



Consolidation Planning Study and Implementation Task Force

July 26, 2018
4:00 PM – 6:00 PM
Call

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. Call to Order Chair Jonathan Ellen

- II. New Business – Action Items
 - a. Approval of June 29, 2018 Meeting Notes Chair Ellen

- III. New Business – Information Items
 - a. Subcommittee Updates Chair Ellen
Anddrikk Frazier
Mike Griffin
Melissa Seixas

 - b. Internal Implementation Committee Update Peter Stokes

 - c. Town Hall Structure Chair Ellen

- IV. Adjournment Chair Ellen

Next Scheduled Meeting: August 22, 2018
USF Tampa, Marshall Student Center Room 3707
3:00 PM – 5:00 PM (Town Hall) 5:00 PM – 6:00 PM (Task Force Meeting)

NOTES
USF Consolidation Task Force
Task Force Call
June 29, 2018

Present: Dr. Jonathan Ellen, Chair; Alison Barlow, Anddrikk Frazier, Dr. Judy Genshaft, Michael Griffin, Dr. Karen Holbrook, Melissa Seixas, Rick Piccolo, Kayla Rykiel, Dr. Martin Tadlock, Nicole Washington

I. Call to Order and Comments

Chair Jonathan Ellen called the meeting to order at 8:30 am.

II. New Business – Action Items

a. Approval of May 30, 2018 Meeting Notes

Motion to approve the Meeting Notes from May 30, 2018. Notes approved unanimously.

III. New Business – Information Items

Chair Ellen noted that the goal is to start synthesizing and summarizing information from subcommittees.

a. Subcommittee Updates

Anddrikk Frazier provided an overview of the first Student Access Subcommittee hearing, noting the goal was to understand the student process from pre-application to graduation. Both internal and external experts presented information regarding the various aspects of this process. Without reviewing specific slides as presented, Mr. Frazier highlighted a few takeaways from the hearing. He stated the USF System has many existing successful programs, however we need to find ways to broaden access to those programs. Additionally, Mr. Fraizer noted another takeaway was telling our story and making sure that it is disseminated throughout our communities especially within the high school systems. The final takeaway was the availability of courses throughout the USF System to enhance access to academics.

Mike Griffin noted that the Student Success/Academic Programs/Campus Identity Subcommittee's first hearing is July 9 in Tampa. The members have been working to develop building blocks to understand the SACS Accreditation processes and requirements, particularly around new degree programs and changes in degree programs. The Florida BOG will present their regulations regarding academic programs. Academic officer representation from each campus will add to the overall conversation regarding internal processes. Future hearings will delve further into labor and workforce issues and other related issues.

Melissa Seixas shared that the Shared Governance/Transparency Committee held a meeting via phone on June 14th to discuss the upcoming hearing. Ms. Seixas was able to attend the first Access Subcommittee hearing, which was helpful as to how to structure subcommittee meetings moving forward. The subcommittee has worked on building that framework for the first hearing on July 18th, with a focus on regulatory issues. The Florida BOG, SACS and USF System General Counsel will present that framework around fees, general education, student governance

and shared services. She noted that there was discussion regarding one-page takeaways to be used by members for later reference.

b. Internal Implementation Committee Update

Chair Ellen introduced Peter Stokes with Huron Consulting Group to provide an overview of the internal implementation work. Mr. Stokes explained the difference between the various groups working to support consolidation. At a very high level, the Task Force has been charged with creating a set of recommendations in some broader areas about achieving a desired outcome while maintaining accreditation and preeminence. The BOT Consolidation, Accreditation and Preeminence (CAP) Committee is focused on how to implement all of these aspects involved in moving to reach consolidation. The Task Force is focused on considering external perspectives while the CAP is focused on internal voices and the more detailed aspects of implementation. The CAP is also considering some broader issues that are not within the focus of the Task Force charge.

As an example, using Mr. Frazier's presentation, a high level recommendation could be "to increase flexibility in course programming in location and time to enhance student access." The CAP might use that to develop the plan to enhance institutional capacity to match demand and increase access and then implement that plan. Huron will be supporting the parallel processes and will determine if there are opportunities for alignment and information sharing.

Huron will assist with consistent introductory talking points for hearings as well as helping to shape questions that should be addressed at hearings. Mr. Stokes is expecting to hear initial baseline work at first hearings with more in-depth information gathering as the subcommittees move forward.

c. Data Requests and Questions

Chair Ellen reminded everyone to reach out to staff liaisons for information or with any questions.

Chair Ellen noted that public comment area on the website has been updated to be more accessible to the public.

IV. Adjournment

Chair Ellen thanked everyone for continued work and diligence. The next scheduled meeting is July 26 (via phone call) from 4-6:00 pm. Information will be provided prior to the call.

UNIVERSITY OF SOUTH FLORIDA

Consolidation Planning Study and Implementation Task Force



Student Success, Academic Programs and Campus Identity Subcommittee

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

First Hearing on July 9, 2018 at USF Tampa

Attendance: Approximately 25 people

Topics :

- Developing New Degree Programs, the USF System Master Academic Plan and Current USF Degree Programs
- Florida Board of Governors Academic Program Planning and Coordination Process
- SACSCOC Program Requirements
- Developing Online Courses and Programs

Speakers:

- USF System Academic Affairs Representatives; Dr. Traki Taylor, Assistant Vice Chancellor, Academic and Student Affairs, Board of Governors for the State University System of Florida; USF System SACSCOC Liaisons; USF System Innovative Education Representatives

Hearing Summary

The process to create new degree programs in the State of Florida can be lengthy and complex.

To respond to the needs of the local and campus communities, research feasibility of:

- offering new majors, minors and certificates; and
- expand educational opportunities in existing degree program areas throughout the USF System.

Hearing Summary Cont.

- **Online education** can allow students to stay at their home campus while having access to required courses available at other physical locations online. Consolidation provides opportunities for expansion including master courses, hybrid programs and shared resources among all USF campuses.
- Student success, the connection to the community, and life long learning is the foundation for the Subcommittee's work. Future work will include looking closer at financial resources, adequately serving all communities, tailored planning for each USF campus and preserving unique identities.

Potential Recommendations

- Add a student representative to the USF System Academic Program Advisory Committee.
- Enhance efforts to obtain community and industry input when developing new degree programs, majors, minors and certificates.
- Expand and deliver additional online classes.
- Increase blended learning and hybrid course offerings.
- Develop online master courses to be used across campuses.

UNIVERSITY OF SOUTH FLORIDA

Consolidation Planning Study and Implementation Task Force



Student Access Subcommittee

Committee: Anddrikk Frazier, Chair; Alison Barlow; Byron Shinn

First Hearing on June 13, 2018 at USF St. Petersburg

Attendance: Approximately 50 people

Topics :

- Overview of Student Access/Success, Financial Aid, Admissions, FUSE
- Barriers to university access and recommendations to overcome them

Speakers:

- USF VP of Student Affairs/Success; USF Dean and USFSP/USFSM Directors of Admissions (& Financial Aid); USF VP for Enrollment Planning (Financial Aid);
- Representatives from HCC, SPC, Florida College Access Network; Manatee High School; and Pinellas County Schools

Student Access Subcommittee

Committee: Anddrikk Frazier, Chair; Alison Barlow; Byron Shinn

Second Hearing on July 17, 2018 at USF Sarasota Manatee

Attendance: Approximately 30 people

Topics:

- Overview of SACS guidelines; admissions projections post consolidation; best practices for first-time-in-college and first generation access; and online education

Speakers:

- USF Director of Institutional Effectiveness, USFSP/USFSM Directors of Admissions (& Financial Aid); USF Chief Diversity Officer
- Florida College Access Network and Unidos Now

Consolidation Planning Study and Implementation Task Force

Student Access Subcommittee Hearing 1

Takeaways

Barriers to access include:

- Financial
- Academic preparedness
- Access to information
- Life responsibilities

Student Access Subcommittee Hearing 1 Recommendations

- Enhance information dissemination regarding financial aid
- Ensure flexibility in course programming (both online and in-person)
- Leverage community partners
- Explore use of technology to provide flexibility in course programming, and to improve access to information and college readiness.
- Start early (before high school) informing and motivating students about higher ed options.

Student Access Subcommittee Hearing 2

Takeaways

- Consolidation may affect admissions rates(though with minimal effect on black/Hispanic percentages) in AY 19/20, but will be mitigated through emphasis on alternative terms of entry and partnerships with local state colleges.
- Measuring diversity is challenging; if outreach continues to focus on diverse populations, diversity will organically increase.
- Best practices for student access target FAFSA completion rates, which are low for low-income and first generation students.

Student Access Subcommittee Hearing 2

Takeaways

- Virtual solutions and increased delivery of online courses can help with access across all three USF campuses.
- Additional support and early engagement leads to greater success, especially for first generation university students.

“When students receive information early—where their community and schools build a college-going culture to support them—they are much more likely to thrive academically.”

- Laurie Megessin, Executive Director, Florida College Access Network

Student Access Subcommittee Hearing 2

Potential Recommendations

- Continue and strengthen strategic partnerships with:
 - Schools, school districts and community colleges.
 - Local high schools to increase awareness on admission deadline dates, admissions criteria and financial aid information.
 - Local College Access Networks – who use best practices.
- Expand admissions pathways with local high schools for guaranteed admissions.
- Develop outreach offices at USF St. Petersburg and USF Sarasota-Manatee.

Student Access Subcommittee Hearing 2

Potential Recommendations

- Explore multiple summer bridge programs including focus on STEM, career specific programs and internships.
- Continue to identify creative sources of financial assistance that will attract students from underserved populations.
- Foster education ecosystems (i.e. data sharing with local schools, school districts and community colleges on factors beginning in pre-K that impact student performance that can inform interventions).
- Consider online technology to create virtual classrooms across campuses.
- Strengthen hiring practices to include bilingual and bicultural staff.

Student Access Subcommittee Hearing 2

Potential Recommendations

- Create special FUSE programs focused on specific demographics, i.e. Latinos.
- Develop specific “college” nights for underserved populations and their families.
- Expand campus visits to start early on in a student’s educational journey.
- Expand “last dollar” scholarship offerings.
- Support and increase awareness around Florida College Access Network’s Seminars.
- Offer classes that teach English as a second language.

Student Access Subcommittee Hearing 3

August 7 - Potential Topics

1. Financial Aid's single scholarship grid and ways to increase aid focused on diversity.
2. Evidence-based scholarship models that help low income students persist and complete their degrees. (Helios Foundation)
3. Admissions data related to transfer students.
4. Communications efforts to brand USF as the go-to college for students in the region.

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Consolidation Planning Study and Implementation Task Force



Shared Governance/Transparency Subcommittee

Committee: Melissa Seixas, Chair; Kayla Rykiel, Nicole Washington

First Hearing on July 18, 2018 at USF Tampa

Attendance: Approximately 15 people

Topics :

- Board of Governors Regulations and Florida Law
- USF Board of Trustees Policies and Internal Procedures
- SACSCOC Related Requirements
- USF System Shared Services

Speakers:

- Vikki Shirley, General Counsel and Corporate Secretary, Florida State University System Board of Governors; USF System SACSCOC Liaisons; USF System General Counsel's Office Representative

Hearing Summary

The State of Florida's higher education regulatory process is complex, but creates a system of well vetted academics, accountability in structure and transparency in process.

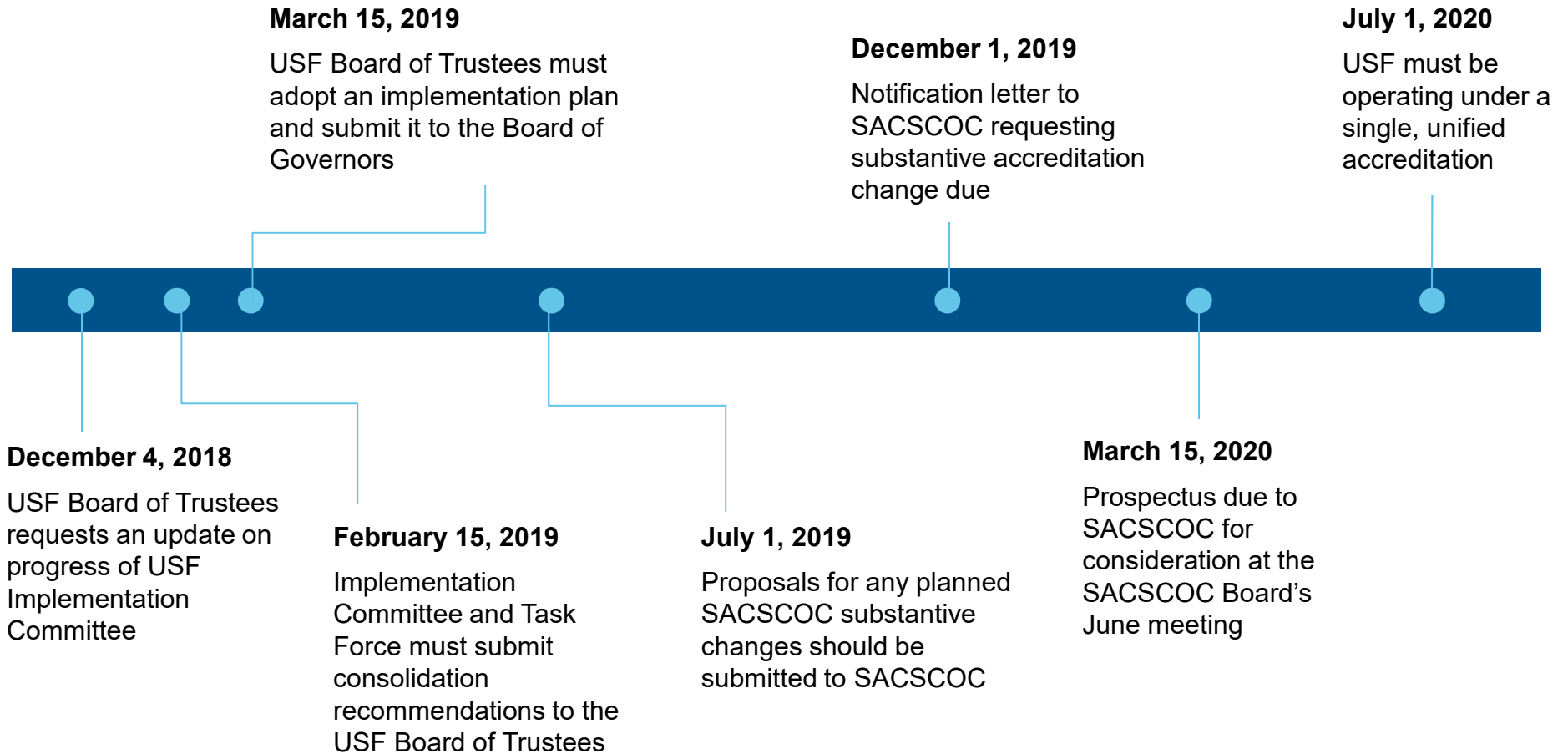
Hearing Summary Cont.

- The USF System has many **shared resources**, including general counsel, controller, human resources and others. Some services can not be shared due to SACS requirements for separately accredited institutions. With an accreditation consolidation, more resources could move to a centralized function while others will need to remain present on each campus.
- The USF System has 3 **student government associations** with separate budgets as determined by current regulations.
- The Subcommittee's future work includes a closer look at shared resources, fee structures, student and faculty governance structures and general education process.

Potential Recommendations

- Structure that allows for 3 student governments in an effective way including system-wide representation.
- Shared services that can be more centralized after consolidation but that allow for accessibility and integration across campuses.

USF System Consolidation Timeline



Preeminence Metrics

	Preeminence Criteria	Metric Goal
1	Endowment	\$500M
2	Incoming FTFT Fall Freshmen Academic Preparation	4.0 Weighted GPA
3	US News Ranking	Top 50 Public University Rankings
4	Retention	90%
5	Graduation Rate	60% (4-year) or 70% (6-year)
6	Faculty Quality	6+ faculty who are members of a national academy
7	Research Expenditures (Science)	\$200M+
8	Research Expenditures (Non-Science)	\$150M+
9	Research Expenditures (STEM)	Top 100 ranking in research expenditures in 5+ STEM fields
10	Patents	100+ patents in most recent three-year period
11	Doctoral Degrees	400+ degrees awarded annually
12	Post-Doc Appointees	200+ appointees

Summary of relevant SACSCOC Requirements

SACSCOC Requirements	
A	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.
B	Authority resides in the University of South Florida's Board of Trustees. Campus Boards can be advisory only.
C	There must be one general education program for the new USF institution.
D	The consolidated institution will develop one Quality Enhancement Plan (QEP) for Reaffirmation of Accreditation in 2025.
E	There can only be one College of the same field of study (e.g. Business, Education, Engineering). It could be possible to have two differently designated Colleges that offer curricula in "business" disciplines, but the colleges would need to be differentiated, such as a College of Business and a College of Entrepreneurship.
F	Programs must roll up to a single College with a clear administrative structure and reporting lines.
G	Curricula for the same degree (e.g. BS in Accounting) must be the same on each campus.
H	Cannot have different programs of study or have different student learning outcomes for the same major (e.g. BS in Accounting) on each campus, but each campus can offer its own unique concentrations within a major.
I	The student learning outcomes for the same major and same degree are expected to be the same.
J	All students must have equal access to all student services.
K	The student conduct and grievances processes must be consistent.
L	Prospective students must hear a clear and consistent message from Recruitment and Admissions.
M	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.
N	The faculty governance structure must be aligned to ensure faculty control of the curriculum.

Implementation Planning subcommittees

Committee	Summary of Charge	Co-chairs
Business & Finance	Coordinate all areas pertaining to financial management, tuition and fees, audit and compliance, debt/bonds, safety and security, contractual agreements, human resources, and facilities.	<ul style="list-style-type: none"> • David Lechner, Senior VP, Business and Financial Strategy (SY) • Nick Trivunovich, VP, Business & Finance and CFO (SY)
External Affairs	Discuss topics related to branding, marketing, communications, fundraising and alumni affairs, corporate and community partnerships, and maintaining unique identities.	<ul style="list-style-type: none"> • Joe Hice, Chief Marketing Officer (SY) • Deborah Read, Regional VC for Advancement (SP) • Noreen Segrest, VP and COO, USF Foundation (SY)
Faculty Affairs	Address issues related to tenure & promotion guidelines, organizational structure, faculty work load, and administrative support.	<ul style="list-style-type: none"> • Fawn Ngo, Associate Prof. of Criminology (SM) • Dwayne Smith, Prof., Senior Vice Provost, and Dean of Graduate Studies (T)
Gen Ed & Curricular Alignment	Make recommendations related to general education accreditation standards, duplicative courses and programs, and campus-specific strengths.	<ul style="list-style-type: none"> • Paul Atchley, Senior AVP and Dean of Undergraduate Studies (T) • Allyson Watson, Dean, College of Undergraduate Studies (SP)
Research	Address issues related to research infrastructure, space, campus-based centers of excellence, and organizational structure.	<ul style="list-style-type: none"> • Bob Deschenes, Prof., Chair & Assoc. Dean, College of Medicine (H) • Paul Kirchman, Dean, College of Science & Mathematics (SM)
Student Success	Coordinate all areas dealing with enrollment planning and management, admissions, retention and graduation rates, counseling, and student life.	<ul style="list-style-type: none"> • Patti Helton, Regional VC for Student Affairs (SP) • Paul Dosal, VP for Student Affairs & Student Success (T)

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 CAP 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 CAP Committee on External Affairs will draw upon small teams of its committee members to address the following tasks:

	Charge subtasks	Preeminence	SACSCOC
A	Draft a plan to communicate unity as an institution and progress towards consolidation to external stakeholders (e.g. government, community, alumni, and donors)		
B	Provide an External Affairs perspective for recommendations on unique identities for each campus		A
C	Align on the University's approach to engaging alumni and donors while fostering relationships with corporate and community partners (new and existing)	1	
D	Develop a unified organizational structure for Marketing and Communications		L
E	Develop a unified organizational structure for Legislative Affairs		
F	Reaffirm the unified organizational structure for University Advancement	1	
G	Align on university branding for Student Affairs and Recruitment		L

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 CAP 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 CAP Committee on Faculty Affairs will draw upon small teams of its committee members to address the following tasks:

	Charge subtasks	Preeminence	SACSCOC
A	Make recommendations for tenure and promotion guidelines, including faculty work load and expected research contribution, and recommendations to grow and strengthen the faculty	6	M
B	Determine the optimal organizational structure and reporting lines for academic departments and recommend administrative support consistent with the optimal organizational structure for academic departments		F
C	Review and recommend policies for shared governance		N

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 CAP 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 CAP Committee on Gen Education & Curricular Alignment will draw upon small teams of its committee members to address the following tasks:

	Charge subtasks	Preeminence	SACSCOC
A	Develop a plan to ensure Gen Education requirements meet the accreditation standards and reflect the distinctive identities of each campus		A & C
B	Develop an overarching delivery model for clusters of talent and homes for programs	4 & 5	H & I
C	Explore whether and how separate educational missions would be beneficial to the future of each campus		A
D	Make recommendations for synthesizing and integrating courses and programs, informed by robust data and labor market trends	4 & 5	H & I
E	Align academic offerings and identify opportunities to leverage unique strengths of campuses	4 & 5	H & I
F	Make recommendations for rationalizing overlapping schools and shaping unique identities for each college (e.g. the Muma College of Business and the Kate Tiedemann College of Business)	4 & 5	E

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 CAP 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 CAP Committee on Research will draw upon small teams of its committee members to address the following tasks:

	Charge subtasks	Preeminence	SACSCOC
A	Develop a unified organizational structure that identifies Home and Host campuses for particular research initiatives and associated academic programs		F
B	Make recommendations for research-aligned Centers of Excellence and how they relate to departments and colleges		F
C	Align Graduate Programs that support research PhD, MS, and Postdoctoral students with the research architecture and propose potential new ones	11	
D	Define an implementation roadmap for Tenure and Promotion/Workload models that support the research mission		M
E	Review and recommend policies for equitable resource allocation for research infrastructure and space	7, 8 & 9	
F	Develop consistently applied internal and external funding allocations, as well as indirect (F&A) recovery and distribution to support research	7, 8 & 9	

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 CAP 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 CAP Committee on Student Success will draw upon small teams of its committee members to address the following tasks:

	Charge subtasks	Preeminence	SACSCOC
A	Align academic support services, including student advising and tutoring resources	4 & 5	J
B	Coordinate efforts to enhance the undergraduate student experience through career development initiatives, internships, service learning, and other high-impact practices	4 & 5	
C	Develop a plan to enhance institutional capacity to project student course demand, schedule courses to maximize student access to courses, including on-line classes	4 & 5	
D	Deepen and improve upon the system-wide commitment to student success through case management, utilizing predictive analytics and Archivum Insights	4 & 5	
E	Establish enrollment planning and management as a fundamental prerequisite for effective student success initiatives	4 & 5	
F	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	2	
G	Integrate the health and wellness initiatives across the three campuses and ensure compliance with state-mandated strategic objectives	4 & 5	J
H	Promote student engagement across the campuses by developing plans to coordinate or integrate student activities ranging from orientation to homecoming	2, 4, & 5	J
I	Unite three separate student government organizations into a single structure	4 & 5	