



**NOTES**  
**USF Board of Trustees**  
**Joint Meeting of**  
**Consolidation, Accreditation & Preeminence Committee and**  
**Strategic Initiatives Committee**  
**August 27, 2018 8:00AM- 9:30AM**  
**Gibbons Alumni Center – Traditions Hall**

Present:

Committee Members: Chair Hal Mullis, Mike Carrere, Byron Shinn, Charlie Tokarz, Nancy Watkins, Jordan Zimmerman

Trustees: Brian Lamb, Oscar Horton, Deanna Michael,

President: Judy Genshaft

Senior Associate Vice President: Dr. Donna Petersen

**I. Call to Order and Comments**

Chair Hal Mullis called the meeting to order at 8:05 AM. A quorum was confirmed by President Judy Genshaft, with the following Trustees present:

Trustee Hal Mullis

Trustee Mike Carrere

Trustee Byron Shinn

Trustee Charlie Tokarz

Trustee Nancy Watkins

Trustee Jordan Zimmerman

**II. Public Comments Subject to USF Procedure**

Chair Mullis confirmed that no requests for public comments had been received.

**IV. New Business – Information Items**

**a. Update from Huron Consulting Group on Consolidation Efforts**

Chair Mullis thanked the Trustees for attending the meeting and engaging in a very important dialogue. He introduced Dr. Donna Petersen and Dr. Pritish Mukherjee, co-chairs of the internal Committees on Consolidation (CIC) and Mike Griffin, a member of the USF Consolidation Planning Study and Implementation Task Force. Chair Mullis introduced Peter Stokes, managing director at Huron Consulting Group, to provide an update on the consolidation efforts to date.

Mr. Stokes started with a brief overview of the consolidation and the key milestones. The Task Force is focused on what USF could be doing to continue the aspirational agenda for the university. The CIC is focused on the question of how, and what action plan result in a consolidated USF. Both of these bodies are working under the same parameters of Preeminence and SACSCOC regulations. The drive is toward an integration of one USF.

Chair Mullis stressed Preeminence was a core principal in the legislation and that we must continually overstate the importance of it throughout this process. There was additional discussion regarding the impact of Preeminence on consolidation and the importance of staying focused on the metrics, specifically 4-year graduation rate.

The Trustees asked for clarification regarding one general education, one quality enhancement plan, one college of the same field of study (e.g. Business, Education, and Engineering), one educational mission and one set of tenure and promotion guidelines. It was noted SACSCOC requirements are nonnegotiable and USF must meet these requirements for a single accreditation. There was additional discussion regarding conflicting SACSCOC requirements and the law, as well as the future academic leadership structure.

Mr. Stokes covered the consolidation timeline and the responsibility of the Board of Trustees. There was discussion as to whether the Task Force and the CIC are working together. It was noted that the two groups are working in parallel with each getting updates of the other's work. Huron Consulting Group is serving as the primary liaison between the two groups.

Mr. Stokes outlined key milestones regarding the Consolidation Task Force. He noted the Task Force has divided into three subcommittees with distinct milestones and activities. These subcommittees include Shared Governance/Transparency, Student Access, and Student/Success/Academic Programs/Campus Identity. The Trustees requested a summary of Task Force subcommittee hearings including participation, topics covered and presenters, to be submitted in the final report.

Next, the CIC subcommittee charges were outlined and Mr. Stokes discussed the interdependencies of the subcommittees. Trustee Shinn noted that many productive meetings have already taken place, with faculty, staff and students embracing the opportunities. Furthermore, he has been extremely impressed by the creativity of ideas. Trustee Lamb noted how important it is to leverage our best practices from across all three USF campuses and to highlight this as we move to one consolidated university.

Mr. Stokes covered the final deliverables by both the Task Force and CIC, noting that the Task Force is charged with delivering recommendations to the Board of Trustees directly and the CIC is responsible for submitting an implementation plan to USF leadership.

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 that we can consider including other public systems that Huron has consolidated. 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, i.e. Campus A. There will be a density of critical mass and effort at one location. In addition, there will 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—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 requirements, though there may be multiple Schools reporting into one College and not necessarily located in the same location as the College.

President Genshaft explained that this entire process should be guided by what is in the best interest of the student. She also noted that not everything needs to be decided by 2020 and “home” based programs can evolve over time.

There was discussion among the Trustees regarding initiatives that are currently being implemented, and if there are any specific definitions regarding schools per SACSCOC requirements.

Chair Lamb encouraged each of the Trustees to attend a full briefing on consolidation efforts prior to the December 4<sup>th</sup> Board of Trustees meeting. He also asked Mr. Stokes to bring back any potential risks. He also noted the importance of receiving financial support from the Legislature for consolidation.

Trustee Mullis expressed sincere gratitude to Mr. Stokes and the team at Huron Consulting Group on the work they are doing.

## **IV. Adjournment**

Chair Mullis adjourned the meeting at 9:39 am.