FOR DISCUSSION ONLY

DRAFT
ACADEMIC PROGRAM STRUCTURE PROPOSAL

Student Success/Academic Programs/Campus Identity meeting

September 19, 2018

HURON

AGENDA

1. Overview & Approach
2. USF Current State
3. Benchmark Institutions
4. Introduction to Future State
5. Future Proposal

Document Overview

Huron has created this draft document in response to a request from the Chair of the Student Success/Academic Programs/Campus Identity committee of the Task Force.

Student Success/Academic Programs/Campus Identity hearing on August 28, 2018:

Following a presentation by Huron that framed how to start thinking about connecting different academic and curricular assets to student and community needs, Chair Griffin requested that Huron return to the Student Success committee with preliminary recommendations during the next meeting on September 19, 2018. He also requested that Huron conduct benchmarking among SUS and AAU institutions assessing the organization, structure, and scale of academic units. Chair Griffin noted the importance of having the time to collect community input and demand data to support the recommendations.

Purpose of document

- This document is a preliminary proposal for **discussion purposes only**. It represents a framework for moving forward and will continue to be refined
- The proposed academic structures outlined in this document are supported by various quantitative and qualitative inputs, from internal and external sources
- Discussions with Deans, faculty, and students at USF St. Petersburg, USF Sarasota-Manatee, and USF Tampa are ongoing
- At this time, no definitive decisions have been reached
- Huron looks forward to hearing feedback from the USF community on this preliminary proposal

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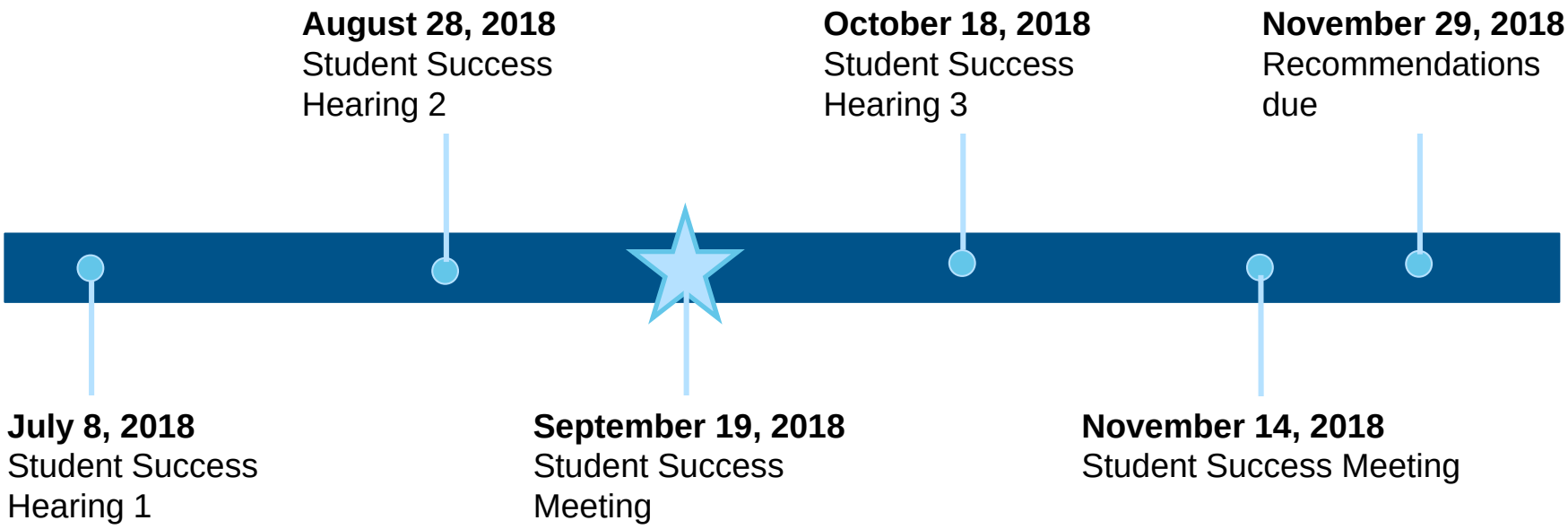
OVERVIEW & APPROACH

Subcommittee Timeline

The Student Success/Academic Programs/Campus Identity subcommittee has held two public hearings, on the USF St. Petersburg and USF Tampa campuses.



At the subcommittee's second hearing on August 28, 2018, Chair Griffin asked the team from Huron supporting the Task Force's effort if we could prepare and present a preliminary draft proposal for the post-consolidation academic program structure.

Subcommittee Charge

Chair Griffin's request is in support of the Student Success/Academic Programs/Campus Identity committee's focus areas.

Committee Focus Areas
a. 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; b. Maintaining the unique identity of each campus; c. Developing the research capacity at each campus; and d. 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.

Academic Structure Mapping Guidelines

The following set of guidelines has helped inform our draft 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 have looked at comparable public institutions from among the SUS, the AAU membership and other systems whose consolidations Huron has supported.

Guiding Principles for USF Consolidation

The USF Board of Trustees' guiding principles for USF consolidation shaped our draft recommendations for academic structure.

- Strengthen USF's stature as a Preeminent Research University with national and global prominence;
- Embrace a model of "One University Geographically Distributed" while preserving campus identity – guided by a transparent and collaborative process;
- Commit to "Students First", through expanding access and raising educational attainment while continuing USF's national best practice of student success and diversity;
- Establish a clear, simple and unified leadership structure by aligning accountability with authority and valuing shared governance through engaging students, faculty and staff on all campuses;
- Assure consistency of high impact research across the university through establishing centers and programs of academic excellence on each campus;
- Enhance regional economic development while avoiding unwarranted duplication of academic programs, and
- Maximize performance, service quality and operational efficiencies through optimizing the utilization of faculty talent and technology across the University.

Relevant SACSCOC Requirements

The requirements of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) are an important driver of the future state of academic structures.

- The consolidation prospectus should clearly describe:
  - The organizational structure of the new USF institution
  - The lines of communication from the campuses to the BOT and President
  - The lines of responsibility and authority
- 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

Key Terms

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

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.

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.

Advantages of one USF

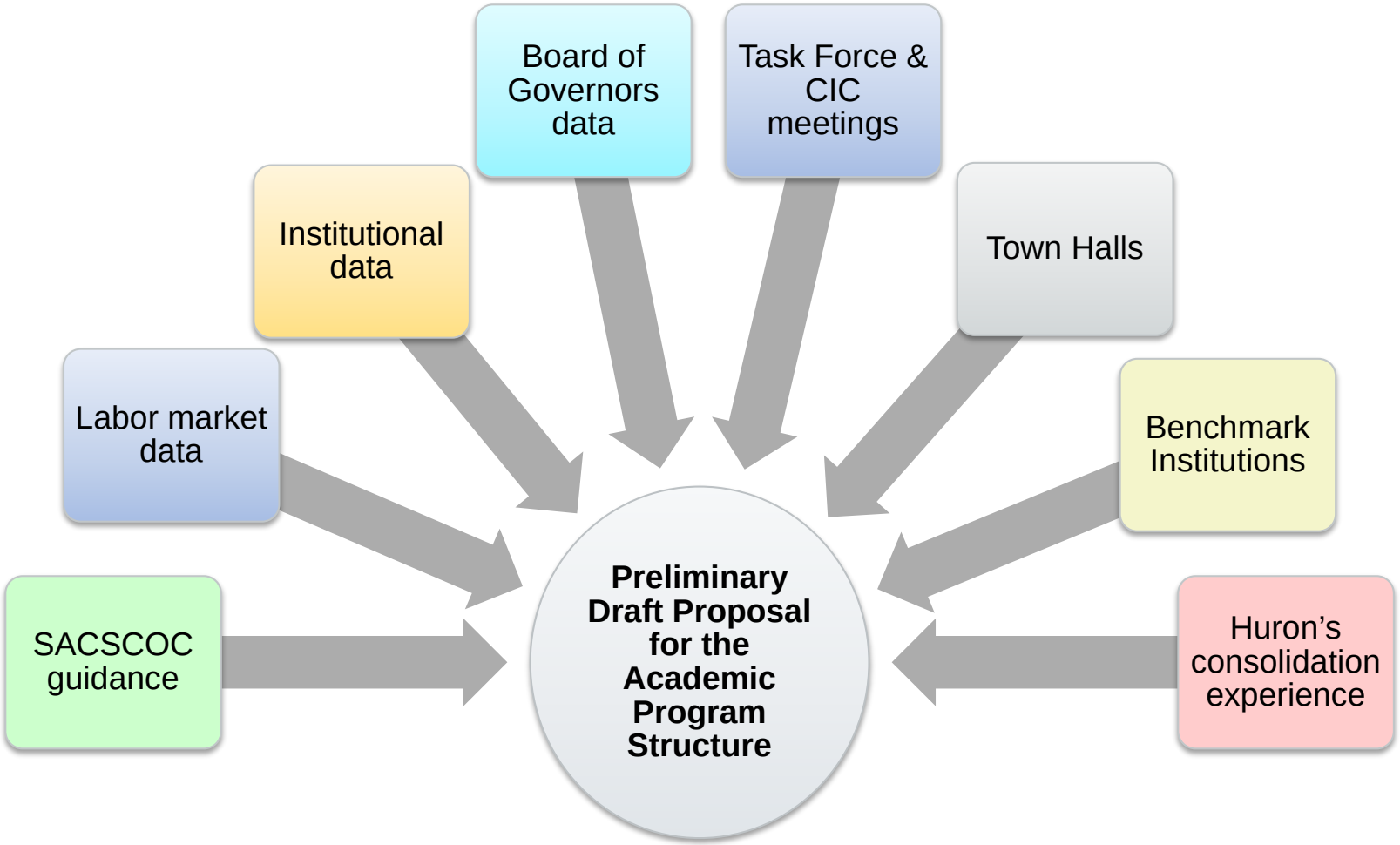
There are a number of advantages of the proposed future state of the academic program structure.

- **Providing USF students access to, and success in, a broader array of degree programs**
- **Greater number of *hosted* programs at each USF campus**
- **Addressing projected local workforce needs**
- **Maintaining the unique identity of each campus by establishing distinctive *home* programs**

University of South Florida

Analytical Inputs

Various quantitative and qualitative inputs, from internal and external sources, have and will continue to inform our academic structure proposal.



Projected Labor Market Needs

Labor market experts spoke at the Task Force public hearing on August 28, 2018 about projected workforce needs which could have bearing on home and hosted USF programs post-consolidation.

Market	Projected local workforce needs include
St. Petersburg	• Marine science • Engineering • Health care • Arts • Entrepreneurship
Sarasota-Manatee	• Health care • Insurance • Hospitality • Technology and cyber security
Tampa	• Health care • Professional services • Finance • Real estate

<u>Guideline 6:</u> Meeting the local workforce needs of the communities we serve.

Source: Task Force Hearing Presentations by Dave Sobush, Tampa Bay Partnership; Jason Mathis, St. Petersburg Downtown Partnership; Mireya Eavey, The Greater Sarasota Chamber of Commerce

Institutional Data

Huron has reviewed various institutional reports provided by the Office of Decision Support (ODS) at the University of South Florida.

Reports including:

- Enrollment trends
- Accountability reports
- Board of Governors' program performance data
- Student and faculty headcount data

Sample Report: USF System Degree Inventory

		USFSP		USFSM		USFT				
CIP	CIP Title	Bachelor	Master	Bachelor	Master	Bachelor	Master	Research Doctorate	Prof. Doctorate	Specialist
03.0104	Environmental Science	B	M			B	M			
04.0201	Architecture						M			
04.0301	City/Urban, Community and Regional Planning						M			
04.0401	Environmental Design/Architecture						M			
05.0107	Latin American Studies						M			
05.0201	African-American/Black Studies					B				
05.0207	Women's Studies					B	M			
09.0101	Speech Communication and Rhetoric					B	M	R		
09.0102	Mass Communication/Media Studies	B				B	M			
09.0401	Journalism		M							
09.0499	Journalism, Other		M							
11.0101	Computer and Information Sciences, General					B				

Sample Report: Duplicated Degree Programs

USF System Degree Program	USF Program Name	Degree Type	Major(s)
030104 – Environmental Science			
USF St. Petersburg	Environmental Science & Policy	BS	Environmental Science & Policy
USF Tampa	Environmental Science	BS	Environmental Science & Policy
090102 – Mass Communications/Media Studies			
USF St. Petersburg	Mass Communication	BA	Mass Communication
USF Tampa	Mass Communication	BA	Mass Communication
110103 – Information Technology			
USF Sarasota-Manatee	Information Technology	BS	Cyber Security
USF Tampa	Information Technology	BSIT	Information Technology
	Information Technology	BS	Cybersecurity
	Information Technology	BS	Information Studies
131202 – Elementary Teacher Education & Teaching			
USF Sarasota-Manatee	Elementary Education	BA/BS	Elementary Education
	Elementary Education	BA	Interdisciplinary Education
USF Tampa	Elementary Teacher Education	BS	Elementary Education
160101 – Foreign Languages & Literatures, General			
USF St. Petersburg	World Languages & Cultures	BA	World Languages & Cultures
USF Tampa	World Languages & Cultures	BA	World Languages & Cultures

Report detail included in Appendices A and B.

Stakeholder Forums

Several themes have emerged from internal and external stakeholder forums.

Structure

- Uncertainty regarding the future state of academic structures has resulted in some premature assumptions and fear among faculty and administrators
- Perceived inequities in historical structures and models have generated anxiety
- Concern regarding impact of academic structures on reporting lines, tenure & promotion guidelines, and other related matters

Policy

- Concern among USF faculty about the impact of potential academic structures (e.g. schools, departments) on policies, in particular around tenure & promotion

Resources

- Concern regarding equity of faculty resources at St. Petersburg, Sarasota-Manatee, and Tampa, in particular with regard to research infrastructure
- Desire among faculty for equitable distribution of resources

Benchmark Institutions

We conducted benchmarking within the State University System of Florida (SUS) and among public, AAU institutions.

State University System of Florida	
• Florida A&M University • Florida Atlantic University • Florida Gulf Coast University • Florida International University • Florida Polytechnic University • Florida State University	• New College of Florida • University of Central Florida • University of Florida • University of North Florida • *University of South Florida* • University of West Florida

Public, AAU institutions	
• Georgia Tech • Indiana University • Michigan State University • University of Maryland • Purdue University • Rutgers University • The Ohio State University • The State University of New York, Stony Brook	• The State University of New York, Buffalo • University of Colorado Boulder • University of Illinois • University of Iowa • University of Pittsburgh • University of Texas at Austin • University of Washington • University of Wisconsin Madison

We recognize that there are significant institutional nuances and that there will not be any perfect comparators. Nevertheless, peer comparisons can offer useful insights.

System Consolidation Experience

Huron has supported a number of consolidation efforts at colleges and universities across the nation.

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USF CURRENT STATE

Current State Overview

There are key differences in the student body, infrastructure, and resources between the three USF institutions.

	USF St. Petersburg	USF Sarasota-Manatee	USF Tampa
Total enrollment*	4,908	2,127	43,542
Instructional faculty headcount	139	82	1,806
Total square feet	1,341,543	167,846	10,043,481

*Total enrollment figures include non-degree seeking students
Source: USF System Facts 2017-2018

Current State: Carnegie classifications

Opportunities exist to expand access to undergraduate and graduate programming at USF St. Petersburg and USF Sarasota-Manatee.

	USF St. Petersburg	USF Sarasota-Manatee	USF Tampa
CLASSIFICATION			
Basic	**Master's Colleges & Universities: Medium Programs**	**Master's Colleges & Universities: Small Programs**	**Doctoral Universities: Highest Research Activity**
Undergraduate Instructional Program	Balanced arts & sciences/professions, some graduate coexistence	Balanced arts & sciences/professions, some graduate coexistence	Balanced arts & sciences/professions, high graduate coexistence
Graduate Instructional Program	Post-baccalaureate: Education-dominant, with arts & sciences	Postbaccalaureate: Education-dominant, with other professional programs	Research Doctoral: Comprehensive programs, with medical/veterinary school
Size and Setting	Four-year, medium, primarily nonresidential	Four-year, small, primarily nonresidential	Four-year, large, primarily nonresidential
Community Engagement	Classified or reclassified in 2010 or 2015 through the New England Resource Center for Higher Education	Not classified	Classified or reclassified in 2010 or 2015 through the New England Resource Center for Higher Education

Source: Task Force Orientation Binder

Current State: By the Numbers

Enrollment and degree programs offered differ by level between the three USF institutions.

Statistics	USF System	USF St. Petersburg	USF Sarasota-Manatee	USF Tampa
Undergraduate enrollment	36,954	4,165	1,870	30,919
Graduate enrollment	11,568	567	149	10,852
Bachelors Degrees Awarded *[first majors only]*	9,504	943	460	8,101
Graduate Degrees Awarded *[first majors only]*	4,208	217	77	3,914
Student to Faculty Ratio	20	19	13	22

Degree Type	USF St. Petersburg	USF Sarasota-Manatee	USF Tampa
Bachelors	24	17	72
Masters	14	7	99
Specialist	-	-	2
Research Doctorate	-	-	45
Professional Doctorate	-	-	4

Source: Task Force Orientation Binder

Current College Structure

TAMPA CAMPUS	ST. PETERSBURG CAMPUS	SARASOTA-MANATEE CAMPUS
College of the Arts	College of Arts & Sciences	College of Business
College of Arts & Sciences	Kate Tiedemann College of Business	College of Hospitality & Tourism Leadership
College of Behavioral and Community Sciences	College of Education	College of Liberal Arts & Social Sciences
Muma College of Business		College of Science & Mathematics
College of Education		
College of Engineering		
Patel College of Global Sustainability		
College of Graduate Studies		
Honors College		
Morsani College of Medicine		
College of Marine Science		
College of Nursing		
College of Pharmacy		
College of Public Health		

USFSP: Headcount by College

	Undergraduate	Graduate	Total
Arts & Sciences	1,534	131	1,665
Business	952	296	1,248
Education	110	145	255
Undergraduate Studies	1,575	-	1,575
Undeclared	-	-	-
Total	**4,171**	**572**	**4,743**

Source: USF System Facts 2017-2018

USFSM: Headcount by College

	Undergraduate	Graduate	Total
Business	634	83	717
Hospitality & Tourism Leadership	150	15	165
Liberal Arts & Social Sciences	546	54	600
Science & Mathematics	468	-	468
UG Student Advising USFSM	75	-	75
Undeclared	-	-	-
Total	**1,873**	**152**	**2,025**

Source: USF System Facts 2017-2018

USF Tampa: Headcount by College

	Undergraduate	Graduate	Total
Arts & Sciences	14,351	1,765	16,116
Behavioral & Community Sciences	1,605	915	2,520
Business	4,635	1,270	5,905
Education	1,092	1,152	2,244
Engineering	5,033	1,282	6,315
Global Sustainability	-	193	193
Graduate Studies	-	248	248
Honors College**	-	-	-
Marine Science	-	98	98
Medicine	-	1,540	1,540
Nursing	1,411	895	2,306
Pharmacy	-	390	390
Public Health	587	819	1,406
The Arts	830	220	1,050
Undergraduate Studies	451	-	451
Undeclared	987	-	987
Total	**30,982**	**10,787**	**41,769**

Source: USF System Facts 2017-2018

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BENCHMARK INSTITUTIONS

Benchmarking Overview (1 OF 2)

Huron conducted benchmarking among SUS and AAU institutions to address questions regarding structure and size of academic units.

A. Examples of schools and colleges in multi-campus institutions

Institution	Campuses			Slide #
Florida International University	Modesto A. Maidique Campus	Biscayne Bay Campus		29
Purdue University	West Lafayette	Northwest	Fort Wayne	30
University of Washington	UW Seattle	UW Tacoma	UW Bothell	31

B. Examples of schools reporting into colleges

Institution	Colleges	Slide #
Florida Atlantic University	• Dorothy F. Schmidt College of Arts and Letters • College for Design and Social Inquiry	33
Florida International University	• College of Arts, Sciences & Education • College of Business • College of Communication, Architecture + The Arts	34
Georgia Tech	• College of Design • College of Sciences • College of Engineering	35
The Ohio State University	• College of Food, Agricultural, and Environmental Sciences • College of Medicine • College of Arts & Sciences	36

Benchmarking Overview (2 OF 2)

Huron conducted benchmarking among SUS and AAU peer institutions to address questions regarding structure and size of academic units.

C. Examples of division of traditional colleges into smaller units

Institution	Colleges	Slide #
Georgia Tech	• Ivan Allen College of Liberal Arts • College of Sciences	37
Michigan State University	• College of Arts & Letters • College of Natural Science	37
University of Maryland	• College of Arts & Humanities • College of Computer, Mathematical & Natural Sciences • College of Behavior & Social Sciences	37
University of Texas at Austin	• College of Liberal Arts • College of Natural Sciences	37

D. Number of programs in a college

		Slide #
Average number of programs	32 programs	38

E. Faculty headcount in a school

		Slide #
Average faculty headcount	40 faculty	39

Florida International University

Florida International University structures its colleges and schools in a manner that avoids duplication across the two campuses.

Modesto A. Maidique Campus

- College of Arts, Sciences & Education
- College of Business
- College of Communication, Architecture + The Arts
- College of Engineering & Computing
- Herbert Wertheim College of Medicine
- Honors College
- College of Law
- Nicole Wertheim College of Nursing & Health Sciences
- Robert Stempel College of Public Health & Social Work
- Steven J. Green School of International and Public Affairs

Enrollment: 47,950

Biscayne Bay Campus

- Chaplin School of Hospitality and Tourism
- School of Communication + Journalism
- Marine Sciences

Enrollment: 7,000

FIU

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Purdue University

Purdue University, which is accredited by HLC, structures its academic portfolio to create a hierarchy of colleges and schools.

Purdue University West Lafayette

- College of Agriculture
- College of Education
- College of Engineering
- College of Health and Human Sciences
- College of Liberal Arts
- Krannert School of Management
- College of Pharmacy
- Purdue Polytechnic Institute
- College of Science
- College of Veterinary Medicine
- Honors College
- The Graduate School

Enrollment: 30,000

Purdue University Northwest

- School of Education and Counseling
- College of Engineering and Sciences
- College of Humanities, Education and Social Sciences
- College of Business
- Honors College
- Graduate School
- College of Nursing
- College of Technology
- White Lodging School of Hospitality and Tourism Management

Enrollment: 12,000

Purdue University Fort Wayne

- School of Education
- College of Engineering, Technology, and Computer Science
- College of Arts & Sciences
- Richard T. Doermer School of Business
- College of Professional Studies
- College of Visual & Performing Arts

Enrollment: 8,142

Colleges and schools in similar fields of study are denoted using shades of the same color.

University of Washington

The University of Washington, which is accredited by NWCCU, also structures its academic portfolio to create a hierarchy of colleges and schools.

UW Seattle

- College of Arts & Sciences
- College of Built Environments
- Foster School of Business
- School of Dentistry
- College of Education
- College of the Environment
- The Graduate School
- School of Law
- The Information School
- School of Medicine
- School of Nursing
- School of Pharmacy
- Evans School of Public Policy & Governance
- School of Public Health
- School of Social Work

Enrollment: 30,000

UW Tacoma

- School of Interdisciplinary Arts & Sciences
- Milgard School of Business
- School of Education

Enrollment: 5,185

UW Bothell

- School of Interdisciplinary Arts & Sciences
- School of Business
- School of Educational Studies
- School of Science, Technology, Engineering & Mathematics
- School of Nursing & Health Studies

Enrollment: 5,700

UNIVERSITY of WASHINGTON

Colleges and schools in similar fields of study are denoted using shades of the same color.

Number of schools in a college

There are various examples of schools reporting into colleges among SUS and AAU peer institutions; on average, there are 3.33 schools reporting into the same college.

Sample size	Minimum	Maximum	Average
15	1	8	3.33

Arts & Sciences	
Average number of schools	**2.3**
University of Washington	1
Florida International University	3

Business	
Average number of schools	**3.5**
University of Florida	3
Florida International University	4

Engineering	
Average number of schools	**4.5**
University of Washington	1
Georgia Tech	8

Florida Atlantic University

Dorothy F. Schmidt College of Arts and Letters

- School of Communication and Multimedia Studies
- School of the Arts

College for Design and Social Inquiry

- School of Architecture
- School of Criminology and Criminal Justice
- School of Public Administration
- School of Social Work
- School of Urban and Regional Planning

Florida International University

College of Arts, Sciences & Education

- School of Education & Human Development
- School of Environment, Arts & Society
- School of Integrated Science & Humanity

College of Business

- School of Accounting
- Alvah H. Chapman Jr. Graduate School of Business
- R. Kirk Landon Undergraduate School of Business
- Tibor and Sheila Hollo School of Real Estate

College of Communication, Architecture + The Arts

- School of Architecture
- School of Communication + Journalism
- School of Music

Georgia Tech

College of Design

- School of Architecture
- School of Building Construction
- School of City & Regional Planning
- School of Industrial Design
- School of Music

College of Engineering

- Guggenheim School of Aerospace Engineering
- Wallace H. Coulter Department of Biomedical Engineering
- School of Chemical and Biomolecular Engineering
- School of Civil and Environmental Engineering
- School of Electrical and Computing Engineering
- Stewart School of Industrial and Systems Engineering
- School of Materials Science and Engineering
- The George W. Woodruff School of Mechanical Engineering

College of Sciences

- School of Biological Sciences
- School of Chemistry and Biochemistry
- School of Earth and Atmospheric Sciences
- School of Mathematics
- School of Physics
- School of Psychology

The Ohio State University

College of Food, Agricultural, and Environmental Sciences	College of Medicine	College of Arts & Sciences
School of Environment and Natural Sciences	School of Biomedical Science	School of Communication
	School of Health and Rehabilitation Sciences	School of Earth Sciences
		School of Music

Examples of division of Arts & Sciences

There are several examples of public AAU institutions who have divided the traditional College of Arts & Sciences into two or three distinct Colleges.

Georgia Tech

- Ivan Allen College of Liberal Arts
- College of Sciences

MICHIGAN STATE UNIVERSITY

- College of Arts & Letters
- College of Natural Science

UNIVERSITY OF MARYLAND

- College of Arts & Humanities
- College of Computer, Mathematical & Natural Sciences
- College of Behavior & Social Sciences

TEXAS
The University of Texas at Austin

- College of Liberal Arts
- College of Natural Sciences

<u>Guideline 9:</u> Establishing realistic and manageable-sized college units.

Number of programs in a college

Among State of Florida universities and AAU institutions, there are 32 programs in a college, on average.

Sample size	Minimum	Maximum	Average
22	6	108	32

Arts & Sciences	
Average number of programs	**66**
University of Washington	71
Indiana University	80

Business	
Average number of programs	**16**
University of Iowa	17
Florida Atlantic University	21

Engineering	
Average number of programs	**24**
Georgia Tech	15
University of Central Florida	36

<u>Guideline 9:</u> Establishing realistic and manageable-sized college units.

Faculty headcount in a school

On average, there are 40 faculty members in a school among State of Florida and AAU peers.

Sample size	Minimum	Maximum	Average
23	9	180	40

Business	
Average number of faculty	**35**
UW Tacoma	23
Purdue University Camden	46

Education	
Average number of faculty	**30**
Purdue University Northwest	19
University of Pittsburgh	50

Nursing	
Average number of faculty	**34**
Rutgers University Camden	28
The State University of New York, Buffalo	39

<u>Guideline 9:</u> Establishing realistic and manageable-sized college units.

4

INTRODUCTION TO FUTURE STATE

Question for Consideration

The following set of guidelines has helped inform our draft 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

How well does the proposed structure align to the Mapping Guidelines?

Intended Outcomes

In reimagining the academic programs, we are striving for positive, high-impact outcomes.

Increased student access to, and success in, a wider array of program offerings

- In the current state, USF St. Petersburg offers 24 bachelor's and 14 master's degrees, USF Sarasota-Manatee offers 17 bachelor's and 7 master's degrees, and USF Tampa offers 72 bachelor's and 99 master's degrees.
- A reimagined academic structure has the potential to significantly increase the number of programs by discipline, level, mode of delivery, and location.

Alignment of programs of strategic significance with a home campus

- Each campus has areas of unique strength in academic programming and a new structure offers the potential to expand upon these existing areas.
- A new academic structure also allows for creation of new programs in areas of strategic significance to complement existing programs and to meet local workforce needs.

Reduction of redundancies in program offerings and other organizational features

- In the current state, there are 24 duplicated bachelor's degree programs and 11 duplicated master's degree programs offered on the three USF campuses, according to the Office of Decision Support.
- In a reimagined structure, these degree programs would be aligned to a *home* location and *hosted* for students on the other two campuses. This would broaden access and reduce the need for duplication of expensive infrastructure.

USF St. Petersburg

A reimagined academic structure will provide students at USF St. Petersburg with access to a greater array of degree programs.

Academic degree programs approved by BOG in the current state			
Bachelor's	24	Master's	14
Research Doctorate	0	Professional Doctorate	0

Potential opportunities in the future state	
Areas of unique strength for potential expansion	• Environmental science • Graphic design and the Arts • Marine science • Business and accounting
Potential opportunities to broaden student access	• Engineering • Foreign languages • Hospitality administration • Information technology • Nursing and health services • Public health • Social sciences

USF Sarasota-Manatee

A reimagined academic structure presents various opportunities for students at USF Sarasota-Manatee.

Academic degree programs approved by BOG in the current state			
Bachelor's	17	Master's	7
Research Doctorate	0	Professional Doctorate	0

Potential opportunities in the future state	
Areas of unique strength for potential expansion	• Aeronautical engineering • Aviation management • Hospitality administration • Risk management
Potential opportunities to broaden student access	• Art and design • Behavioral sciences • Environmental sciences • Foreign languages • Mechanical and industrial engineering • Nursing and health services • Social sciences

USF Tampa

A reimagined academic structure allows USF Tampa to build upon existing strengths and to expand access for students to other fields of study.

Academic degree programs approved by BOG in the current state			
Bachelor's	72	Master's	99
Research Doctorate	45	Professional Doctorate	4

Potential opportunities in the future state	
Areas of unique strength for potential expansion	• Behavioral sciences • Medicine • Nursing and health services • Public health • Social sciences
Potential opportunities to broaden student access	• Aeronautical engineering • Aviation management • Marine science • Graphic design • Hospitality administration • Journalism

Advantages for USF students

The consolidation offers the opportunity to significantly increase student access.

USF St. Petersburg	Bachelor's	Master's	Research Doctorate	Professional Doctorate
Current State	24	14	0	0

USF Sarasota-Manatee	Bachelor's	Master's	Research Doctorate	Professional Doctorate
Current State	17	7	0	0

USF Tampa	Bachelor's	Master's	Research Doctorate	Professional Doctorate
Current State	72	99	44	4

<u>Guideline 5</u>: Providing students access to, and success in, a broader array of integrated degree programs by discipline, level, mode of delivery, and location (hosted).

Example: Arts student at USFSP

A student interested in studying the Arts at USF St. Petersburg would have access to an increased portfolio of classes in the future state.

Pre-consolidation programs at USFSP	Post-consolidation programs at USFSP

• An Arts student can take classes offered at USF St. Petersburg including:
  • Graphic Design
	• An Arts student could take advantage of classes offered in St. Petersburg including:
	  • Architecture
	  • City and Urban Planning
	  • Environmental Design
	  • Dance
	  • Visual and Performing Arts
	  • Drama & Theater Arts
	  • Music Teacher Education
	  • Music Performance

Example: Business student at USFSM

A student interested in studying Business at USF Sarasota-Manatee would have greater opportunities in the future state.

Pre-consolidation programs at USFSM	Post-consolidation programs at USFSM

• A Business student can take classes offered at USF Sarasota-Manatee including:
  • Business administration
  • Accounting
  • Finance
	• A Business student could take advantage of classes offered at USF Sarasota-Manatee including:
	  • Real Estate
	  • International business
	  • Sport and fitness management
	  • Entrepreneurial studies
	  • Managerial economics

Example: Liberal arts student at USF Tampa

A student interested in studying liberal arts at USF Tampa would benefit from unique programs offered in the future state.

Pre-consolidation programs at USF Tampa	Post-consolidation programs at USF Tampa

• A liberal arts student can take classes offered at USF Tampa including:
  • Anthropology
  • English
  • Economics
  • History
  • Philosophy
  • Sociology
	• A liberal arts student could take advantage of classes offered at USF Tampa including:
	  • Journalism
	  • Liberal Arts (i.e. Florida Studies)

5

FUTURE STATE PROPOSAL

Current College Structure

TAMPA CAMPUS	ST. PETERSBURG CAMPUS	SARASOTA-MANATEE CAMPUS
College of the Arts	College of Arts & Sciences	College of Business
College of Arts & Sciences	Kate Tiedemann College of Business	College of Hospitality & Tourism Leadership
College of Behavioral and Community Sciences	College of Education	College of Liberal Arts & Social Sciences
Muma College of Business		College of Science & Mathematics
College of Education		
College of Engineering		
Patel College of Global Sustainability		
College of Graduate Studies		
Honors College		
Morsani College of Medicine		
College of Marine Science		
College of Nursing		
College of Pharmacy		
College of Public Health		

Current College Structure

TAMPA CAMPUS	ST. PETERSBURG CAMPUS	SARASOTA-MANATEE CAMPUS
College of the Arts	College of Arts & Sciences	College of Business
College of Arts & Sciences	Kate Tiedemann College of Business	College of Hospitality & Tourism Leadership
College of Behavioral and Community Sciences	College of Education	College of Liberal Arts & Social Sciences
Muma College of Business		College of Science & Mathematics
College of Education		
College of Engineering		
Patel College of Global Sustainability		
College of Graduate Studies		
Honors College		
Morsani College of Medicine		
College of Marine Science		
College of Nursing		
College of Pharmacy		
College of Public Health		

KEY:

COLLEGE	Colleges that are unique to a campus at USF.
COLLEGE	Colleges that need to be addressed per the SACSCOC guidance.

FOR DISCUSSION ONLY

TAMPA CAMPUS

- **College of Art & Design**
  - School of Architecture & Comm Design
  - School of Music
  - School of Theatre & Dance
- **College of Behavioral & Community Sciences**
  - School of Aging Studies
  - School of Social Work
- **Muma College of Business**
  - Lynn Pippenger School of Accountancy
- **College of Education**
- **College of Engineering**
- **College of Humanities & Social Sciences**
  - Zimmerman School of Adv'g & Mass Comm
  - School of Information
  - School of Interdisciplinary Global Studies
  - School of Public Affairs
- **College of Natural Sciences & Mathematics**
  - School of Geosciences
- **College of Nursing**
- **College of Pharmacy**
- **College of Public Health**
- **Honors College**
- **Morsani College of Medicine**
  - School of Physical Therapy & Rehab Sciences

ST. PETERSBURG CAMPUS

- School of Art & Art History
  - **College of Art & Design**
- **College of Oceanography, Environmental Sciences and Sustainability**
  - Patel School of Global Sustainability
  - School of Marine Science
- Kate Tiedemann School of Finance & Entrepreneurship
  - **Muma College of Business**

SARASOTA-MANATEE CAMPUS

- School of Hospitality & Tourism Leadership
  - **Muma College of Business**
- School of Insurance & Risk Management
  - **Muma College of Business**

KEY:

COLLEGE	SCHOOL

The college or school in the outer, larger box represents the *home* location.

Overview of program-level recommendations

On the following slides, Huron has outlined preliminary recommendations for six colleges in the future state, including potential home and hosted schools, departments, and programs.

- The academic structures on pages 55-62 are preliminary and for **discussion purposes only**
- Discussions with Deans, faculty, and students at USF St. Petersburg, USF Sarasota-Manatee, and USF Tampa are ongoing
- The Academic Deans across the system are in various stages of meeting to align on potential academic structures. As those meetings are taking place, Huron has been receiving feedback and proposals from those meetings and that has been reflected in the recommendations posed today. We are looking forward to continuing to receive feedback from future meetings to be held through December 2018. This proposal reflects those conversations to date
- Due to the ongoing conversations, this preliminary proposal does not include program-level structures for the following academic disciplines: College of Art & Design, College of Behavioral & Community Sciences, College of Humanities & Social Sciences, College of Natural Sciences & Mathematics, College of Pharmacy, College of Public Health, and Morsani College of Medicine. These disciplines will be included in future draft proposals
- At this time, no definitive decisions have been reached for any academic discipline
- Huron looks forward to hearing feedback from the USF community on this preliminary proposal

FOR DISCUSSION ONLY

COLLEGE | SCHOOL | DEPARTMENT

Muma College of Business

TAMPA CAMPUS

HOME

Muma College of Business

Lynn Pippenger School of Accountancy

Dept of Finance

Dept of Info Systems Decision Sciences

Dept of Marketing

ST. PETERSBURG CAMPUS

HOME

Kate Tiedemann School of Finance & Entrepreneurship

SARASOTA-MANATEE CAMPUS

HOME

School of Hospitality & Tourism Leadership

School of Insurance & Risk Management

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FOR DISCUSSION ONLY

SCHOOL | DEPARTMENT | PROGRAM

Muma College of Business

TAMPA CAMPUS

HOME

Dept of Finance
- 52.0801 Finance (BM)
- 52.1501 Real Estate (M)

Dept of Info Systems Decision Sciences
- 11.0401 Information Science/Studies (M)
- 51.0101 Business/Commerce (BM)
- 52.0201 Business Admin and Mgmt (BMR, DBA)
- 51.1101 Int'l Business/Trade/Commerce (B)
- 52.1201 Management Information Systems (B)
- 52.1301 Management Science (BM)*

Dept of Marketing
- 31.0504 Sport and Fitness Admin/Mgmt (M)
- 52.0203 Logistics, Materials & Supply Chain (BM)*
- 52.1401 Marketing Mgmt (BM)
- 52.1499 Marketing Other (B)

Lynn Pippenger School of Accountancy
- 52.0301 Accounting (BM)

CURRENT & POTENTIAL

- 49.0101 Aviation Management**
- 52.1301 Management Science (BM)*
- 52.0601 Business/Managerial Economics (B)
- 52.0701 Entrepreneurial Studies (BM)
- 52.0804 Financial Planning and Services (BM)*
- 52.0901 Hospitality Administration/Mgmt (BM)
- 52.1701 Insurance (B)

ST. PETERSBURG CAMPUS

HOME

Kate Tiedemann School of Finance & Entrepreneurship
- 52.0701 Entrepreneurial Studies (BM)
- 52.0601 Business/Managerial Economics (B)
- 52.0804 Financial Planning and Services (BM)*

CURRENT & POTENTIAL

- 31.0504 Sport and Fitness Admin/Mgmt (M)
- 49.0104 Aviation Management**
- 52.0101 Business/Commerce (BM)
- 52.0201 Business Admin and Mgmt (BM)
- 52.0203 Logistics, Materials & Supply Chain (BM)*
- 52.0301 Accounting (BM)
- 52.0801 Finance (BM)
- 52.0901 Hospitality Administration/Mgmt (BM)
- 52.1101 Int'l Business/Trade/Commerce (B)
- 52.1201 Management Information Systems (B)
- 52.1301 Management Science (BM)*
- 52.1401 Marketing Mgmt (BM)
- 52.1499 Marketing Other (B)
- 52.1501 Real Estate (M)
- 52.1701 Insurance (B)

SARASOTA-MANATEE CAMPUS

HOME

School of Insurance & Risk Management
- 52.1701 Insurance (B)
- 52.1301 Management Science (BM)*

School of Hospitality & Tourism Leadership
- 52.0901 Hospitality Administration/Mgmt (BM)
- 49.0104 Aviation Management**

CURRENT & POTENTIAL

- 31.0504 Sport and Fitness Admin/Mgmt (M)
- 52.0101 Business/Commerce (BM)
- 52.0201 Business Admin and Mgmt (BM)
- 52.0203 Logistics, Materials & Supply Chain (BM)*
- 52.0301 Accounting (BM)
- 52.0601 Business/Managerial Economics (B)
- 52.0701 Entrepreneurial Studies (BM)
- 52.0801 Finance (BM)
- 52.0804 Financial Planning and Services (BM)*
- 52.1101 Int'l Business/Trade/Commerce (B)
- 52.1201 Management Information Systems (B)
- 52.1401 Marketing Mgmt (BM)
- 52.1499 Marketing Other (B)
- 52.1501 Real Estate (M)

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B: Bachelor
M: Master
BM: Bachelor, Master

R: Research Doctorate
P: Professional Doctorate

Black (B, M, BM, R, P): currently offered
Red (B, M, BM, R, P): not currently offered

*Proposed programs on approved BOG Accountability Plan
**Possible new programs

College of Engineering

TAMPA CAMPUS

HOME

Dept of Chemical & Biomolecular Engineering**
- 14.0701 Chemical Engineering (BMR)

Dept of Civil & Environmental Engineering
- 14.0801 Civil Engineering (BMR)
- 14.1401 Environmental/Environmental Health Engineering (MR)
- 14.1801 Materials Engineering (M)

Dept of Computer Science & Engineering
- 11.0101 Computer and Information Sciences (B)
- 11.0103 Information Technology (BM)
- 11.0501 Computer Systems Analysis/Analyst (M)
- 11.0701 Computer Science (M)
- 11.1003 Computer & IS Security/Information Assurance (B)*
- 14.0901 Computer Engineering (BMR)
- 43.0303 Critical Infrastructure Protection (M)

Dept of Electrical Engineering
- 14.1101 Electrical and Electronics Engineering (BMR)

Dept of Industrial & Management Systems Engineering
- 14.3501 Industrial Engineering (BMR)
- 15.1501 Engineering/Industrial Mgmt (M)

Dept of Mechanical Engineering
- 14.1901 Mechanical Engineering (BMR)

Dept of Medical Engineering
- 14.0501 Bioengineering and Biomedical Engineering (BMR)

CURRENT & POTENTIAL

- 14.0201 Aeronautical Engineering
- Creative Engineering *(with CoAD)***

ST. PETERSBURG CAMPUS

HOME

- 14.2401 Ocean Technology**

CURRENT & POTENTIAL

- 11.0101 Computer and Information Sciences (B)
- 11.0103 Information Technology (BM)
- 11.0501 Computer Systems Analysis/Analyst (M)
- 11.0701 Computer Science (M)
- 11.1003 Computer & IS Security/Info Assurance (B)*
- 14.0201 Aeronautical Engineering**
- 14.0501 Bioengineering and Biomed Engineering (BM)
- 14.0701 Chemical Engineering (BM)
- 14.0801 Civil Engineering (BM)
- 14.0901 Computer Engineering (BM)
- 14.1001 Electrical and Electronics Engineering (BM)
- 14.1401 Environmental/Environmental Health Engineering (M)
- 14.1801 Materials Engineering (M)
- 14.1901 Mechanical Engineering (B)
- 14.3501 Industrial Engineering (BM)
- 15.1501 Engineering/Industrial Management (M)
- 43.0303 Critical Infrastructure Protection (M)
- Creative Engineering *(with CoAD)***

SARASOTA-MANATEE CAMPUS

HOME

Aeronautical Engineering**
- 14.0201 Aeronautical Engineering**

Creative Engineering *(with CoAD)***
- Creative Engineering *(with COAD)***

CURRENT & POTENTIAL

- 11.0101 Computer and Information Sciences
- 11.0103 Information Technology (BM)
- 11.0501 Computer Systems Analysis/Analyst (M)
- 11.0701 Computer Science (M)
- 11.1003 Computer & IS Security/Infor Assurance (B)*
- 14.0501 Bioengineering and Biomed Engineering (BM)
- 14.0701 Chemical Engineering (BM)
- 14.0801 Civil Engineering (BM)
- 14.0901 Computer Engineering (BM)
- 14.1001 Electrical and Electronics Engineering (BM)
- 14.1401 Environmental/Environmental Health Engineering (M)
- 14.1801 Materials Engineering (M)
- 14.1901 Mechanical Engineering (BM)
- 14.3501 Industrial Engineering (BM)
- 15.1501 Engineering/Industrial Management (M)
- 43.0303 Critical Infrastructure Protection (M)

*Proposed programs on approved BOG Accountability Plan
**Possible new programs

FOR DISCUSSION ONLY

SCHOOL | DEPARTMENT | PROGRAM

College of Oceanography, Environmental Sciences, and Sustainability

TAMPA CAMPUS

CURRENT & POTENTIAL

- 03.0104 Environmental Science (BM)
- 03.0201 Natural Resources Mgmt & Policy (B)*
- 26.0101 Biology/Biological Sciences (BM)
- 26.1307 Conservation Biology (M)
- 26.1399 Ecology, Evolution, Systematics and Population Biology, Other (R)
- 30.3301 Sustainability Studies (BM)
- 40.0607 Oceanography, Chem & Phys (MR)

ST. PETERSBURG CAMPUS

HOME

- Dept of Environmental Science & Policy
  - 03.0104 Environmental Science (BM)
  - 03.0201 Natural Resources Mgmt & Policy (B)*
- School of Marine Science
  - 40.0607 Oceanography, Chem & Phys (MR)
- Patel School of Sustainability
  - 30.3301 Sustainability Studies (BM)
  - 14.2401 Ocean Technology**

SARASOTA-MANATEE CAMPUS

CURRENT & POTENTIAL

- 03.0104 Environmental Science (BM)
- 03.0201 Natural Resources Mgmt & Policy (B)*
- 26.0101 Biology/Biological Sciences (BM)
- 26.1307 Conservation Biology (M)
- 30.3301 Sustainability Studies (BM)
- 40.0607 Oceanography, Chem & Phys (M)

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*Proposed programs on approved BOG Accountability Plan
**Possible new programs

College of Education (1 of 2)

TAMPA CAMPUS

HOME

Dept of Educational & Psych Studies

- 13.0501 Educational/Inst Technology (M)
- 31.0505 Kinesiology and Exercise Science (M)
- 42.2805 School Psychology (MR)

Dept of Leadership, Couns, Adult, Career, Higher Ed

- 13.1001 Special Education and Teaching (BM)
- 13.1004 Education/Teaching of the Gifted and Talented (M)
- 13.1013 Education/Teaching of Individuals with Autism (M)
- 13.1101 Counselor Ed/School Counseling & Guidance Svs (M)
- 13.1201 Adult & Cont Ed and Teaching (M)

Dept of Teaching & Learning

- 13.0101 Education (M)
- 13.0301 Curriculum and Instruction (MSR)
- 13.0401 Educational Lead & Admin (MSR)
- 13.1202 Elementary Ed and Teaching (BM)
- 13.1203 Junior High/Inter/Middle School Ed and Teaching (M)
- 13.1205 Secondary Education and Teaching (M)*
- 13.1206 Teacher Ed, Multiple Levels (B)
- 13.1210 Early Childhood Ed and Teaching (B)
- 13.1305 English/Lang Arts Teacher Ed (BM)
- 13.1306 Foreign Lang Teacher Ed (M)
- 13.1314 Phys Ed Teaching and Coaching (BM)
- 13.1315 Reading Teacher Education (M)
- 13.1317 Social Science Teacher Ed (BM)
- 13.1320 Trade & Industrial Teacher Ed (M)
- 13.1401 Teaching English as a Second or Foreign Language/ESL Language Instructor (R)

ST. PETERSBURG CAMPUS

HOME

Dept of Science & Math Education

- 13.1311 Mathematics Teacher Education (BM)
- 13.1316 Science Teacher Ed (BM)

CURRENT & POTENTIAL

- 13.0101 Education (M)
- 13.0301 Curriculum and Instruction (MS)
- 13.0401 Educational Lead & Admin (MS)
- 13.0501 Educational/Inst Technology (M)
- 13.1001 Special Education and Teaching (BM)
- 13.1004 Education/Teaching of the Gifted and Talented (M)
- 13.1013 Education/Teaching of Individuals with Autism (M)
- 13.1101 Counselor Ed/School Counseling & Guidance Svs (M)
- 13.1201 Adult & Cont Ed and Teaching (BM)
- 13.1202 Elementary Ed and Teaching (BM)
- 13.1203 Junior High/Inter/Middle School Ed and Teaching (M)
- 13.1205 Secondary Education and Teaching (M)
- 13.1206 Teacher Education, Multiple Levels (B)
- 13.1210 Early Childhood Ed and Teaching (B)
- 13.1305 English/Lang Arts Teacher Ed (BM)
- 13.1306 Foreign Lang Teacher Ed (M)
- 13.1314 Phys Ed Teaching and Coaching (BM)
- 13.1315 Reading Teacher Education (M)
- 13.1317 Social Science Teacher Ed (BM)
- 13.1320 Trade & Industrial Teacher Ed (M)
- 31.0505 Kinesiology and Exercise Science (M)
- 42.2805 School Psychology (M)

SARASOTA-MANATEE CAMPUS

CURRENT & POTENTIAL

- 13.0101 Education (M)
- 13.0301 Curriculum and Instruction (MS)
- 13.0401 Educational Lead & Admin (MS)
- 13.0501 Educational/Inst Technology (M)
- 13.1001 Special Education and Teaching (BM)
- 13.1004 Education/Teaching of the Gifted and Talented (M)
- 13.1013 Education/Teaching of Individuals with Autism (M)
- 13.1101 Counselor Ed/School Counseling & Guidance Svs (M)
- 13.1201 Adult & Cont Ed and Teaching (M)
- 13.1202 Elementary Ed and Teaching (BM)
- 13.1203 Junior High/Inter/Middle School Ed and Teaching (M)
- 13.1205 Secondary Education and Teaching (M)
- 13.1206 Teacher Education, Multiple Levels (B)
- 13.1210 Early Childhood Ed and Teaching (B)
- 13.1305 English/Lang Arts Teacher Ed (BM)
- 13.1306 Foreign Lang Teacher Ed (M)
- 13.1311 Mathematics Teacher Education (BM)
- 13.1314 Phys Ed Teaching and Coaching (BM)
- 13.1315 Reading Teacher Education (M)
- 13.1316 Science Teacher Ed (BM)
- 13.1317 Social Science Teacher Ed (BM)
- 13.1320 Trade & Industrial Teacher Ed (M)
- 31.0505 Kinesiology and Exercise Science (M)
- 42.2805 School Psychology (M)

College of Education (2 of 2)

TAMPA CAMPUS	ST. PETERSBURG CAMPUS	SARASOTA-MANATEE CAMPUS

CURRENT & POTENTIAL (TAMPA)

- 13.1311 Mathematics Teacher Education (BM)
- 13.1316 Science Teacher Ed (BM)

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College of Nursing

TAMPA CAMPUS

HOME

- 51.3801 Registered Nurse (BM)
- 51.3804 Nurse Anesthetist (M)
- 51.3808 Nursing Science (R)
- 51.3818 Nursing Practice (P)

ST. PETERSBURG CAMPUS

CURRENT & POTENTIAL

- 51.3801 Registered Nurse (BM)
- 51.3804 Nurse Anesthetist (M)

SARASOTA-MANATEE CAMPUS

CURRENT & POTENTIAL

- 51.3801 Registered Nurse (BM)
- 51.3804 Nurse Anesthetist (M)
- 51.3818 Nursing Practice (P)

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Honors College

TAMPA CAMPUS	ST. PETERSBURG CAMPUS	SARASOTA-MANATEE CAMPUS

HOME

Honors College

CURRENT & POTENTIAL

Honors Program

CURRENT & POTENTIAL

Honors Program

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APPENDIX A

USF system degree inventory (1 of 13)

		USFSP		USFSM		USFT				
CIP	CIP Title	Bachelor	Master	Bachelor	Master	Bachelor	Master	Research Doctorate	Prof. Doctorate	Specialist
03.0104	Environmental Science	**B**	**M**			**B**	**M**			
04.0201	Architecture						**M**			
04.0301	City/Urban, Community and Regional Planning						**M**			
04.0401	Environmental Design/Architecture						**M**			
05.0107	Latin American Studies						**M**			
05.0201	African-American/Black Studies					**B**				
05.0207	Women's Studies					**B**	**M**			
09.0101	Speech Communication and Rhetoric					**B**	**M**	**R**		
09.0102	Mass Communication/Media Studies	**B**				**B**	**M**			
09.0401	Journalism		**M**							
09.0499	Journalism, Other		**M**							
11.0101	Computer and Information Sciences, General					**B**				

Source: USF Office of Decision Support (ODS)
Presented in the Student Success Task Force hearing on July 9, 2018

USF system degree inventory (2 of 13)

		USFSP		USFSM		USFT				
CIP	CIP Title	Bachelor	Master	Bachelor	Master	Bachelor	Master	Research Doctorate	Prof. Doctorate	Specialist
11.0103	Information Technology			**B**		**B**	**M**			
11.0401	Information Science/Studies						**M**			
11.0501	Computer Systems Analysis/Analyst						**M**			
11.0701	Computer Science						**M**			
13.0101	Education, General				**M**					
13.0301	Curriculum and Instruction						**M**	**R**		**S**
13.0401	Educational Leadership and Administration, General		**M**		**M**		**M**	**R**		**S**
13.1001	Special Education and Teaching, General		**M**			**B**	**M**			
13.1004	Education/Teaching of the Gifted and Talented						**M**			
13.1013	Education/Teaching of Individuals with Autism						**M**			
13.1101	Counselor Education/School Counseling and Guidance Services						**M**			

Source: USF Office of Decision Support (ODS)
Presented in the Student Success Task Force hearing on July 9, 2018

USF system degree inventory (3 of 13)

		USFSP		USFSM		USFT				
CIP	CIP Title	Bachelor	Master	Bachelor	Master	Bachelor	Master	Research Doctorate	Prof. Doctorate	Specialist
13.1201	Adult and Continuing Education and Teaching						M			
13.1202	Elementary Education and Teaching		M	B	M	B	M			
13.1203	Junior High/Intermediate/Middle School Education and Teaching		M							
13.1206	Teacher Education, Multiple Levels	B								
13.1210	Early Childhood Education and Teaching					B				
13.1305	English/Language Arts Teacher Education		M		M	B	M			
13.1306	Foreign Language Teacher Education						M			
13.1311	Mathematics Teacher Education					B	M			
13.1312	Music Teacher Education					B	M			
13.1314	Physical Education Teaching and Coaching					B	M			
13.1315	Reading Teacher Education		M				M			

Source: USF Office of Decision Support (ODS)
Presented in the Student Success Task Force hearing on July 9, 2018

USF system degree inventory (4 of 13)

		USFSP		USFSM		USFT				
CIP	CIP Title	Bachelor	Master	Bachelor	Master	Bachelor	Master	Research Doctorate	Prof. Doctorate	Specialist
13.1316	Science Teacher Education/General Science Teacher Education					B	M			
13.1317	Social Science Teacher Education					B	M			
13.1320	Trade and Industrial Teacher Education						M			
13.1401	Teaching English as a Second or Foreign Language/ESL Language Instructor							R		
14.0501	Bioengineering and Biomedical Engineering						M	R		
14.0701	Chemical Engineering					B	M	R		
14.0801	Civil Engineering, General					B	M	R		
14.0901	Computer Engineering, General					B	M	R		
14.1001	Electrical and Electronics Engineerin					B	M	R		
14.1401	Environmental/Environmental Health Engineering						M	R		

Source: USF Office of Decision Support (ODS)
Presented in the Student Success Task Force hearing on July 9, 2018

USF system degree inventory (5 of 13)

		USFSP		USFSM		USFT				
CIP	CIP Title	Bachelor	Master	Bachelor	Master	Bachelor	Master	Research Doctorate	Prof. Doctorate	Specialist
14.1801	Materials Engineering						M			
14.1901	Mechanical Engineering					B	M	R		
14.3501	Industrial Engineering					B	M	R		
15.1501	Engineering/Industrial Management						M			
16.0101	Foreign Languages and Literatures, General	B				B				
16.0102	Linguistics						M	R		
16.0901	French Language and Literature						M			
16.0905	Spanish Language and Literature						M			
23.0101	English Language and Literature, General	B		B		B	M	R		
23.1302	Creative Writing						M			
23.1303	Professional, Technical, Business, and Scientific Writing			B						
24.0101	Liberal Arts and Sciences/Liberal Studies		M				M			

Source: USF Office of Decision Support (ODS)
Presented in the Student Success Task Force hearing on July 9, 2018

USF system degree inventory (6 of 13)

		USFSP		USFSM		USFT				
CIP	CIP Title	Bachelor	Master	Bachelor	Master	Bachelor	Master	Research Doctorate	Prof. Doctorate	Specialist
24.0102	General Studies			**B**		**B**				
24.0103	Humanities/Humanistic Studies					**B**				
24.0106	General Studies					**B**				
25.0101	Library and Information Science						**M**			
26.0101	Biology/Biological Sciences, General	**B**		**B**		**B**	**M**			
26.0102	Biomedical Sciences, General					**B**				
26.0406	Cell/Cellular and Molecular Biology							**R**		
26.0503	Medical Microbiology and Bacteriology					**B**	**M**			
26.0911	Oncology and Cancer Biology							**R**		
26.1103	Bioinformatics						**M**			
26.1201	Biotechnology						**M**			
26.1307	Conservation Biology		**M**							

Source: USF Office of Decision Support (ODS)
Presented in the Student Success Task Force hearing on July 9, 2018

USF system degree inventory (7 of 13)

		USFSP		USFSM		USFT				
CIP	CIP Title	Bachelor	Master	Bachelor	Master	Bachelor	Master	Research Doctorate	Prof. Doctorate	Specialist
26.1399	Ecology, Evolution, Systematics and Population Biology, Other							R		
26.9999	Biological and Biomedical Sciences, Other						M	R		
27.0101	Mathematics, General					B	M	R		
27.0501	Statistics, General					B	M			
30.0101	Biological and Physical Sciences					B				
30.1101	Gerontology					B	M	R		
30.3301	Sustainability Studies						M			
31.0504	Sport and Fitness Administration/Management						M			
31.0505	Kinesiology and Exercise Science						M			
38.0101	Philosophy					B	M	R		
38.0201	Religion/Religious Studies					B	M			

Source: USF Office of Decision Support (ODS)
Presented in the Student Success Task Force hearing on July 9, 2018

USF system degree inventory (8 of 13)

		USFSP		USFSM		USFT				
CIP	CIP Title	Bachelor	Master	Bachelor	Master	Bachelor	Master	Research Doctorate	Prof. Doctorate	Specialist
40.0501	Chemistry, General					**B**	**M**	**R**		
40.0601	Geology/Earth Science, General					**B**	**M**	**R**		
40.0607	Oceanography, Chemical and Physical						**M**	**R**		
40.0801	Physics, General					**B**	**M**	**R**		
42.0101	Psychology, General	**B**	**M**	**B**		**B**	**M**	**R**		
42.2805	School Psychology						**M**	**R**		
42.2814	Applied Behavior Analysis						**M**	**R**		
43.0103	Criminal Justice/Law Enforcement Administration				**M**		**M**			
43.0303	Critical Infrastructure Protection						**M**			
44.0000	Human Services, General					**B**	**M**			
44.0401	Public Administration						**M**			
44.0701	Social Work					**B**	**M**	**R**		

Source: USF Office of Decision Support (ODS)
Presented in the Student Success Task Force hearing on July 9, 2018

USF system degree inventory (9 of 13)

		USFSP		USFSM		USFT				
CIP	CIP Title	Bachelor	Master	Bachelor	Master	Bachelor	Master	Research Doctorate	Prof. Doctorate	Specialist
45.0101	Social Sciences, General	**B**		**B**		**B**				
45.0201	Anthropology	**B**				**B**	**M**	**R**		
45.0401	Criminology	**B**		**B**		**B**	**M**	**R**		
45.0601	Economics, General	**B**				**B**	**M**	**R**		
45.0701	Geography	**B**				**B**	**M**			
45.0799	Geography, Other							**R**		
45.0901	International Relations and Affairs					**B**		**R**		
45.1001	Political Science and Government, General	**B**				**B**	**M**			
45.1101	Sociology					**B**	**M**	**R**		
50.0301	Dance, General					**B**				
50.0409	Graphic Design	**B**								
50.0501	Drama and Dramatics/Theatre Arts, General					**B**				

Source: USF Office of Decision Support (ODS)
Presented in the Student Success Task Force hearing on July 9, 2018

USF system degree inventory (10 of 13)

		USFSP		USFSM		USFT				
CIP	CIP Title	Bachelor	Master	Bachelor	Master	Bachelor	Master	Research Doctorate	Prof. Doctorate	Specialist
50.0701	Art/Art Studies, General					B				
50.0702	Fine/Studio Arts, General					B	M			
50.0703	Art History, Criticism and Conservation					B	M			
50.0901	Music, General							R		
50.0903	Music Performance, General					B	M			
50.9999	Visual and Performing Arts, Other					B				
51.0000	Health Services/Allied Health/Health Sciences, General	B				B				
51.0201	Communication Sciences and Disorders, General			B						
51.0202	Audiology/Audiologist							R		
51.0204	Audiology/Audiologist and Speech-Language Pathology/Pathologist					B	M	R		
51.0701	Health/Health Care Administration/Management					B	M			

Source: USF Office of Decision Support (ODS)
Presented in the Student Success Task Force hearing on July 9, 2018

USF system degree inventory (11 of 13)

		USFSP		USFSM		USFT				
CIP	CIP Title	Bachelor	Master	Bachelor	Master	Bachelor	Master	Research Doctorate	Prof. Doctorate	Specialist
51.0912	Physician Assistant						**M**			
51.0913	Athletic Training/Trainer						**M**			
51.1005	Clinical Laboratory Science/Medical Technology/Technologist					**B**				
51.1201	Medicine								**P**	
51.2001	Pharmacy								**P**	
51.2099	Pharmacy, Pharmaceutical Sciences, and Administration, Other						**M**			
51.2201	Public Health, General					**B**	**M**	**R**		
51.2212	Behavioral Aspects of Health							**R**		
51.2299	Public Health, Other						**M**			
51.2308	Physical Therapy/Therapist								**P**	

Source: USF Office of Decision Support (ODS)
Presented in the Student Success Task Force hearing on July 9, 2018

USF system degree inventory (12 of 13)

		USFSP		USFSM		USFT				
CIP	CIP Title	Bachelor	Master	Bachelor	Master	Bachelor	Master	Research Doctorate	Prof. Doctorate	Specialist
51.2310	Vocational Rehabilitation Counseling/Counselor						M			
51.2314	Rehabilitation Science							R		
51.2706	Medical Informatics						M			
51.3801	Registered Nursing/Registered Nurse					B	M			
51.3804	Nurse Anesthetist						M			
51.3808	Nursing Science							R		
51.3818	Nursing Practice								P	
52.0101	Business/Commerce, General			B		B	M			
52.0201	Business Administration and Management, General	B	M	B	M	B	M	R		
52.0301	Accounting	B	M	B		B	M			
52.0601	Business/Managerial Economics	B								

Source: USF Office of Decision Support (ODS)
Presented in the Student Success Task Force hearing on July 9, 2018

USF system degree inventory (13 of 13)

		USFSP		USFSM		USFT				
CIP	CIP Title	Bachelor	Master	Bachelor	Master	Bachelor	Master	Research Doctorate	Prof. Doctorate	Specialist
52.0701	Entrepreneurship/Entrepreneurial Studies	**B**					**M**			
52.0801	Finance, General	**B**		**B**		**B**	**M**			
52.0901	Hospitality Administration/Management, General			**B**	**M**					
52.1101	International Business/Trade/Commerce	**B**				**B**				
52.1201	Management Information Systems, General	**B**				**B**				
52.1401	Marketing/Marketing Management, General	**B**		**B**		**B**	**M**			
52.1499	Marketing, Other					**B**				
52.1501	Real Estate						**M**			
54.0101	History, General	**B**		**B**		**B**	**M**	**R**		

Source: USF Office of Decision Support (ODS)
Presented in the Student Success Task Force hearing on July 9, 2018

APPENDIX B

Duplicated bachelor degree programs (1 of 6)

USF System Degree Program	USF Program Name	Degree Type	Major(s)
030104 – Environmental Science			
USF St. Petersburg	Environmental Science & Policy	BS	Environmental Science & Policy
USF Tampa	Environmental Science	BS	Environmental Science & Policy
090102 – Mass Communications/Media Studies			
USF St. Petersburg	Mass Communication	BA	Mass Communication
USF Tampa	Mass Communication	BA	Mass Communication
110103 – Information Technology			
USF Sarasota-Manatee	Information Technology	BS	Cyber Security
USF Tampa	Information Technology	BSIT	Information Technology
	Information Technology	BS	Cybersecurity
	Information Technology	BS	Information Studies
131202 – Elementary Teacher Education & Teaching			
USF Sarasota-Manatee	Elementary Education	BA/BS	Elementary Education
	Elementary Education	BA	Interdisciplinary Education
USF Tampa	Elementary Teacher Education	BS	Elementary Education
160101 – Foreign Languages & Literatures, General			
USF St. Petersburg	World Languages & Cultures	BA	World Languages & Cultures
USF Tampa	World Languages & Cultures	BA	World Languages & Cultures

Source: USF Office of Decision Support (ODS)
Presented in the Student Success Task Force hearing on July 9, 2018

Duplicated bachelor degree programs (2 of 6)

USF System Degree Program	USF Program Name	Degree Type	Major(s)
230101 – English Language & Literature, General			
USF St. Petersburg	English Language & Literature, General	BA	English
USF Sarasota-Manatee	English Language & Literature, General	BA	English
USF Tampa	English	BA	English
240102 – General Studies			
USF Sarasota-Manatee	Applied Science	BSAS	Applied Science
	Applied Science	BA/BS	General Studies
USF Tampa	Applied Science	BSAS	Applied Science
	General Studies	BGS	General Studies
260101 – Biology/Biologican Sciences, General			
USF St. Petersburg	Biology	BS	Biology
USF Sarasota-Manatee	Biology	BS	Biology
USF Tampa	Biology	BS	Cell & Molecular Biology
	Biology	BS	Environmental Microbiology
	Biology	BS	Environmental Biology
	Biology	BS	Integrative Animal Biology
	Biology	BS	Marine Biology

Source: USF Office of Decision Support (ODS)
Presented in the Student Success Task Force hearing on July 9, 2018

Duplicated bachelor degree programs (3 of 6)

USF System Degree Program	USF Program Name	Degree Type	Major(s)
420101 – Psychology, General			
USF St. Petersburg	Psychology, General	BS	Psychology
USF Sarasota-Manatee	Psychology, General	BA	Psychology
USF Tampa	Psychology	BA	Psychology
450101 – Social Sciences, General			
USF St. Petersburg	Social Sciences, General	BA	Interdisciplinary Social Sciences
USF Sarasota-Manatee	Social Sciences, General	BA	Interdisciplinary Social Sciences
USF Tampa	Social Sciences	BA	Interdisciplinary Social Sciences
450201 – Anthropology			
USF St. Petersburg	Anthropology	BA	Anthropology
USF Tampa	Anthropology	BA	Anthropology
450401 – Criminology			
USF St. Petersburg	Criminology	BS	Forensic Studies & Justice
	Criminology	BA	Criminology
USF Sarasota-Manatee	Criminology	BA	Criminology
USF Tampa	Criminology	BA	Criminology

Source: USF Office of Decision Support (ODS)
Presented in the Student Success Task Force hearing on July 9, 2018

Duplicated bachelor degree programs (4 of 6)

USF System Degree Program	USF Program Name	Degree Type	Major(s)
450601 – Economics, General			
USF St. Petersburg	Economics, General	BA	Affiliated Economics
USF Tampa	Economics	BA	Economics
	Economics	BS	Quantitative Economics and Econometrics
450701 – Geography			
USF St. Petersburg	Geography	BA	Geospatial Analysis & Geography
	Geography	BA	Geography
USF Tampa	Geography	BA	Geography
451001 – Political Sci & Government, General			
USF St. Petersburg	Political Science & Government, General	BA	Political Science
USF Tampa	Political Science & Government	BA	Political Science
510000 – Health Services/Applied Health/Sci, General			
USF St. Petersburg	Health Sciences	BS	Health Sciences
USF Tampa	Health Science	BS	Health Sciences
520101 – Business/Commerce, General			
USF Sarasota-Manatee	Business, General	BA/BS	General Business Administration
USF Tampa	Business	BS	General Business Studies

Source: USF Office of Decision Support (ODS)
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Duplicated bachelor degree programs (5 of 6)

USF System Degree Program	USF Program Name	Degree Type	Major(s)
520201 – Business Admin & Management, General			
USF St. Petersburg	Business, General	BA/BS	Management
USF Sarasota-Manatee	Business Administration	BA/BS	Management
USF Tampa	Business Administration & Management	BS	Management
520301 – Accounting			
USF St. Petersburg	Accounting	BA/BS	Accounting
USF Sarasota-Manatee	Accounting	BA/BS	Accounting
USF Tampa	Accounting	BS	Accounting
520801 – Finance, General			
USF St. Petersburg	Finance, General	BA/BS	Finance
USF Sarasota-Manatee	Finance, General	BA/BS	Finance
USF Tampa	Finance	BS	Finance
	Finance	BS	Personal Finance
521101 – International Business/Trade/Commerce			
USF St. Petersburg	Global Business	BA/BS	Global Business
USF Tampa	International Business Management	BA	Global Business

Source: USF Office of Decision Support (ODS)
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Duplicated bachelor degree programs (6 of 6)

USF System Degree Program	USF Program Name	Degree Type	Major(s)
521201 – Information Systems, General			
USF St. Petersburg	Mgt Information Systems/Business Data Proc	BA/BS	Management Information Systems
USF Tampa	Mgt Information Systems/Business Data Proc	BAIS	Business Analytics & Information Systems
521401 – Marketing/Marketing Management, General			
USF St. Petersburg	Marketing Management	BA/BS	Marketing
USF Sarasota-Manatee	Marketing Management	BA/BS	Marketing
USF Tampa	Marketing Management	BS	Marketing
540101 – History, General			
USF St. Petersburg	History, General	BA	History
USF Sarasota-Manatee	History, General	BA	History
USF Tampa	History	BA	History

Source: USF Office of Decision Support (ODS)
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Duplicated master degree programs (1 of 3)

USF System Degree Program	USF Program Name	Degree Type	Major(s)
030104 – Environmental Science			
USF St. Petersburg	Environmental Science & Policy	MA/MS	Environmental Science & Policy
USF Tampa	Environmental Science	MS	Environmental Science & Policy
130401 – Education Leadership & Admin, Gen			
USF St. Petersburg	Educational Leadership	MEd	Educational Leadership
USF Sarasota-Manatee	Educational Leadership	MEd	Educational Leadership
USF Tampa	Educational Admin/Leadership	MEd	Educational Leadership
131001 – Special Education & Teaching, Gen			
USF St. Petersburg	Exceptional Student Education	MA/MAT	Exceptional Student Education
USF Tampa	Special Education	MA/MAT	Exceptional Student Education
131202 – Elementary Education & Teaching			
USF St. Petersburg	Elementary Education	MA	Elementary Education
USF Sarasota-Manatee	Elementary Education & Teaching	MA	Elementary Education
	Elementary Education & Teaching	MAT	Teaching, Elementary Education
USF Tampa	Elementary Teacher Education	MA/MAT	Elementary Education

Source: USF Office of Decision Support (ODS)
Presented in the Student Success Task Force hearing on July 9, 2018

Duplicated master degree programs (2 of 3)

USF System Degree Program	USF Program Name	Degree Type	Major(s)
131305 – English Lang. Arts Teacher Education			
USF St. Petersburg	English Teacher Education	MA	English Education
USF Sarasota-Manatee	Secondary English Education	MA/MAT	Education-English Education
	Secondary English Education	MA/MAT	Secondary Education-English Education
USF Tampa	English Teacher Education	MAT	English Education
131315 – Reading Teacher Education			
USF St. Petersburg	Reading Teacher Education	MA	Reading Education
USF Tampa	Reading Teacher Education	MA	Reading Education
240101 – Liberal Arts & Sci/Liberal Studies			
USF St. Petersburg	Liberal Arts & Sci/Liberal Studies	MLA	Liberal Arts
USF Tampa	Liberal Arts & Studies	MA	Liberal Arts
420101 – Psychology, General			
USF St. Petersburg	Psychology	MA	Psychology
USF Tampa	Psychology	MA	Psychology
430103 – Criminal Justice/Law Enf Admin			
USF Sarasota-Manatee	Criminal Justice Administration	MA	Criminal Justice
USF Tampa	Criminal/Law Enforcement Admin	MA	Criminal Justice Administration

Source: USF Office of Decision Support (ODS)
Presented in the Student Success Task Force hearing on July 9, 2018

Duplicated master degree programs (3 of 3)

USF System Degree Program	USF Program Name	Degree Type	Major(s)
520201 – Business Admin & Mgt, General			
USF St. Petersburg	Business Admin & Mgt, General	MBA	Business Administration
USF Sarasota-Manatee	Business Admin & Mgt, General	MBA	Business Administration
USF Tampa	Business Administration	MS/MBA	Business Administration/MBA
	Business Administration	MS/MBA	Executive MBA
520301 – Accounting			
USF St. Petersburg	Accountancy	MAcc	Accountancy
USF Tampa	Accounting	MAcc	Accountancy

Source: USF Office of Decision Support (ODS)
Presented in the Student Success Task Force hearing on July 9, 2018