



**USF Board of Trustees
Joint Meeting of
Consolidation, Accreditation & Preeminence Committee
& Strategic Initiatives Committee
August 27, 2018**

Trustees: Harold Mullis, Chair, Michael Carrere, Stephanie Goforth, Les Muma, John Ramil, Byron Shinn, Charles Tokarz, Nancy Watkins, & Jordan Zimmerman

A G E N D A

- | | | |
|-------------|--|--------------|
| I. | Call to Order and Comments | Chair Mullis |
| II. | New Business – Information Item | |
| | FL 101 - Update from Huron Consultants on Consolidation Efforts | Chair Mullis |
| III. | Adjournment | Chair Mullis |

USF CONSOLIDATION UPDATE

Board of Trustees Consolidation, Accreditation, and Preeminence Committee
August 27, 2018



AGENDA

1

Consolidation Overview

2

Key Milestones

3

Academic Programs

4

Next Steps



CONSOLIDATION OVERVIEW

Overview

Two primary bodies have been appointed to guide the consolidation efforts and to ensure that USF meets the necessary legislative requirements.

Summary of Consolidation Requirements

- USF, including all campuses and other component units of the university, must operate under a single accreditation, no later than July 1, 2020.
- None of the three campuses will have any lapse in institutional accreditation.
- The consolidation will not impede a student’s ability to graduate in four years.
- USF must adhere to all requirements established by the Southern Association of Colleges and Schools’ Commission on Colleges (SACSCOC).
- USF will maintain Preeminence.

Task Force	Consolidation Implementation Committee	
<div data-bbox="344 906 852 1045">Shared Governance / Transparency</div> <div data-bbox="344 1068 852 1208">Student Access</div> <div data-bbox="344 1230 852 1370">Student Success / Academic Programs / Campus Identity</div>	<div data-bbox="1083 906 1482 1036">Business & Finance</div> <div data-bbox="1083 1068 1482 1198">External Affairs</div> <div data-bbox="1083 1230 1482 1360">Faculty Affairs</div>	<div data-bbox="1503 906 1902 1036">General Education & Curriculum Alignment</div> <div data-bbox="1503 1068 1902 1198">Research</div> <div data-bbox="1503 1230 1902 1360">Student Success</div>

Preeminence Metrics

It is imperative that USF maintain Preeminence post-consolidation.

	Preeminence Criteria	Metric Goal
1	1a. Average GPA 1b. Average SAT Score	1a. Average weighted GPA of 4.0 or higher on a 4.0 scale 1b. An average SAT score of 1200 or higher on a 1600-point scale
2	Public University National Ranking	Top-50 ranking on at least two well-known and highly respected national public university rankings
3	Freshman Retention Rate	90 percent or higher for full-time, first-time-in-college students
4	Four-year Graduation Rate	60 percent or higher for full-time, first-time-in-college students
5	National Academy Memberships	Six or more faculty members who are members of a national academy
6	Science & Engineering Research Expenditures	\$200 million or more
7	Non-Medical Science & Engineering Research Expenditures	\$150 million or more
8	Number of Broad Disciplines Ranked in Top 100 for Research Expenditures	A top-100 university national ranking for research expenditures in five or more science, technology, engineering, or mathematics fields of study
9	Utility Patents Awarded	One hundred or more total patents awarded for the most recent 3-year period
10	Doctoral Degrees Awarded Annually	Four hundred or more doctoral degrees awarded annually, including professional doctoral degrees awarded in medical and health care disciplines
11	Number of Post-Doctoral Appointees	Two hundred or more postdoctoral appointees annually
12	Endowment Size	\$500 million or more

SACSCOC Requirements (1 OF 2)

The consolidated USF institution must meet all of the requirements for accreditation by the Southern Association of Colleges and Schools' Commission on Colleges (SACSCOC).

SACSCOC Requirements

The consolidation prospectus should clearly describe: a) organizational structure, b) lines of communication from campuses to the Board of Trustees and the President, c) lines of responsibility and authority, d) current status and future plans of QEP, and e) any pending SACSCOC substantive change proposals.

The consolidation prospectus must include, for each separately accredited institution, separate financial audit reports and management letters for the two most recent fiscal years, and the most recent financial aid audit.

Authority resides in USF's Board of Trustees and any statutory obligations imposed on the Board of Trustees should be codified in the BOT's Bylaws.

The name of the new institution will be the University of South Florida and it will have one CEO, who may be called President.

USF St. Petersburg and USF Sarasota-Manatee can maintain their respective names and their leaders can be called Chancellors.

The University of South Florida campus in Tampa will be the main campus. USF St. Petersburg and USF Sarasota-Manatee can be designated by SACSCOC as branch campuses or instructional sites.

None of the campuses can have a separate, unique mission statement. However, USF's BOT may want to create one new mission statement for the consolidated institution that specifies the uniqueness of each campus.

Authority resides in the University of South Florida's Board of Trustees. Campus Boards can be advisory only.

There must be one general education program for the new USF institution.

The consolidated institution will develop one Quality Enhancement Plan (QEP) for Reaffirmation of Accreditation in 2025.

SACSCOC Requirements (2 OF 2)

The consolidated USF institution must meet all of the requirements for accreditation by the Southern Association of Colleges and Schools' Commission on Colleges (SACSCOC).

SACSCOC Requirements

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.

The student learning outcomes for the same major and same degree are expected to be the same.

All students must have equal access to all student services.

The student conduct and grievances processes must be consistent.

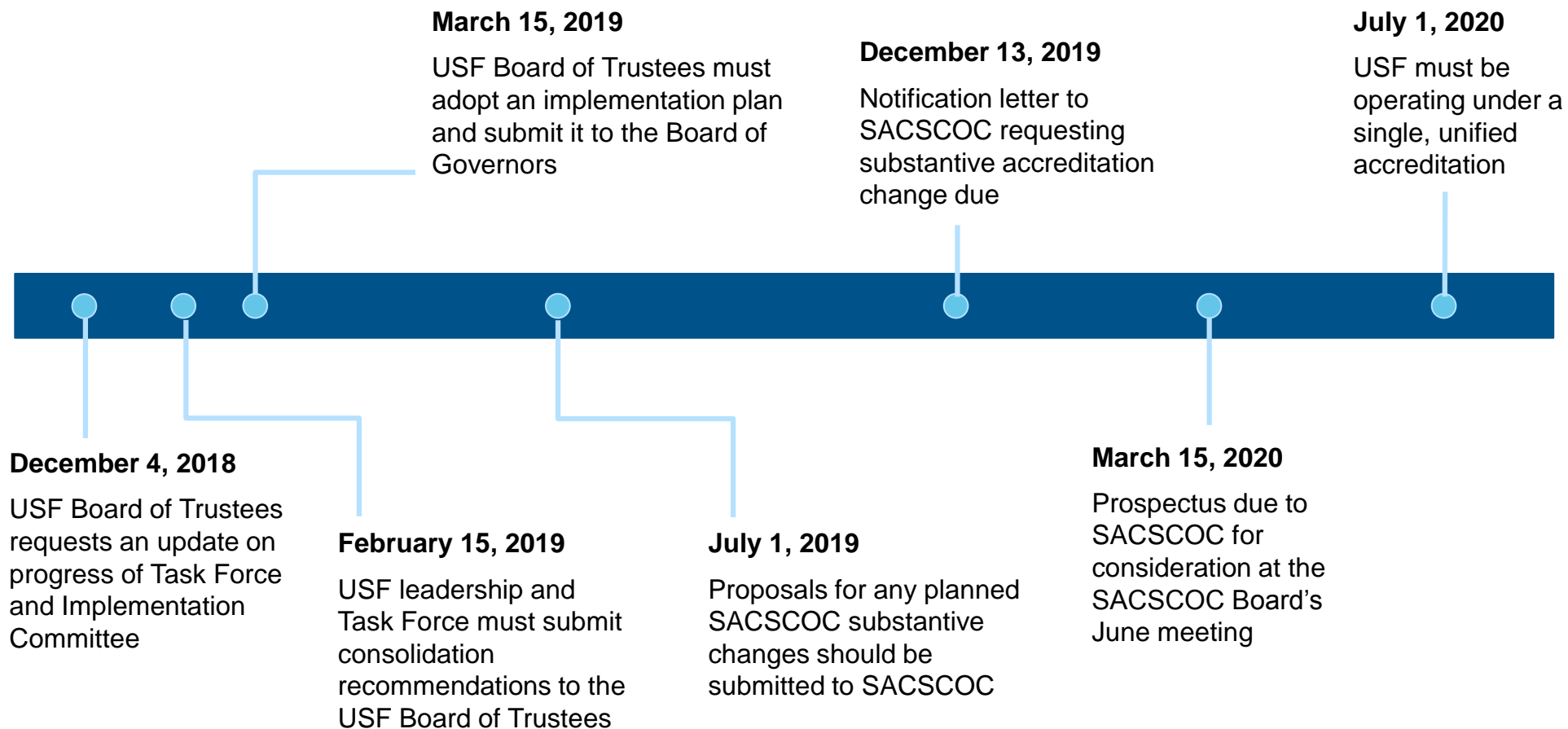
Prospective students must hear a clear and consistent message from Recruitment and Admissions.

The consolidated institution must have one set of tenure and promotion guidelines (including faculty workload and expected research contribution). The only exception that can be made is for faculty in a Medical School. Tenure and promotion criteria can differ by academic discipline, however, faculty from the same discipline must be evaluated using the same criteria.

The faculty governance structure must be aligned to ensure faculty control of the curriculum.

Consolidation Timeline

There are several key milestones leading up to the consolidation deadline of July 1, 2020.

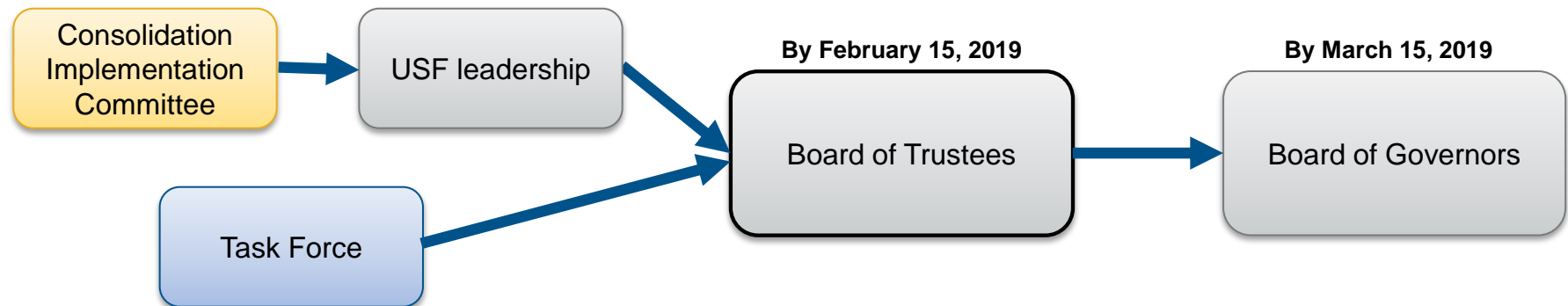


Responsibility of the Board of Trustees

The Board of Trustees plays an integral role in the consolidation. The Board has requested an update on the progress of the Task Force and the Consolidation Implementation Committee in early December.

Deliverable Milestones

- **By February 15, 2019**, USF leadership and the Task Force must submit consolidation recommendations to the USF Board of Trustees.
- **By March 15, 2019**, the USF Board of Trustees, after reviewing the Task Force's recommendations, must adopt and submit an implementation plan to the Board of Governors, that, at a minimum:
 - Establishes a timeline for consolidating accreditation by June 30, 2020 so that there is no lapse in institutional accreditation for any campus.
 - Minimizes disruption for a student attending any USF campus so that consolidation of accreditation doesn't impede a student's ability to graduate in four years.
 - Requires that no later than July 1, 2020, USF, including all campuses and other component units of the university, operates under a single institutional accreditation.
 - Requires that on each regularly scheduled submission date, subsequent to July 1, 2020, USF shall report consolidated data for all campuses and students to IPEDS and the Board of Governors.



USF Board of Trustees' 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.

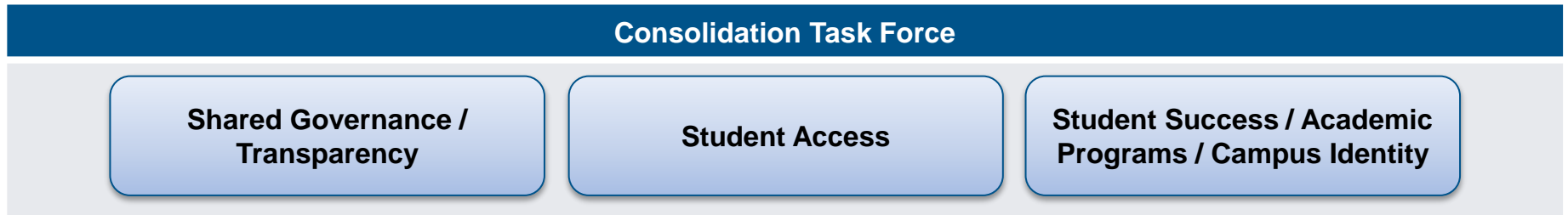
2



KEY MILESTONES

Consolidation Task Force

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



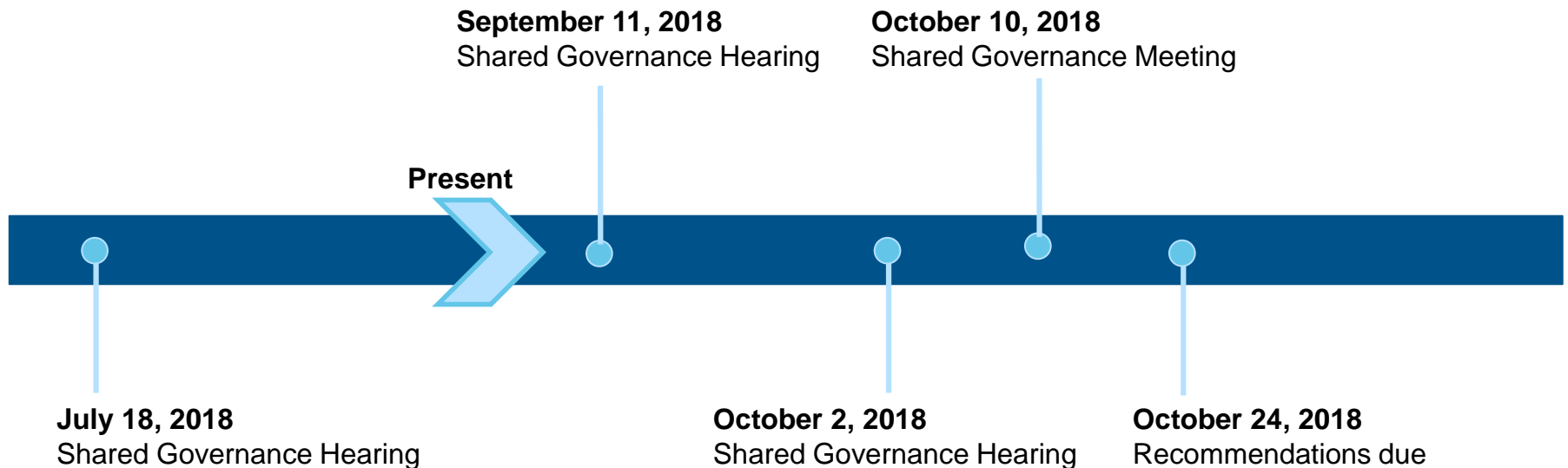
Date	Meeting
August 28, 2018	Student Success Hearing <i>Location: USF Sarasota-Manatee</i>
September 11, 2018	Town Hall Shared Governance Hearing <i>Location: USF Tampa</i>
September 19, 2018	Student Success Call
September 26, 2018	Task Force Call
October 2, 2018	Town Hall Shared Governance Hearing <i>Location: USF St. Petersburg</i>
October 10, 2018	Shared Governance Meeting <i>Location: USF Tampa</i>

Date	Meeting
October 18, 2018	Student Success Hearing <i>Location: USF St. Petersburg</i>
October 24, 2018	Task Force Meeting <i>Location: USF Sarasota-Manatee</i>
November 14, 2018	Student Success Meeting <i>Location: USF St. Petersburg</i>
November 29, 2018	Task Force Call
December 20, 2018	Task Force Call
January 23, 2019	Task Force Meeting <i>Location: USF Tampa</i>
February 15, 2019	Final Report Deadline

Shared Governance / Transparency

Focus Areas

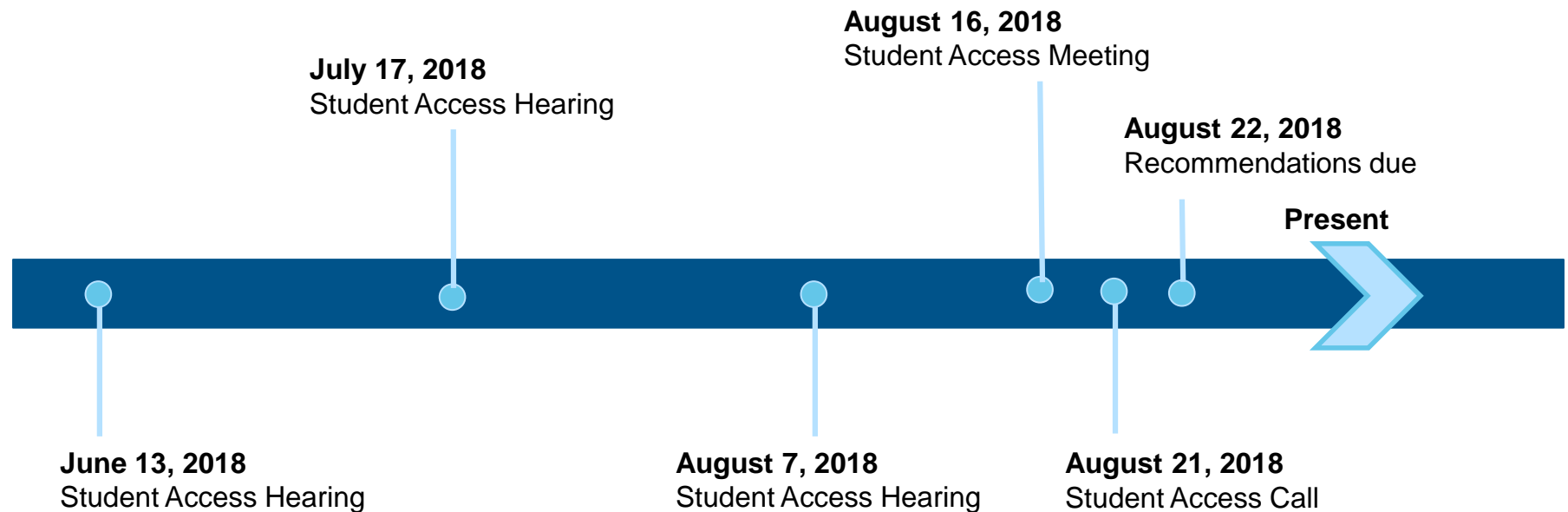
- a. Establishing budget transparency and accountability regarding the review and approval of student fees among campuses, including fee differentials and athletic fees, to enable the identification of the equitable distribution of resources to each campus, including the University of South Florida Health;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



Student Access

Focus Areas

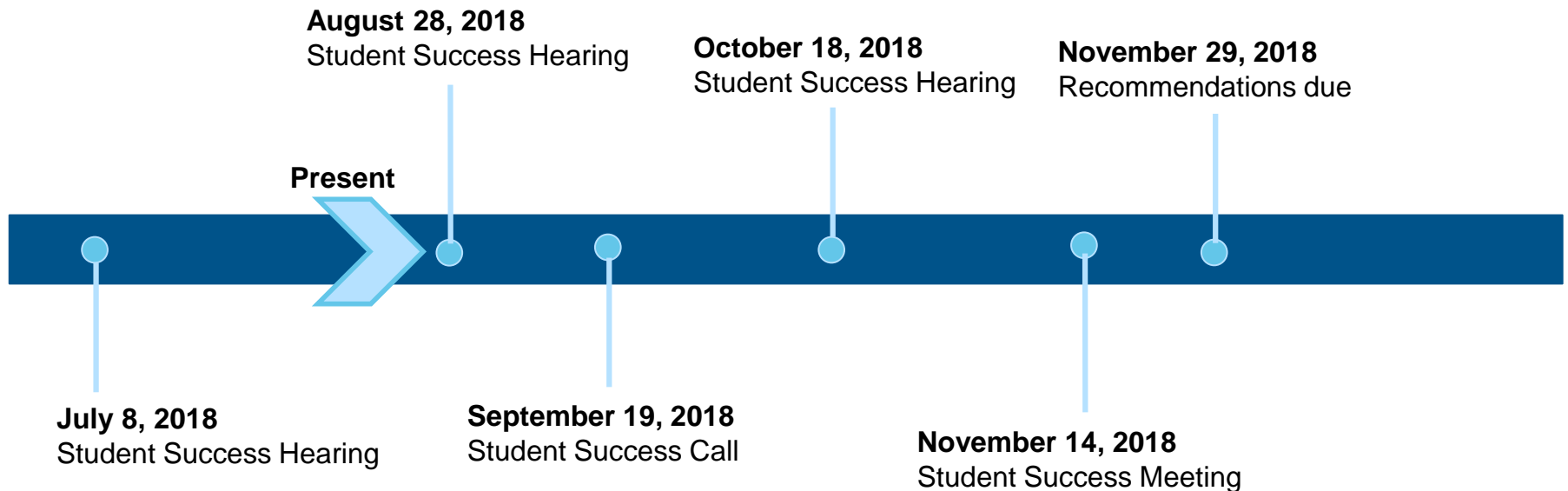
- a. Equitable distribution of programs and resources to establish pathways to admission for all students who require bridge programming and financial aid;
- b. Other subject matters pertaining to student access as determined by the Chair of the Task Force that would support the work of the Task Force.



Student Success / Academic Programs / Campus Identity

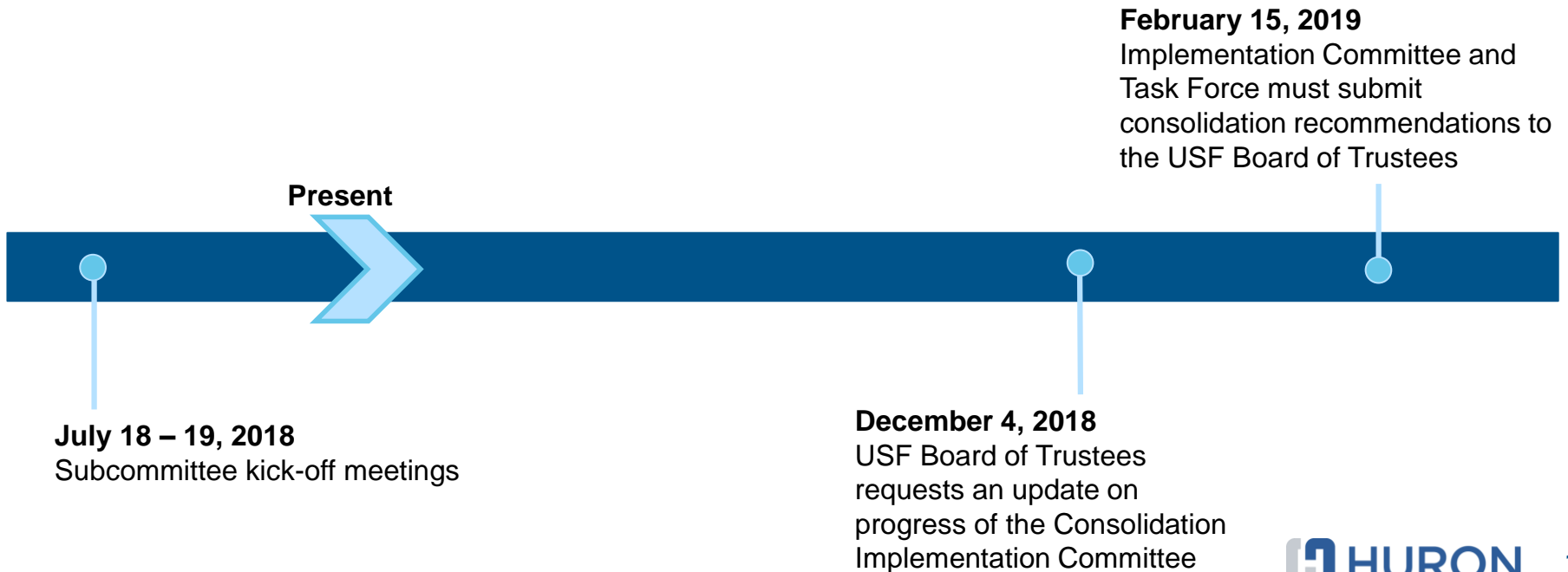
Focus Areas

- 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.



Consolidation Implementation Committee

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



Business & Finance Committee

Subcommittee Charge

The CIC Committee on Business & Finance will address the steps required to effectively integrate the campuses in regards to financial management, tuition and fees, audit and compliance, debt/bonds, safety and security, contractual agreements, human resources, facilities, and other matters relevant to the University's finances.

Charge subtasks

Oversee the business and financial implications of the other subcommittees' work

Additional subtasks to be determined

Charge in relation to legislative requirements:

The SACSCOC requirement regarding separate financial audit reports and management letters for the two most recent fiscal years is relevant to the Business & Finance subcommittee's work.

External Affairs Committee

Subcommittee Charge

The CIC Committee on External Affairs will address the steps required to effectively integrate the campuses in regards to branding, marketing, communications, fundraising, corporate and community partnerships, identity, economic impact, regional needs, and other matters relevant to the University's external affairs. With these outcomes in mind, the CIC Committee on External Affairs will draw upon small teams of its committee members to address the following tasks:

Charge subtasks

Draft a plan to communicate unity as an institution and progress towards consolidation to external stakeholders (e.g. government, community, alumni, and donors)

Provide an External Affairs perspective for recommendations on unique identities for each campus

Align on the University's approach to engaging alumni and donors while fostering relationships with corporate and community partners (new and existing)

Develop a unified organizational structure for Marketing and Communications

Develop a unified organizational structure for Legislative Affairs

Reaffirm the unified organizational structure for University Advancement

Align on university branding for Student Affairs and Recruitment

Charge in relation to legislative requirements:

The charge of the External Affairs subcommittee is closely linked to the preeminence metrics that measure endowment and US News & World Report ranking. The SACSCOC requirements regarding mission and consistent messaging to prospective students are also relevant to the subcommittee's work.

Faculty Affairs Committee

Subcommittee Charge

The CIC Committee on Faculty Affairs will address the steps required to effectively integrate the campuses in regards to tenure guidelines, organizational structure, faculty work load, administrative support, and other matters relevant to meeting the University's teaching standards. With these outcomes in mind, the CIC Committee on Faculty Affairs will draw upon small teams of its committee members to address the following tasks:

Charge subtasks

Make recommendations for tenure and/or promotion guidelines, including faculty work load and expected research contribution

Recommend the optimal organizational structure and reporting lines for academic departments and recommend administrative support consistent with the optimal organizational structure for academic departments

Review and recommend policies for shared governance

Make recommendations to grow and strengthen the faculty

Charge in relation to legislative requirements:

The charge of the Faculty Affairs subcommittee is closely linked to the SACSCOC requirements regarding one set of tenure and promotion guidelines and the alignment of the faculty governance structure to ensure faculty control of the university curriculum.

Gen Ed & Curriculum Committee

Subcommittee Charge

The CIC Committee on Gen Education & Curricular Alignment will address the steps required to effectively integrate the campuses in regards to general education accreditation standards, duplicative courses and programs, campus-specific strengths, and other matters relevant to meeting the University's educational and curricular goals. With these outcomes in mind, the CIC Committee on Gen Education & Curricular Alignment will draw upon small teams of its committee members to address the following tasks:

Charge subtasks

Develop a plan to ensure Gen Education requirements meet the accreditation standards and reflect the distinctive identities of each campus

Develop an overarching delivery model for clusters of talent and homes for programs

Explore whether and how separate educational missions would be beneficial to the future of each campus

Make recommendations for synthesizing and integrating courses and programs, informed by robust data and labor market trends

Align academic offerings and identify opportunities to leverage unique strengths of campuses

Make recommendations for rationalizing overlapping schools and shaping unique identities for each college

Charge in relation to legislative requirements:

The charge of the Gen Ed subcommittee is linked to the preeminence metrics that measure student retention and graduation. The SACSCOC requirements regarding mission, a single gen ed curriculum, and consistent student learning outcomes for the same programs of study, are also relevant to the subcommittee's work.

Research Committee

Subcommittee Charge

The CIC Committee on Research will address the steps required to effectively integrate the campuses in regards to research infrastructure, space, campus-based centers of excellence, organizational structure, tenure and promotion policies, and other matters relevant to realizing the University's research aspirations. With these outcomes in mind, the CIC Committee on Research will draw upon small teams of its committee members to address the following tasks:

Charge subtasks

Develop a unified organizational structure that identifies Home and Host campuses for particular research initiatives and associated academic programs

Make recommendations for research-aligned Centers of Excellence and how they relate to departments and colleges

Align Graduate Programs that support research PhD, MS, and Postdoctoral students with the research architecture and propose potential new ones

Define an implementation roadmap for Tenure and Promotion/Workload models that support the research mission

Review and recommend policies for equitable resource allocation for research infrastructure and space

Develop consistently applied internal and external funding allocations, as well as indirect (F&A) recovery and distribution to support research

Charge in relation to legislative requirements:

The charge of the Research subcommittee is closely linked to the preeminence metrics that measure research expenditures, patents, doctoral degrees, and post-doc appointees. The SACSCOC requirements regarding one College per academic discipline and tenure and promotion guidelines are also relevant to the subcommittee's work.

Student Success Committee

Subcommittee Charge

The CIC Committee on Student Success will address the steps required to effectively integrate the campuses into a single student success movement, in compliance with federal and state regulation, delivering equitable programs, practices, policies, and technologies that will promote student retention, graduation, and success, with minimal levels of debt and higher levels of student satisfaction. With these outcomes in mind, the CIC Committee on Student Success will draw upon small teams of its committee members to address the following tasks:

Charge subtasks

Align academic support services, including student advising and tutoring resources

Coordinate efforts to enhance the undergraduate student experience through career development initiatives, internships, service learning, and other high-impact practices

Develop a plan to enhance institutional capacity to project student course demand, schedule courses to maximize student access to courses, including on-line classes

Deepen and improve upon the system-wide commitment to student success through case management, utilizing predictive analytics and Archivum Insights

Establish enrollment planning and management as a fundamental prerequisite for effective student success initiatives

Recommend means by which USF will continue to offer access to success to a diverse student population, through bridge programs and articulation programs like FUSE

Integrate the health and wellness initiatives across the three campuses and ensure compliance with state-mandated strategic objectives

Promote student engagement across the campuses by developing plans to coordinate or integrate student activities ranging from orientation to homecoming

Unite three separate student government organizations into a single structure

Charge in relation to legislative requirements:

The charge of the Student Success subcommittee is closely linked to the preeminence metrics that measure student retention and graduation, and incoming FTFT Fall Freshmen Academic Preparation. The SACSCOC requirement regarding equal access to all student services is also relevant to the subcommittee's work.

Final Deliverables

The Task Force is charged with delivering recommendations to the Board of Trustees. The Consolidation Implementation Committee is responsible for submitting an implementation plan to USF leadership.

Task Force	Consolidation Implementation Committee
<p>The Task Force will submit three deliverable documents highlighting their recommendations.</p> <ol style="list-style-type: none"> 1) <u>PowerPoint presentation</u>: a concise and high-level summary of the Task Force’s top five recommendations. 2) <u>Executive Summary</u>: a summary of the context, legislative requirements, and Task Force activities, and a presentation of the top five recommendations. 3) <u>Supplement</u>: a document providing more detail on the top five recommendations highlighted in the Executive Summary and outlining the additional recommendations surfaced by the Task Force. 	<p>The Consolidation Implementation Committee will submit an implementation plan with three sub-sections.</p> <ol style="list-style-type: none"> A. <u>Context</u>: a summary of the current state and the charges of the CIC subcommittees, and a description of the interdependencies among the subcommittees. B. <u>Challenges and Opportunities</u>: a description of the challenges and opportunities to strengthen academic programming, operations, research, and student outcomes. C. <u>Action Plan</u>: a narrative and a detailed action plan including specific tasks, owners, milestones, and relevant stakeholders.

3



ACADEMIC PROGRAMS

Huron's Guidelines

The following set of guidelines will help inform our future 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 will be looking at comparable public institutions from among the AAU membership and other systems whose consolidations Huron has supported.

Key Terms

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

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.

4



NEXT STEPS

Next Steps

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

Task Force	Consolidation Implementation Committee
<ul style="list-style-type: none"> • The Task Force will host three Town Hall forums at USF Tampa, USF St. Petersburg, and USF Sarasota-Manatee. • The Shared Governance / Transparency and Student Success / Academic Programs / Campus Identity subcommittees will host their remaining Hearings. • All three subcommittees will have submitted their draft recommendations to the chair of the Task Force by November 29, 2018. • The Board of Trustees will receive the Task Force's final deliverable on February 15, 2019. 	<ul style="list-style-type: none"> • The six Consolidation Implementation Committees (CIC) subcommittees will meet regularly to continue development of the implementation plan. • The Consolidation Implementation Committee co-chairs will meet bi-monthly to discuss progress and interdependencies between subcommittees, and to receive updates from Huron on the Task Force's work. • The Board of Trustees will receive the Consolidation Implementation Committee's final deliverable on February 15, 2019.

5

HURON TEAM

Our Team



**Jim Roth,
President and
CEO,
Huron**



**Peter Stokes,
Managing
Director,
Strategy &
Operations**



**Mike
Stallworth,
Director,
Strategy &
Operations**



**Franca
Nurczynski,
Associate,
Strategy &
Operations**