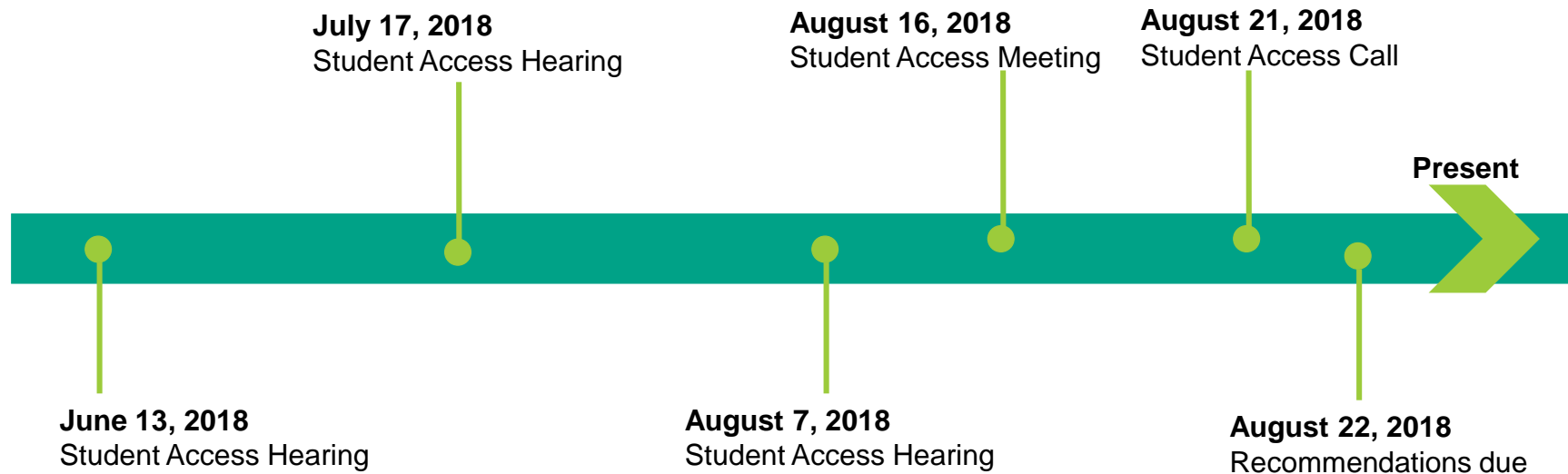
The Task Force is divided into three subcommittees with distinct milestones and activities.

Consolidation Task Force					
Shared Governance / Transparency		Student Access		Student Success / Academic Programs / Campus Identity	
Date*	Meeting	Date*	Meeting		
September 11, 2018	Town Hall Shared Governance Hearing Location: USF St. Petersburg	October 18, 2018	Student Success Hearing Location: USF St. Petersburg		
September 19, 2018	Student Success, Academic Programs and Campus Identity Meeting Location: USF CAMLS	October 24, 2018	Task Force Meeting Location: USF Sarasota-Manatee		
September 26, 2018	Task Force Call	November 14, 2018	Student Success Meeting Location: USF St. Petersburg		
October 2, 2018	Town Hall Shared Governance Hearing Location: USF Sarasota-Manatee	November 29, 2018	Task Force Call		
October 10, 2018	Shared Governance Meeting Location: USF Tampa	December 20, 2018	Task Force Call		
		January 23, 2019	Task Force Meeting Location: USF Tampa		
		February 15, 2019	Final Report Deadline		

# Student Access Subcommittee

## Focus Areas:

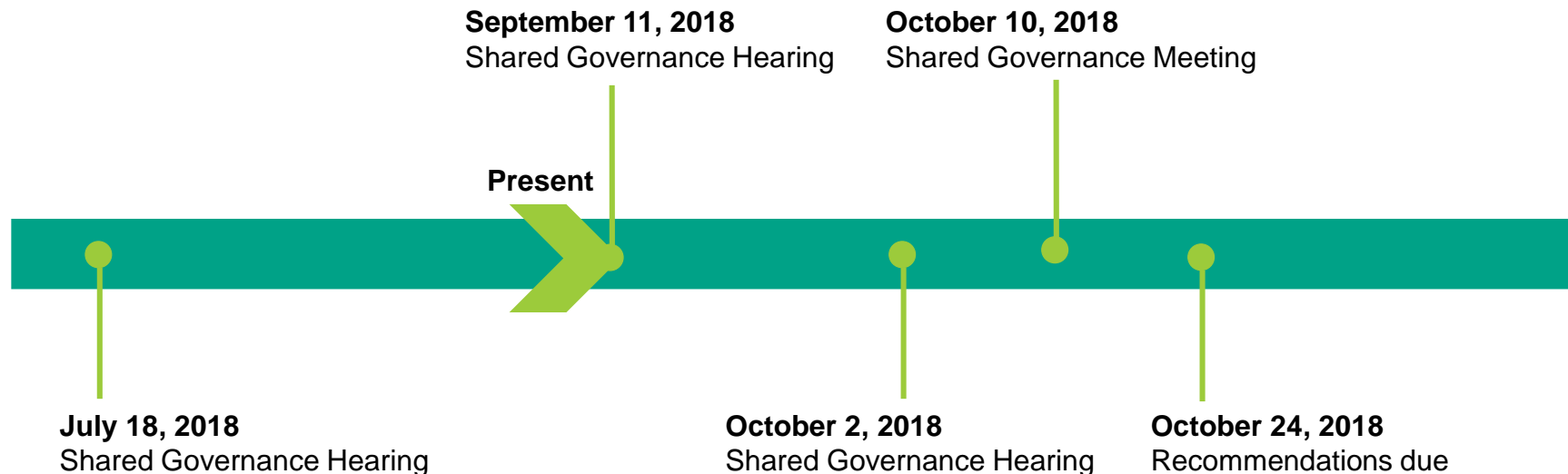
- Equitable distribution of programs and resources to establish pathways to admission for all students who require bridge programming and financial aid;
- Other subject matters pertaining to student access as determined by the Chair of the Task Force that would support the work of the Task Force.



# Shared Governance and Transparency Subcommittee

## Focus Areas:

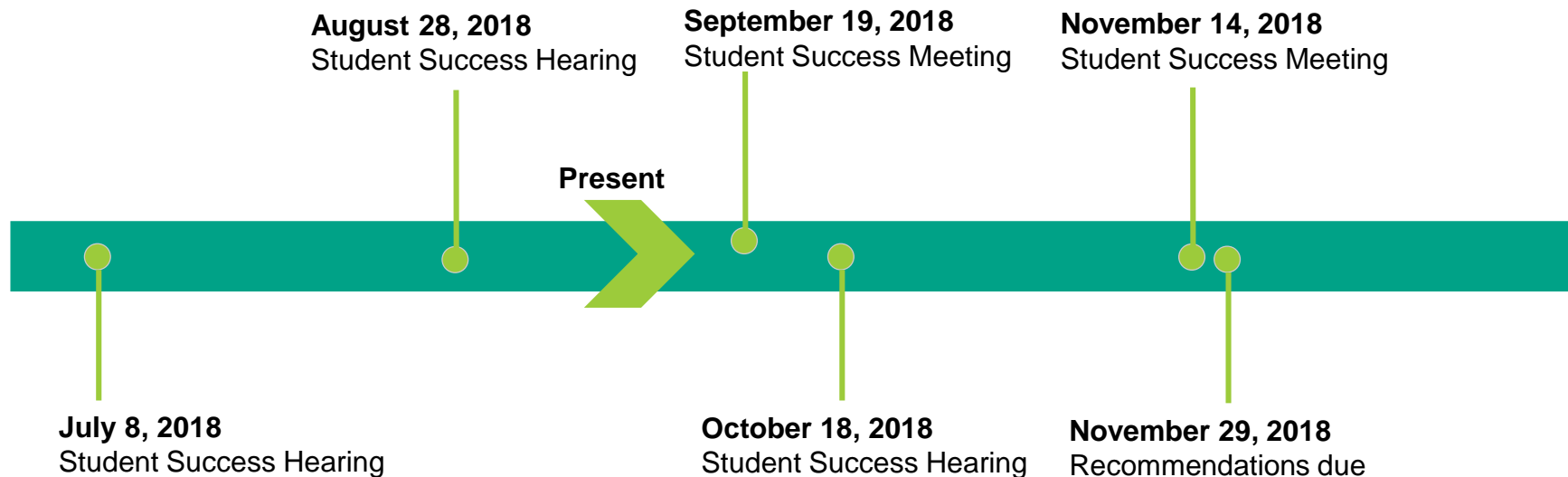
- Establishing budget transparency and accountability regarding the review and approval of student fees among campuses, including fee differentials and athletic fees, to enable the identification of the equitable distribution of resources to each campus, including the University of South Florida Health;
- Developing and delivering integrated academic programs, student and faculty governance, and administrative services to better serve the students, faculty, and staff at the University of South Florida College of Marine Sciences, the University of South Florida Sarasota/Manatee, and the University of South Florida St. Petersburg;
- Maintaining faculty input from all campuses during the review and development of general education requirements to reflect the distinctive identity of each campus; and
- Other subject matters pertaining to shared governance and transparency as determined by the Chair of the Task Force that would support the work of the Task Force.



# Student Success, Academic Programs, Campus Identity Subcommittee

## Focus Areas:

- Identification of specific degrees in programs of strategic significance, including health care, science, technology, engineering, mathematics, and other program priorities to be offered at the University of South Florida St. Petersburg and the University of South Florida Sarasota/Manatee and the timeline for the development and delivery of programs on each campus;
- Maintaining the unique identity of each campus and an assessment of whether a separate educational mission is beneficial to the future of each campus;
- Developing the research capacity at each campus; and
- Other subject matters pertaining to campus strengths as determined by the Chair of the Task Force that would support the work of the Task Force.





# Completed to Date:

- ✓ 20 Weeks Complete
- ✓ 5 Task Force Meetings
- ✓ 9 Subcommittee Meetings
- ✓ 6 Hearings
- ✓ 20 Agendas
- ✓ 18 Note Summaries
- ✓ 54 Subject Matter Experts
- ✓ 1042+ Pages of background material

# Outreach Efforts across USF Campuses

- ✓ MyUSF.edu homepage graphic for faculty, staff and students
- ✓ Distributed Town Hall flyer and Update Letter via email to 59,000 USF Students,
- ✓ Distributed Town Hall flyer and Update Letter to faculty and staff
- ✓ Press Release advertising Town Hall meetings to media in Tampa, St. Petersburg and Sarasota-Manatee
- ✓ Town Hall information and Update Letter Shared via Facebook and Twitter (USF, USFSM, and USFSP handles) including status updates, tweets and internal student group shares
- ✓ Town Hall information and update letter shared via Note-a-Bull Newsletter to students and internal faculty and staff listservs
- ✓ Advertising Town Hall Meetings via Internal LCD Screens
- ✓ Student Government Association to disseminate flyers for Town Hall meetings
- ✓ Printed flyers to disseminate at community meetings
- ✓ Updates from senior leadership at internal and external campus meetings
- ✓ Website continually updated

# CONSOLIDATION IMPLEMENTATION COMMITTEE STATUS UPDATE

USF Town Hall  
September 11, 2018



# Consolidation Implementation Committee

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

## Consolidation Implementation Committee

**Business & Finance**

**External Affairs**

**General Education &  
Curriculum Alignment**

**Faculty Affairs**

**Research**

**Student Success**

**Present**

**February 15, 2019**

Implementation Committee and Task Force must submit consolidation recommendations to the USF Board of Trustees

**July 18 – 19, 2018**

Subcommittee kick-off meetings

**December 4, 2018**

USF Board of Trustees requests an update on progress of the Consolidation Implementation Committee

# 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.

# Next Steps

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

- 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 the subcommittees, and to receive updates from Huron on the work of the Task Force. The co-chairs will also hear presentations from external experts to help inform their recommendations.
- The Board of Trustees will receive the Consolidation Implementation Committee's final deliverable on February 15, 2019.