Student Success, Academic Programs and Campus Identity Subcommittee Hearing
August 28, 2018
USF Sarasota-Manatee
NOTES

I. Call to Order

Chair Griffin called the meeting to order at 2:00 pm. Chancellor Holbrook welcomed attendees and applauded the efforts so far of the Student Access Committee and the rest of the Task Force.

II. New Business – Action Items

a. Approval of July 9 Meeting Notes

Meeting Notes from the July 9, 2018 Subcommittee meeting were approved.

III. New Business – Information Items

a. Introduction

Chair Griffin said student access and success can and must go hand in hand. In meeting the requirements of the legislature and the needs of the community, the committee should embrace what is working and be bold in thinking of fresh perspectives. Chair Griffin stressed that while USF must be operating under a single accreditation by July 1, 2020, it does not mean that everything must be finished and new initiatives will take time to fully implement.

Dr. Williams stress the importance of including all three campuses during the consolidation process.

b. Testimony

i. Labor Market Demand for Expanded Academic Programs.

Dave Sobush, Director of Policy and Research, Tampa Bay Partnership, gave an overview of the financial competitiveness of the Tampa Bay market, which includes Pinellas, Hillsborough, Pasco, and Hernando counties. The job growth rate in Tampa Bay is healthy at nearly 4%. Industry views availability of talent as a key decider for moving into new markets. USF Muma College of Business forecasts that if USF increases by the number of bachelor's and master's degree attainment in the region by 1%, it would raise per capita GDP by $233 and $615 respectively.

Mr. Sobush noted that Tampa Bay is among the lowest metro areas in the country in terms of GDP per capita. Industries projected to grow the most are in healthcare, professional services and hospitality. He noted that USF currently offers programs in all these areas.

There was discussion regarding gaps in USF's programming and how the state colleges or technical schools may fill those gaps. With regard to IT, Mr. Sobush said that stackable certifications are in demand in addition to the bachelor's degrees. Dr. Williams noted that the challenge for most people in IT is the cost of certification programs. She said that it is cheaper to get a bachelor's degree than to get a certification in many cases.

The committee requested more specificity by region within Tampa Bay.

Jason Mathis, CEO of the St. Petersburg Downtown Partnership, provided an overview of the economic development strategy in St. Petersburg. He referenced the St. Petersburg's Chamber of Commerce's Grow Smarter Initiative, a May 4th St. Petersburg College Collaborative Lab forum: the Pinellas County Economic Development Department helped shape the presentation and said that Marine Science, Engineering, Data Analytics, Health Care, the Arts, Financial Services are the key growth areas for the city.

Mr. Mathis noted that marine science remains a catalytic and critically important element of the St. Petersburg current and future economy. The St. Petersburg marine science cluster is the largest collection of marine science, oceanographic and environmental research agencies and institutions in the Southeast United States. He recommended supporting and enhancing the world-renowned College of Marine Science.

Mr. Mathis explained the St. Petersburg community identified specialized manufacturing and data analytics as growth sectors for St. Petersburg's economy. He recommended working with specific business and industries to identify exact needs, and also adding a bachelors, masters, and Ph.D. level engineering programs to the USF St. Petersburg campus.

Another sector identified for need is health care including expanded nursing programs, lab techs, mental health counselors and therapists, substance abuse counselors, medical technologists, surgical techs and home healthcare personnel. He noted the great nursing program at St. Petersburg College and urged the subcommittee that decisions regarding nursing should be complementary to SPC's programs.

Mr. Mathis explained St. Petersburg has a growing and thriving art community and arts districts. He recommended formalizing USFSP art degree programs to help drive the economy, specifically programs that merge the arts and technology.

Lastly, Mr. Mathis noted the strong and growing Financial Services cluster, including securities, asset management, and insurance and start-up companies. Additionally, an emphasis on entrepreneurship would be consistent with the community's workforce needs and growth projections.

There was discussion regarding finite resources and the top recommendations what would be most important. Mr. Mathis stated that preserving Marine Science would be critically important as would positioning the Business School.

Mireya Eavey, Chief Workforce Office, Greater Sarasota CoC/CareerEdge Funders Collaborative gave an overview of the workforce needs in Sarasota and Manatee Counties. She noted the areas of significant growth are north Manatee and North Port.

Ms. Eavey highlighted several expanded or new program areas to offer at USF Sarasota-Manatee. She explained there is a great need for nursing at all levels. Currently, there are many openings for CNAs (wage has moved from $10 to $14) and an increased need for RN's over LPNs. State College of Florida offers nursing programs, but there is still outstanding demand. She also explained there is a great need for Advanced Nursing Programs with bachelor's and advanced degrees. USF Tampa offers Nurse Practitioner programs but they are not offered at USFSP or USFSM. This adds to the local nurse shortage within hospitals and other healthcare settings.

Risk Management and Insurance is another area of high demand, however Ms. Eavey noted it is important to market this program better. Students are unsure about the program title. She noted a skills gap study around this area is being conducted and will share with the Subcommittee once complete.

She explained USFSM should be known for their hospitality program, but should be more effectively marketed to students. The community too often thinks the existing program is a cooking or culinary school. Hospitality Management jobs are in demand and students come out of this program extremely well-rounded. The Subcommittee requested additional information regarding the current structure of the Hospitality program and the demand to expand on the existing program.

Ms. Eavey noted there is also demand for education, technology including cybersecurity, and certifications. Jobs are evolving quickly and employers are become impatient with the four-year degree completion. She noted the importance of preparing students for all aspects of jobs, including soft skills and communication. Internships are also critical to support the needed skill sets.

In regard to certifications, there was discussion around stackable verifications and transfer credits from technical schools. Dr. Williams noted that USF currently does not accept transfer credits from technical schools, but there are many opportunities to consider articulation agreements around this.

Ms. Eavey noted that, of the above recommendations, the most important focus area is advanced degrees in nursing.

Bryce Aspinwall, Director of Client Success, Burning Glass explained Burning Glass provides a third party source of data. He explained jobs are hybridizing and basic communications skills, business skills and technical skills all go together. For example, accounting and auditing are required for managerial positions.

Mr. Aspinwall reported that one out of four jobs in Tampa and St. Petersburg area are related to IT. In Sarasota, finance and sales jobs were prevalent. There is shared demand but it still gives opportunities for campuses to serve local needs.

Using their labor market data, Burning Glass reviewed 40 programs and related concentrations at USF Tampa's College of Arts and Sciences and offered recommendations to strengthen programs for job-related outcomes. Some results included teaching Women's and Gender Studies students project management skills.

Potential recommendations include aligning curricula to labor market needs and Program Reviews should update its labor market data sources often, so that students to understand real-life applications. Additionally, it is important to empower faculty to have conversations about careers related to majors.

There was discussion regarding curriculum alignment related to certifications.

Chair Griffin asked the committee to keep in mind the use of predictive analysis to ensure we are offering what the community needs in degree offerings.

i. **Consolidation Update: Academic Programming in the Context of Consolidation**

Peter Stokes, managing director at Huron Consulting Group, provided an update on the overall consolidation effort to date and outlined guidelines for future recommendations on USF's academic structure and organization. He noted the labor market discussion suggests many opportunities for how a consolidated USF can deploy an integrated curricula to serve the diverse needs of its communities.

Mr. Stokes started with a brief overview of the consolidation and the key milestones. The Task Force is focused on what USF should be doing and to continue with an aspirational agenda for the university. The Consolidation Internal Committee (CIC) is focused on the question of how, and what action plan will enable a successful consolidated USF. Both of these bodies are working under the same parameters of Preeminence and SACSCOC regulations. The drive is toward an integration to one USF. Mr. Stokes covered the CIC subcommittee charges and discussed the interdependencies of the subcommittees. The Task Force will prioritize its recommendations, but will also submit a full catalogue of recommendations from the committees in the final report.

Mr. Stokes framed how to start to think about connecting these different academic and curricular assets to the needs of these communities. He reported that Huron is bringing a set of benchmarks and comparators to consider including other public systems that Huron has worked with during a consolidation. These include the University of Wisconsin and University of Texas systems, and also at public AAU institutions. Mr. Stokes outlined key terms to agree upon:

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

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

Mr. Stokes emphasized each discipline will have a home site. There will be a density of critical mass and effort at one location. In addition, there will also be host locations—i.e. if Campuses B and C have market demand, there may be access to additional programs. Although there is a larger integrated curriculum to work with, July 1, 2020 will not be the final date to make all programs available everyone—this will be a long process. He noted the importance of being deliberate in considering labor market demand and also be considerate of time and resources.

Mr. Stokes clarified there is no single way of using College and School, but the above outline will be the designation at USF. There can only be one College per field of study, per SACSCOC legislation, though there may be multiple Schools reporting into one College and not necessarily located in the same location as the College.

There was discussion regarding the potential risks for consolidation as it relates to Preeminence and student success. Additionally, there were questions regarding current deans' titles and communication between the CIC and the Task Force. Mr. Stokes emphasized the need to create organizational structures that benefit students.

Chair Griffin summarized takeaways from the hearing and requested that Huron return to the Student Success Committee with preliminary recommendations during the meeting scheduled for September 19th. He noted the importance of having time to collect community input and having demand data to support the recommendations.

ii. **Student Success and Employment**

Dr. Ruthann Atchley, AVP for Community Engagement at USF Tampa, discussed career resources at the three USF institutions. She said that these offices are working on building skills in high demand areas – i.e. nursing as well as looking to build specific hybrid skills such as Spanish and coding. She is also directly addressing the essential skills such as interviewing and critical thinking through programs that teach students those skills.

Toni Ripo, Coordinator of Career Services, at USF Sarasota Manatee, explained there is a disparity in the amount of resources in staffing currently. Career services are provided to students, alumni, faculty, and employers and integrate opportunities starting as early as orientation.

In order to serve students across all campuses, there is a need for resources to support programming. The Subcommittee requested data on the discrepancies in funding related to what other universities in Florida receive. There was also discussion on the impact of student success and residence halls and the student experience at each USF campus.

c. **Public Comment**

Greg Glass, Sun Hydraulics, submitted an online comment:
Noted the importance of keeping students in the Sarasota-Manatee area and meeting the growing needs of his company in Engineering.

Bonnie Jones, SACS Liaison at USFSM:
Stated that there is a culture of improvement at USFSM. She noted that USFSM is continuously reviewing programs through an annual assessment process that also reviews the performance based funding metrics. This process will help in developing academic programming.

Kathy Black, Professor in Liberal Arts and Social Sciences at USFSM:
Dr. Black noted in Sarasota County, the median age is 56 and emphasized the multi-generational student body that USFSM could be serving. There is a growing trend in lifelong learning.

Additionally, Dr. Black noted the Gerontology program at USF Tampa is one of the top programs in the nation and suggested offering those programs at USFSM as well. The nursing homes need business, aging, and hospitality students.

Michael Klene, Student Body President, USFSM:
Mr. Klene noted the Student Government Association would like to see USFSM students in programs that serve them well. There is a need for consistent communications and outreach to local businesses to determine the labor needs. With consolidation, considering how to attract students to USFSM will be vital.

Michael Gillespie, President of Faculty Senate at USFSM:
Dr. Gillespie explained how faculty can best serve the system in pursuit of Preeminence and some of the most important metrics are retention and graduation rates. As the discussion around one USF, one mission, one T&P guidelines continues, there needs to be thought concerning how faculty are required to support student success metrics. He noted that if the T&P guidelines are at the USFT level, but the resourcing at USFSP and USFSM is much lower, that will be an issue for serving students. There needs to be additional conversation regarding what needs to happen about navigating the gap between performance expectations and the resourcing.