University of South Florida
A Preeminent Research University

In a draft *Report* presented to USF System leadership on December 19, 2018, the USF Consolidation Implementation Council (CIC) made the following urgent recommendation:

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The Council of CIC Subcommittee co-Chairs unanimously agreed that given the short timeline for the development of the recommended consolidation plan for the USF Board of Trustees by February 15, 2019 and the subsequent SACSCOC submission, there is an urgent need to proactively engage faculty and staff across all three campuses, and empower USF leadership to make decisions necessary for a fully actionable plan.

In order to effectively implement this, we recommend that the Chief Academic Officer of the USF System, Provost Ralph Wilcox (in consultation with Regional Chancellors Martin Tadlock (USFSP) and Karen Holbrook (USFSM)) immediately engage relevant stakeholders as appropriate in an open, inclusive and timely manner to gather input and transform the CIC considerations to a concrete plan for consolidation in the following areas that are critical to consolidation, accreditation and preeminence:

- Program Alignment and College Structure (including USF Libraries)
- Curriculum Consolidation – Principles and Processes
- Educational Policies, Procedures and Practices
- Academic Leadership and Performance Accountability: Roles, Reporting and Responsibility (Preeminence, PBF, AAU)
- Decision Support and Institutional Effectiveness
- Students Affairs and Student Success (Admissions, Undergraduate and Graduate Student Success)
- Faculty Governance
- Research Infrastructure and Support (Faculty Success)
- Building a Digital Ecosystem (Online and Virtual Classes)

Recognizing that discussions leading to a final recommendation may sometimes face differing points of view that may need reconciliation we recommend that the Office of the University Ombudsman, Mr. Steve Prevaux be used to facilitate the process when necessary.

From: *Consolidation Plans for a Single-Accredited University of South Florida*, Pritish Mukherjee & Donna Petersen, Co-Chairs, Consolidation Implementation Committee (CIC), Draft, December 19, 2018.
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Given the acknowledged urgency of addressing critical academic and student success matters Provost Wilcox, in consultation with Regional Chancellors Holbrook and Tadlock, has framed the following process intended to engage faculty, academic leaders, and other essential stakeholders in developing a plan for consolidation consistent with the *Florida Excellence in Higher Education Act of 2018*, SACSCOC's *Principles of Accreditation*, criteria for designation as a Preeminent Research University, considerations presented by the CIC Subcommittees and draft recommendations from the Consolidation Task Force.

The resultant, collective and carefully considered response will be assembled in the form of a preliminary *USF Consolidation Plan Manual* for submission to USF leadership and/or the USF BOT (through the *Consolidation Implementation Committee*):

- Recommendations and prioritized action steps (narrative with specific tasks, and rationale as appropriate),
- Responsible parties (owners), and
- Timelines (milestones).

Referential Guiding Documents:

- *Florida Excellence in Higher Education Act of 2018* (including Preeminence criteria).
- SACSCOC, *The Principles of Accreditation* (December 2017), and *Resource Manual for The Principles of Accreditation* (Third Edition, 2018):
    - Administration and Organization (Section 5)
    - Faculty (Section 6)
    - Institutional Planning and Effectiveness (Section 7)
    - Student Achievement (Section 8)
    - Educational Program Structure and Content (Section 9)
    - Educational Policies, Procedures, and Practices (Section 10)
    - Library and Learning/Information Resources (Section 11)
    - Academic and Student Support Services (Section 12)
    - Guidelines for Addressing Distance Education and Off-Campus Instructional Sites (Appendix C)
- Professional and/or Specialized Accreditation Standards.
- USF Consolidation Implementation Committee Draft *Report* (dated December 19, 2018), with Subcommittee Considerations.
- Draft Report(s) of the statutorily constituted USF Consolidation Planning, Study, and Implementation Task Force, with Subcommittee Recommendations.
- FL BOG Regulations.
- FL BOG and USF BOT Data.
- Labor Market Data.
- FL SUS Preeminence and Performance-Based Funding Criteria.
- USF BOT Principles for Consolidation.
- USF Regulations and Policies (http://regulationspolicies.usf.edu/regulations-and-policies/regulations-policies-procedures.asp including USDF System Policy 10-055.
- Huron's *Academic Structure Mapping Guidelines* (2018).
- Organizational Structures and Operating Procedures of Florida Preeminent and Public, Comprehensive, AAU, Multi-Campus, Singularly-Accredited, Research Universities (benchmarking).

Guiding Principles for USF Consolidation:

- 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.

  Approved by the USF BOT Consolidation, Accreditation & Preeminence Committee (April 23, 2018)

Guidelines for Fulfilling the Task Outlined by USF Consolidation Implementation Council (CIC) on December 19, 2018:

- Assure broad-based consultation with key stakeholders across USF,
- Team members (including Deans, Faculty Senate Presidents and the President of the System Faculty Council) are responsible for adherence to USF System Policy 10-055 (i.e. open dialogue and review among faculty and administration regarding organizational restructuring of academic units),
- "Do no harm" (especially with regard to Preeminence & Accreditation),
- Focus on student centricity – including not impeding students' progress to graduation and ensuring consistency of educational experience across all campuses,
- Strive for consensus agreement to outcomes while exemplifying collegiality and respect for colleagues across USF,
- Aim to build a sense of community,
- Emphasize equity of assignment, support, performance assessment, and compensation for faculty, and
- Engage the University Ombudsman to help facilitate the process when necessary.

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Executive Committee:

Members: <u>Ralph Wilcox (USF)</u>, Catherine Cardwell (USF SP), Theresa Chisolm (USF T), Brett Kemker (USF S-M), Deanna Michael (USF SP), Dwayne Smith (USF T)

Staff: Cynthia Brown Hernandez (USF T), Michael Wrona (USF T)

Task

- Review and, as appropriate, comment on Considerations presented by the Consolidation Implementation Committee Subcommittees.
- Review and, as appropriate, comment on Recommendations presented by the Subcommittees of the USF Consolidation Planning, Study, and Implementation Task Force.
- Curriculum Consolidation – Principles and Processes (to be completed in Summer/Fall 2019).
- Criteria & Process for Endorsing Curricula Expansion (demonstrable community need, student demand, and adequate resources).
- Hiring Procedures to Optimize Fiscal Stewardship, Avoid Unnecessary Duplication, and Maximize Faculty Investment to meet expanding student needs and strengthen USF's stature as a Preeminent Research University.
- Recommendation for USF Strategic Planning, 2020-2025.
- Department, School, and College Structure – Defining the academic unit(s) and incubating programs, departments, and schools in colleges.

  <u>Structural and Operational Benchmarks (excluding the Honors College and the Morsani College of Medicine):</u>
  - a critical mass of tenured/tenure-earning faculty,
  - a distinctive array of high quality [externally-reviewed and/or accredited] academic programs (at different levels: baccalaureate/graduate),

- a sustained level of operating support, from public and/or private sources (that does not diminish direct investment in the student experience – e.g. excessive administrative costs), consistent with that required of an autonomous unit,
- a critical mass of talented undergraduate and graduate degree-seeking students,
- a track record of student access, success (retention and graduation rates), and placement at the level of a Preeminent Research University, and
- a record of scholarly, scientific, and/or creative productivity (including sponsored research), by faculty and graduate students, consistent with a Preeminent Research University.

At a Florida Preeminent Research University and/or AAU institution:

A College: Is ordinarily found to be an autonomous unit (comprised of multiple schools, departments, and/or programs), and led by a Dean reporting directly to the university's chief academic officer (Provost). It is manageably sized and leverages the efficiency of scale while not presenting an imbalance of representation in university governance.

A School: Is ordinarily a member unit (usually comprised of a field of professional study) of a college with a Director (or Associate Dean), reporting directly to the college Dean. It is manageably sized and leverages the efficiency of scale while not presenting an imbalance of representation in college-wide governance.

A Department: Is a member unit (most often clustered around an academic discipline) of a college led by a Chair, reporting directly to the college Dean. It is manageably sized and leverages the efficiency of scale while not presenting an imbalance of representation in college-wide governance.

A Program: Ordinarily represents a discipline or field of study (sometimes interdisciplinary in nature, at the undergraduate and/or graduate level) captured in a high demand and distinctive cognate or professional domain and represented by a CIP Code (drawn from the National Center for Education Statistics [NCES] taxonomy of Classification of Instructional Programs [CIP]). Programs are ordinarily housed in a single department or school within a college, with curricular authority and responsibility residing with the unit (s) faculty.

- Other items as approved by the Executive Committee Chair.

Timeline: January 18, 2019, and consideration of preliminary responses from Teams A-K (1-12) by February 8, 2019.

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Team A: _Faculty Governance_

Members: James Garey (USF T), Raymond Arsenault (USF SP), Timothy Boaz (USF T), Michael Gillespie (USF S-M), Jenifer Jasinski Schneider (USF T), Deanna Michael (USF SP)

Task:

- Review and, as appropriate, comment on Considerations presented by the CIC Faculty Affairs and Research Subcommittees.
- Review and, as appropriate, comment on Recommendations presented by the Shared Governance/Transparency Subcommittee of the USF Consolidation Planning, Study, and Implementation Task Force.
- Develop a process and timeline for establishing a Faculty Senate Constitution and Bylaws (effective July 1, 2020).
- Develop a process and timeline for Faculty Senate Council and Committee Structure: Membership and Charge (effective July 1, 2020).

- Develop a process and timeline for new USF Tenure and Promotion Guidelines (effective July 1, 2020).
- Develop a process to assure Faculty Oversight and Ownership of the Curriculum that will be delivered by the consolidated university, beginning July 1, 2020.
- What are the Pros and Cons of faculty selecting (or being assigned) a "home" campus?
- What are the ramifications for Faculty Appointment and procedures for requesting a transfer?
- What are the ramifications for Faculty Assignment (by campus location and online)?
- Other items as approved by the Team Leader.

Timeline: February 8, 2019

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Team B: _Academic Leadership & Performance Accountability: Roles, Reporting & Responsibility_

Members: Ralph Wilcox (USF), Catherine Cardwell (USF SP), Theresa Chisolm (USF T),
   Brett Kemker (USF S-M), Dwayne Smith (USF T)

Task:

- Review and, as appropriate, comment on Considerations presented by the CIC Faculty Affairs Subcommittee.
- Review and, as appropriate, comment on Recommendations presented by the Shared Governance/Transparency Subcommittee of the USF Consolidation Planning, Study, and Implementation Task Force.
- Determine the Role, Responsibility and Reporting Line(s) for each of the following, consistent with other Preeminent Research Universities in Florida and national peer (AAU) institutions:

  - Examples of Responsibility: strategic planning, budget planning, accreditation, faculty hiring, appointment/assignment, class scheduling, annual evaluation, tenure & promotion, admissions, enrollment planning & management, AAU, Preeminence & PBF performance accountability.

    - Provost & Executive Vice President/Chief Academic Officer (USF wide)
    - Vice Presidents (relevant to academic, student success and research goals – USF wide)
    - Vice Provosts (USF wide)
    - Regional Vice Chancellor(s) for Academic Affairs (Campus based)
    - Deans (USF wide)
    - Directors (USF wide)
    - Chairs (USF wide)
    - Others (USF wide)
    - Others (Campus based)

- Other items as approved by the Team Leader.

Timeline: February 8, 2019

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Team C: _Educational Policies, Procedures and Practices_

Members: Jennifer Lister (USF T), Jodi Adamchak (USF), Richard Borghesi (USF S-M),
   Amber Dumford (USF T), Susan Perry (USF T), Susan Toler (USF SP)

Task:

- Review and, as appropriate, comment on considerations presented by the CIC Subcommittees

- Develop a process and timeline for reviewing and amending USF Academic Regulations and Policies, including Academic Affairs, Information Technology, Research & Innovation, Student Affairs & Student Success, and other categories as appropriate (http://regulationspolicies.usf.edu/regulations-and-policies/regulations-policies-procedures.asp to reflect clarity and consistency within "one university geographically distributed", on three campuses, with clear lines of accountability and authority.
- Other items as approved by the Team Leader.

Timeline: February 8, 2019 or earlier

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Team D: *Student Affairs, Access & Success*

Members: Paul Dosal (USF T), Ruthann Atchley (USF T), Jacob Diaz (USF SP),
Darren Gambrell (USF S-M), Patti Helton (USF SP), Brett Kemker (USF S-M),
Thomas Miller (USF T)

Task:

- Review and, as appropriate, comment on Considerations presented by the CIC Student Success Subcommittee.
- Review and, as appropriate, comment on Recommendations presented by the Student Access Subcommittee, the Shared Governance/Transparency Subcommittee, and the Student Success/Academic Programs/Campus Identity Subcommittee of the USF Consolidation Planning, Study, and Implementation Task Force.
- What programs, departments and/or centers will be "housed" under this university-wide organizational umbrella? What will the unit be called?
- What Student Governance structure will be implemented under Consolidation?
- What is the proposed leadership (and reporting) structure for the unit in a Consolidated USF (and by campus)?
- What are the Pros and Cons of students selecting (or being assigned) a "home" campus?
- What are the distinctive strengths within the unit, by campus, and how will they be preserved?
- How will uniformity of student admissions be accomplished, while maintaining access and diversity, and enhancing student success?
- How will we bring greater clarity and articulation to consistency of *FUSE Grad Pathways* to all USF campuses.
- How will equity of student access to services be accomplished across all campuses?
- How will student complaints be managed, tracked, and resolved on each campus?
- Identify any accredited programs and explain the process/timeline for [re]accreditation of programs in the unit under Consolidation.
- What risks can be identified (re: unit contributions to Preeminence, PBF, Regional and/or Specialized Accreditation and Institutional and/or Programmatic Rankings) and how will they be mitigated?
- Other items as approved by the Team Leader.

Timeline: February 1, 2019

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Team E: *Undergraduate Studies*

Members: Paul Atchley (USF T), Scott Besley (USF T), Kyna Betancourt (USF T),
Allison Cleveland-Roberts (USF T), S. Morgan Gresham (USF SP), Jill Roberts (USF T),
Phillip Wagner (USF S-M)

Task:

- Review and, as appropriate, comment on Considerations presented by the CIC Student Success, and General Education & Curricular Alignment Subcommittees.
- Review and, as appropriate, comment on Recommendations presented by the Shared Governance/Transparency Subcommittee, and the Student Success/Academic Programs/Campus Identity Subcommittee of the USF Consolidation Planning, Study, and Implementation Task Force.
- What programs, departments and/or centers will be "housed" under this organizational umbrella?
- What is the proposed leadership (and reporting) structure for the unit in a Consolidated USF?
- What is the proposed faculty governance structure for the unit in a Consolidated USF (to ensure broad-based representation on all campuses)? Include committees and councils (e.g. undergraduate curriculum, general education council/committee etc).
- Is there consensus around a single General Education Curriculum and a unified Quality Enhancement Plan with Consolidation? What is the process/timeline for final design/approval and implementation?
- How will uniformity of learning outcomes, by degree program, be assured across all campuses?
- What are the distinctive strengths within the unit, by campus, and how will they be preserved?
- What risks can be identified (re: unit contributions to Preeminence, PBF, Regional and/or Specialized Accreditation and Institutional and/or Programmatic Rankings) and how will they be mitigated?
- Other items as approved by the Team Leader.

Timeline: February 1, 2019

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Team F: _Graduate Studies_

Members: Ruth Bahr (USF T), Kathy Black (USF S-M), Keri Kilpatrick (USF T), Russell Kirby (USF T), Donna Knudsen (USF SP), Richard Smith (USF SP), Gregory Teague (USF T)

Task:

- Review and, as appropriate, comment on Considerations presented by the CIC Student Success, General Education & Curricular Alignment, and Research Subcommittees.
- Review and, as appropriate, comment on Recommendations presented by the Student Success/Academic Programs/Campus Identity Subcommittee of the USF Consolidation Planning, Study, and Implementation Task Force.
- What programs, departments and/or centers will be "housed" under this organizational umbrella?
- What is the proposed leadership (and reporting) structure for the unit in a Consolidated USF?
- What is the proposed faculty governance structure for the unit in a Consolidated USF (to ensure broad-based representation on all campuses)? Include committees and councils (e.g. graduate curriculum council).
- How will uniformity of learning outcomes, by degree program, be assured across all campuses?
- What are the distinctive strengths within the unit, by campus, and how will they be preserved?
- What risks can be identified (re: unit contributions to Preeminence, PBF, Regional and/or Specialized Accreditation and Institutional and/or Programmatic Rankings) and how will they be mitigated?
- Other items as approved by the Team Leader.

Timeline: February 1, 2019 or earlier

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Team G: *Research Infrastructure & Support*

Members: Rebecca Puig (USF), Jerome Breslin (USF T), James Garey (USF T), Sandra Justice (USF S-M),
James McHale (USF SP), Sudeep Sarkar (USF T), Julianne Serovich (USF T)

Task:

- Review and, as appropriate, comment on Considerations presented by the CIC Research Subcommittee.
- Review and, as appropriate, comment on Recommendations presented by the Student Success/Academic Programs/Campus Identity Subcommittee of the USF Consolidation Planning, Study, and Implementation Task Force.
- Outline the process and timeline for fully implementing the current USF Research Strategic Plan.
- What criteria must be met, and process followed, to establish Centers of Academic & Research Excellence on each campus?
- What is the process for identifying and prioritizing university research infrastructure investments (including, but not limited to, research laboratories and facilities, instrumentation and equipment etc) across all campuses?
- Other items as approved by the Team Leader.

Timeline: February 8, 2019 or earlier
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Team H: *Decision Support & Institutional Effectiveness*

Members: Valeria Garcia (USF), Adam Caskie (USF T), Bonnie Jones (USF S-M),
Michelle Madden (USF SP), Shari Schwartz (USF SP), Michael Wrona (USF T)

Task:

- Review and, as appropriate, comment on Considerations presented by the CIC Subcommittees.
- Review and, as appropriate, comment on Recommendations presented by Subcommittees of the USF Consolidation Planning, Study, and Implementation Task Force.
- What programs, departments and/or centers will be "housed" under this university-wide organizational umbrella? What will the unit be called?
- What is the proposed leadership (and reporting) structure for the unit in a Consolidated USF?
- What are the distinctive strengths within the unit, by campus, and how will they be preserved?
- How will we assure integrity in Data Reporting, Performance benchmarking and predictive data analysis, SACSCOC Reporting, Carnegie Classification, and Enhancement of National and Global Rankings in a Consolidated USF?
- Other items as approved by the Team Leader.

Timeline: February 8, 2019 or earlier
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Team I: *Innovative Education*

Members: Cynthia DeLuca (USF T), Sidney Fernandes (USF), Mark Koulianos (USF T),
Moez Limayem (USF T), Karla Morris (USF SP), Ehsan Sheybani (USF S-M)

Task:

- Review and, as appropriate, comment on Considerations presented by the CIC Student Success and Research Subcommittees
- Review and, as appropriate, comment on Recommendations presented by Subcommittees of the USF Consolidation Planning, Study, and Implementation Task Force.

- What programs, departments and/or centers will be "housed" under this university-wide organizational umbrella? What will the unit be called?
- What is the proposed leadership (and reporting) structure for the unit in a Consolidated USF?
- What are the distinctive strengths within the unit, by campus, and how will they be preserved?
- How will a Consolidated USF assure academic quality assurance in Digital and Online Learning, Summer@USF, Graduate Certificates, Pre-College Programs, Corporate Training & Professional Education (to meet the distinctive needs of the communities we serve), Testing Services, and OLLI-USF?
- Other items as approved by the Team Leader.

Timeline: February 8, 2019 or earlier

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Team J: *USF World*

Members: Roger Brindley (USF), Ross Andel (USF T), John Arthur (USF SP), Kiki Caruson (USF), Jean Kabongo (USF S-M), Lynette Menezes (USF T)

Task:

- Review and, as appropriate, comment on Considerations presented by the CIC Student Success Subcommittee.
- Review and, as appropriate, comment on Recommendations presented by Subcommittees of the USF Consolidation Planning, Study, and Implementation Task Force.
- What programs, departments and/or centers will be "housed" under this organizational umbrella?
- What is the proposed leadership (and reporting) structure for the unit in a Consolidated USF (and by campus)?
- What is the proposed faculty governance structure for the unit in a Consolidated USF (to ensure broad-based representation on all campuses)? Include committees and councils.
- What are the distinctive strengths within the unit, by campus, and how will they be preserved?
- What risks can be identified (re: unit contributions to Preeminence, PBF, Regional and/or Specialized Accreditation and Institutional and/or Programmatic Rankings) and how will they be mitigated?
- Other items as approved by the Team Leader.

Timeline: February 8, 2019 or earlier

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Team K: *Program & Curriculum Alignment*

USF Tampa: Current College Structure as a Separately Accredited Institution

College of the Arts
College of Arts & Sciences
College of Behavioral & Community Sciences
College of Education
College of Engineering
College of Marine Science
College of Nursing
College of Pharmacy
College of Public Health
Honors College
Morsani College of Medicine
Muma College of Business
Patel College of Global Sustainability

USF St. Petersburg: Current College Structure as a Separately Accredited Institution

College of Arts & Sciences
College of Education
Tiedemann College of Business

USF Sarasota-Manatee: Current College Structure as a Separately Accredited Institution

College of Business
College of Hospitality & Tourism Leadership
College of Liberal Arts & Social Sciences
College of Science & Mathematics
School of Education

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Curriculum Cluster K1: *Program Alignment in ARTS & DESIGN*

Members: Barton Lee (USF T), Sheramy Bundrick (USF SP), Denise Davis-Cotton (USF S-M),
Robert MacLeod (USF T), Marc Powers (USF T), Wallace Wilson (USF T)

Task:

- What programs (CIP codes), departments and/or schools will be academically "housed" in the unit?
- What existing Centers and/or Institutes (with campus location) are proposed to be housed in the unit?
- What is the estimated (a) full-time faculty headcount, and (b) UG/GR major headcount in the consolidated unit?
- Do you anticipate an academic "presence" on each campus? What is the scope and timeline?
- What is the proposed academic leadership (and reporting) structure for the unit in a Consolidated USF (and by campus)?
- What is the proposed faculty governance structure for the unit in a Consolidated USF (to ensure broad-based representation on all campuses)? Include committees and councils (e.g. curriculum, tenure & promotion, etc).
- What are the distinctive strengths within the unit, by campus, and how will they be preserved?
- Identify any accredited programs and explain the process/timeline for [re]accreditation of programs in the unit under Consolidation.
- What risks can be identified (re: unit contributions to Preeminence, PBF, Regional and/or Specialized Accreditation and Institutional and/or Programmatic Rankings) and how will they be mitigated?
- Other items as approved by the Cluster Leader.

Timeline: February 8, 2019 – with review per USF System Policy 10-055 to be completed by May 10, 2019

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Curriculum Cluster K2: *Program Alignment in the BEHAVIORAL & COMMUNITY SCIENCES*

Members: Julianne Serovich (USF T), Catherine Batsche (USF T), Kyna Betancourt (USF T),
Tricia Penniecook (USF T), Joan Reid (USF SP), Ronald Sanders (USF T),
Sandra Stone (USF S-M)

Task:

- What programs (CIP codes), departments and/or schools will be academically "housed" in the unit?
- What existing Centers and/or Institutes (with campus location) are proposed to be housed in the unit?

- What is the estimated (a) full-time faculty headcount, and (b) UG/GR major headcount in the consolidated unit?
- Do you anticipate an academic "presence" on each campus? What is the scope and timeline?
- What is the proposed academic leadership (and reporting) structure for the unit in a Consolidated USF (and by campus)?
- What is the proposed faculty governance structure for the unit in a Consolidated USF (to ensure broad-based representation on all campuses)? Include committees and councils (e.g. curriculum, tenure & promotion, etc).
- What are the distinctive strengths within the unit, by campus, and how will they be preserved?
- Identify any accredited programs and explain the process/timeline for [re]accreditation of programs in the unit under Consolidation.
- What risks can be identified (re: unit contributions to Preeminence, PBF, Regional and/or Specialized Accreditation and Institutional and/or Programmatic Rankings) and how will they be mitigated?
- Other items as approved by the Cluster Leader.

Timeline: February 8, 2019 – with review per USF System Policy 10-055 to be completed by May 10, 2019
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Curriculum Cluster K3: *Program Alignment in BUSINESS*

Members: Moez Limayem (USF T), Gert-Jan de Vreede (USF S-M), Patrick Moreo (USF S-M), Jacqueline Reck (USF T), Dahlia Robinson (USF T), Sridhar Sundaram (USF SP), Allison Watkins (USF SP)

Task:

- What programs (CIP codes), departments and/or schools will be academically "housed" in the unit? What will the various units be called?
- What existing Centers and/or Institutes (with campus location) are proposed to be housed in the unit?
- What is the estimated (a) full-time faculty headcount, and (b) UG/GR major headcount in the consolidated unit?
- Do you anticipate an academic "presence" on each campus? What is the scope and timeline?
- What is the proposed academic leadership (and reporting) structure for the unit in a Consolidated USF (and by campus)?
- What is the proposed faculty governance structure for the unit in a Consolidated USF (to ensure broad-based representation on all campuses)? Include committees and councils (e.g. curriculum, tenure & promotion, etc).
- What are the distinctive strengths within the unit, by campus, and how will they be preserved?
- Identify any accredited programs and explain the process/timeline for [re]accreditation of programs in the unit under Consolidation.
- What risks can be identified (re: unit contributions to Preeminence, PBF, Regional and/or Specialized Accreditation and Institutional and/or Programmatic Rankings) and how will they be mitigated?
- Other items as approved by the Cluster Leader.

Timeline: February 8, 2019 – with review per USF System Policy 10-055 to be completed by May 10, 2019
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Curriculum Cluster K4: *Program Alignment in EDUCATION*

Members: Robert Knoeppel (USF T), Jenifer Jasinski Schneider (USF T), Jenni Menon Mariano (USF S-M), Jeffrey Raker (USF T), David Rosengrant (USF SP), Elizabeth Shaunessy-Dedrick (USF T)

Task:

- What programs (CIP codes), departments and/or schools will be academically "housed" in the unit?
- What existing Centers and/or Institutes (with campus location) are proposed to be housed in the unit?
- What is the estimated (a) full-time faculty headcount, and (b) UG/GR major headcount in the consolidated unit?
- Do you anticipate an academic "presence" on each campus? What is the scope and timeline?
- What is the proposed academic leadership (and reporting) structure for the unit in a Consolidated USF (and by campus)?
- What is the proposed faculty governance structure for the unit in a Consolidated USF (to ensure broad-based representation on all campuses)? Include committees and councils (e.g. curriculum, tenure & promotion, etc).
- What are the distinctive strengths within the unit, by campus, and how will they be preserved?
- Identify any accredited programs and explain the process/timeline for [re]accreditation of programs in the unit under Consolidation.
- What risks can be identified (re: unit contributions to Preeminence, PBF, Regional and/or Specialized Accreditation and Institutional and/or Programmatic Rankings) and how will they be mitigated?
- Other items as approved by the Cluster Leader.

Timeline: February 8, 2019 – with review per USF System Policy 10-055 to be completed by May 10, 2019

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Curriculum Cluster K5: *Program Alignment in ENGINEERING*

Members: <u>Robert Bishop (USF T)</u>, Sanjukta Bhanja (USF T), David Eddins (USF T), Clifford Henderson (USF T), Paul Kirchman (USF S-M), Steve Murawski (USF SP), Sylvia Thomas (USF T)

Task:

- What programs (CIP codes), departments and/or schools will be academically "housed" in the unit?
- What existing Centers and/or Institutes (with campus location) are proposed to be housed in the unit?
- What is the estimated (a) full-time faculty headcount, and (b) UG/GR major headcount in the consolidated unit?
- Do you anticipate an academic "presence" on each campus? What is the scope and timeline?
- What is the proposed academic leadership (and reporting) structure for the unit in a Consolidated USF (and by campus)?
- What is the proposed faculty governance structure for the unit in a Consolidated USF (to ensure broad-based representation on all campuses)? Include committees and councils (e.g. curriculum, tenure & promotion, etc).
- What are the distinctive strengths within the unit, by campus, and how will they be preserved?
- Identify any accredited programs and explain the process/timeline for [re]accreditation of programs in the unit under Consolidation.
- What risks can be identified (re: unit contributions to Preeminence, PBF, Regional and/or Specialized Accreditation and Institutional and/or Programmatic Rankings) and how will they be mitigated?
- Other items as approved by the Cluster Leader.

Timeline: February 8, 2019 – with review per USF System Policy 10-055 to be completed by May 10, 2019

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Curriculum Cluster K6: *Program Alignment in HEALTH*

Members: <u>Victoria Rich (USF T)</u>, Robert Deschenes (USF T), Eric Eisenberg (USF T), Joseph Ford (USF T), Mario Hernandez (USF T), Brett Kemker (SF S-M), Tricia Penniecook (USF T), Melanie Riedinger-Whitmore (USF SP)

Task:

- What programs (CIP codes), departments and/or schools will be academically "housed" in the unit?
- What existing Centers and/or Institutes (with campus location) are proposed to be housed in the unit?
- What is the estimated (a) full-time faculty headcount, and (b) UG/GR major headcount in the consolidated unit?
- Do you anticipate an academic "presence" on each campus? What is the scope and timeline?
- What is the proposed academic leadership (and reporting) structure for the unit in a Consolidated USF (and by campus)?
- What is the proposed faculty governance structure for the unit in a Consolidated USF (to ensure broad-based representation on all campuses)? Include committees and councils (e.g. curriculum, tenure & promotion, etc).
- What are the distinctive strengths within the unit, by campus, and how will they be preserved?
- Identify any accredited programs and explain the process/timeline for [re]accreditation of programs in the unit under Consolidation.
- What risks can be identified (re: unit contributions to Preeminence, PBF, Regional and/or Specialized Accreditation and Institutional and/or Programmatic Rankings) and how will they be mitigated?
- Other items as approved by the Cluster Leader.

Timeline: February 8, 2019 – with review per USF System Policy 10-055 to be completed by May 10, 2019

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Curriculum Cluster K7: *Program Alignment in HONORS*

Members: <u>Charles Adams (USF T)</u>, Melissa Sloan (USF S-M), Thomas W. Smith (USF SP), Catherine Wilkins (USF T)

Task:

- What programs (CIP codes), departments and/or schools will be academically "housed" in the unit?
- What existing Centers and/or Institutes (with campus location) are proposed to be housed in the unit (e.g. Office of National Scholarships, Provost's Scholars Program, Office of Undergraduate Research)?
- What is the estimated (a) full-time faculty headcount, and (b) student headcount in the consolidated unit?
- Do you anticipate an academic "presence" on each campus? What is the scope and timeline?
- What is the proposed academic leadership (and reporting) structure for the unit in a Consolidated USF (and by campus)?
- What is the proposed faculty governance structure for the unit in a Consolidated USF (to ensure broad-based representation on all campuses)? Include committees and councils (e.g. curriculum, tenure & promotion, etc).
- What are the distinctive strengths within the unit, by campus, and how will they be preserved?
- Identify any accredited programs and explain the process/timeline for [re]accreditation of programs in the unit under Consolidation.

- What risks can be identified (re: unit contributions to Preeminence, PBF, Regional and/or Specialized Accreditation and Institutional and/or Programmatic Rankings) and how will they be mitigated?
- Other items as approved by the Cluster Leader.

Timeline: February 8, 2019 – with review per USF System Policy 10-055 to be completed by May 10, 2019

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Curriculum Cluster K8: *Program Alignment in the HUMANITIES*

Members: <u>Eric Eisenberg (USF T), Magali Michael (USF SP)</u>, Julia Irwin (USF T),
Valerie Lipscomb (USF S-M), Adrian O'Connor (USF SP), Laura Runge-Gordon (USF T)

Task:

- What programs (CIP codes), departments and/or schools will be academically "housed" in the unit?
- What existing Centers and/or Institutes (with campus location) are proposed to be housed in the unit?
- What is the estimated (a) full-time faculty headcount, and (b) UG/GR major headcount in the consolidated unit?
- Do you anticipate an academic "presence" on each campus? What is the scope and timeline?
- What are the Pros and Cons of the Humanities being configured into a single School or College?
- What is the proposed academic leadership (and reporting) structure for the Humanities in a Consolidated USF (and by campus)?
- What is the proposed faculty governance structure for the unit in a Consolidated USF (to ensure broad-based representation on all campuses)? Include committees and councils (e.g. curriculum, tenure & promotion, etc).
- What are the distinctive strengths within the unit, by campus, and how will they be preserved?
- Identify any accredited programs and explain the process/timeline for [re]accreditation of programs in the unit under Consolidation.
- What risks can be identified (re: unit contributions to Preeminence, PBF, Regional and/or Specialized Accreditation and Institutional and/or Programmatic Rankings) and how will they be mitigated?
- Other items as approved by the Cluster Leader.

Timeline: February 8, 2019 – with review per USF System Policy 10-055 to be completed by May 10, 2019

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Curriculum Cluster K9: *Program Alignment in the LIBRARY*

Members: <u>Todd Chavez (USF T)</u>, Rose Bland (USF T), Catherine Cardwell (USF SP),
Diane Fulkerson (USF S-M), Patricia Pettijohn (USF SP), Drew Smith (USF T)

Task:

- What departments and/or schools will be academically "housed" in the unit?
- What existing Centers and/or Institutes (with campus location) are proposed to be housed in the unit?
- What is the estimated (a) full-time faculty, and full-time staff headcount?
- What is the proposed academic leadership (and reporting) structure for the unit in a Consolidated USF (and by campus)?
- What are the Pros and Cons with regard to meeting USF's strategic goal of membership in the Association of Research Libraries (ARL)?

- What is the proposed faculty governance structure for the unit in a Consolidated USF (to ensure broad-based representation on all campuses)? Include committees and councils (e.g. tenure & promotion, etc).
- What are the distinctive strengths within the unit, by campus, and how will they be preserved?
- Identify any accredited programs and explain the process/timeline for [re]accreditation of programs in the unit under Consolidation.
- What risks can be identified (re: unit contributions to Preeminence, PBF, Regional and/or Specialized Accreditation and Institutional and/or Programmatic Rankings) and how will they be mitigated?
- Other items as approved by the Cluster Leader.

Timeline: February 8, 2019 – with review per USF System Policy 10-055 to be completed by May 10, 2019
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Curriculum Cluster K10: *Program Alignment in MARINE SCIENCE, SUSTAINABILITY & ENVIRONMENT*

Members: Jacqueline Dixon (USF T), Sarina Ergas (USF T), Heather Judkins (USF SP),
      Govindan Parayil (USF T), Mark Raines (USF T), Carlos Santamaria (USF S-M),
      Amy Stuart (USF T)

Task:

- What programs (CIP codes), departments and/or schools will be academically "housed" in the unit?
- What existing Centers and/or Institutes (with campus location) are proposed to be housed in the unit?
- What is the estimated (a) full-time faculty headcount, and (b) UG/GR major headcount in the consolidated unit?
- Do you anticipate an academic "presence" on each campus? What is the scope and timeline?
- What is the proposed academic leadership (and reporting) structure for the unit in a Consolidated USF (and by campus)?
- What is the proposed faculty governance structure for the unit in a Consolidated USF (to ensure broad-based representation on all campuses)? Include committees and councils (e.g. curriculum, tenure & promotion, etc).
- What are the distinctive strengths within the unit, by campus, and how will they be preserved?
- Identify any accredited programs and explain the process/timeline for [re]accreditation of programs in the unit under Consolidation.
- What risks can be identified (re: unit contributions to Preeminence, PBF, Regional and/or Specialized Accreditation and Institutional and/or Programmatic Rankings) and how will they be mitigated?
- Other items as approved by the Cluster Leader.

Timeline: February 8, 2019 – with review per USF System Policy 10-055 to be completed by May 10, 2019
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Curriculum Cluster K11: *Program Alignment in the NATURAL SCIENCES & MATHEMATICS*

Members: Kristina Schmidt (USF T), Charles Connor (USF T), Anthony Coy (USF S-M),
      Toru Shimizu (USF T), Brian Space (USF T), Thomas Whitmore (USF SP), Lilia Woods (USF T)

Task:

- What programs (CIP codes), departments and/or schools will be academically "housed" in the unit?
- What existing Centers and/or Institutes (with campus location) are proposed to be housed in the unit?

- What is the estimated (a) full-time faculty headcount, and (b) UG/GR major headcount in the consolidated unit?
- Do you anticipate an academic "presence" on each campus? What is the scope and timeline?
- What are the Pros and Cons of the Natural Sciences & Mathematics being configured into a single School or College?
- What is the proposed academic leadership (and reporting) structure for the Natural Sciences & Mathematics in a Consolidated USF (and by campus)?
- What is the proposed faculty governance structure for the unit in a Consolidated USF (to ensure broad-based representation on all campuses)? Include committees and councils (e.g. curriculum, tenure & promotion, etc).
- What are the distinctive strengths within the unit, by campus, and how will they be preserved?
- Identify any accredited programs and explain the process/timeline for [re]accreditation of programs in the unit under Consolidation.
- What risks can be identified (re: unit contributions to Preeminence, PBF, Regional and/or Specialized Accreditation and Institutional and/or Programmatic Rankings) and how will they be mitigated?
- Other items as approved by the Cluster Leader.

Timeline: February 8, 2019 – with review per USF System Policy 10-055 to be completed by May 10, 2019
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Curriculum Cluster K12: *Program Alignment in the SOCIAL SCIENCES*

Members: David Himmelgreen (USF T), James Cavendish (USF T), Tiffany Chenneville (USF SP), Diane Price Herndl (USF T), Christine Ruva (USF S-M), Stephen Stark (USF T)

Task:

- What programs (CIP codes), departments and/or schools will be academically "housed" in the unit?
- What existing Centers and/or Institutes (with campus location) are proposed to be housed in the unit?
- What is the estimated (a) full-time faculty headcount, and (b) UG/GR major headcount in the consolidated unit?
- Do you anticipate an academic "presence" on each campus? What is the scope and timeline?
- What are the Pros and Cons of the Social Sciences being configured into a single School or College?
- What is the proposed academic leadership (and reporting) structure for the Social Sciences in a Consolidated USF (and by campus)?
- What is the proposed faculty governance structure for the unit in a Consolidated USF (to ensure broad-based representation on all campuses)? Include committees and councils (e.g. curriculum, tenure & promotion, etc).
- What are the distinctive strengths within the unit, by campus, and how will they be preserved?
- Identify any accredited programs and explain the process/timeline for [re]accreditation of programs in the unit under Consolidation.
- What risks can be identified (re: unit contributions to Preeminence, PBF, Regional and/or Specialized Accreditation and Institutional and/or Programmatic Rankings) and how will they be mitigated?
- Other items as approved by the Cluster Leader.

Timeline: February 8, 2019 – with review per USF System Policy 10-055 to be completed by May 10, 2019
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