



**NOTES**  
**USF Board of Trustees**  
**Joint Meeting of**  
**Consolidation, Accreditation & Preeminence Committee and**  
**Strategic Initiatives Committee**  
**October 29, 2018 8:00AM- 9:30AM**  
**USF Sarasota-Manatee – Selby Auditorium**

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 8:01 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. New Business – Action Items**

**a. Approval of Minutes – August 27, 2018**

A motion was made and seconded. Approved by all committee members present.

**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. Chair Mullis introduced Peter Stokes, managing director at Huron Consulting Group, to provide an update on the consolidation efforts to date.

Mr. Stokes began by providing the committee with a brief overview of consolidation and important milestones. This includes the key dates according to legislation and SACSCOC requirements, as well as outlining the responsibilities of the Board of Trustees through the consolidation process. He noted the BOT plays an integral role in the consolidation and must adopt and submit an implementation plan to the Board of Governors by March 15, 2019. There was discussion from the Trustees regarding SACSCOC guidance and admissions standards.

Mr. Stokes highlighted the BOT's Guiding Principles for consolidation, which are used to help guide the work of the Task Force and the internal Consolidation Implementation Committee (CIC). He also provided a brief overview of SACSCOC requirements and Preeminence metrics. There was discussion regarding the potential impact on Preeminence.

Mr. Stokes then provided a brief updated on the work of the Consolidation Task Force. He reminded the BOT that the Task Force has divided into three subcommittees to address specific topics outlined in legislation. The subcommittees are Student Access, Shared Governance/Transparency, and Student Success/Academic Programs/Campus Identity. Mr. Stokes noted that original timelines had the Shared Governance/Transparency subcommittee submitting their recommendations to the full Task Force by October 24<sup>th</sup> but due to Hurricane Michael that deadline was extended.

The Task Force has completed its three Town Hall meetings, one at each campus, and will continue to meet monthly until its work is complete. The Town Halls were very well attended, hearing from over 100 members of the USF community. There was discussion from the Trustees regarding academic structure and the timeline. There were questions regarding timelines in terms of Preeminence and PBF.

Several themes have emerged through the Task Force process. Mr. Stokes highlighted several of these reflections. Notably, Town Halls and hearings have produced strong evidence of how much the local community values each campus, and dialogues have demonstrated a consistent and strong commitment to increasing access to students, as well as programs and research that support economic development. In learning about the challenges and opportunities, Task Force members and others have come to realize how complex some of these issues may be (e.g., developing research capacity and harmonizing student fees) and there is a tendency for subcommittee members and others to want to channel their passion and enthusiasm into solving all issues in the immediate term. While the legislation provides a clear deadline of July 1, 2020, the work to consolidate will extend well beyond this date as will the work to realize bold ambitions across all of the campuses.

Next, the CIC subcommittee charges were outlined and Mr. Stokes discussed the interdependencies of the subcommittees. Much like the Task Force, several themes have emerged from the CIC. Notably, the CIC subcommittees have collectively submitted in excess of 250 draft recommendations to the CIC chairs. Several recommendations represent the critical path forward, while others are longer-term and more aspirational in nature. Subcommittee members will be collaborating to address interdependencies in their charges in areas including alignment of academic programs and organizational structures, development of research capacity, and governance and the CIC co-chairs will provide guidance to subcommittees in rationalizing and resolving any potential contradictions in the draft recommendations.

Significant progress has been made by the CIC on several key issues including general education, faculty governance, faculty tenure and promotion, and branding. Subcommittees are passionate and dedicated to enhancing opportunities for students, faculty, and staff post-consolidation. There are several areas of alignment in the draft recommendations of the Task Force and the CIC around developing consistent messaging for prospective students and families related to financial aid, enhancing access for diverse student populations through expanding bridge programs, and reflecting unique campus identities in the general education curriculum.

Mr. Stokes highlighted some of the specific considerations that have been discussed including the alignment of general education, faculty governance, tenure and promotion guidelines, and

student success, while tying to the SACSCOC requirements. Additionally, Mr. Stokes noted current discussions are underway regarding academic structure with various CIC subcommittees and internal stakeholders, including deans and faculty.

Mr. Stokes completed the presentation by highlighting the next steps for the Task Force and the CIC. He then engaged the Board in a discussion regarding expectations and feedback. Discussion ensued regarding the comfort level regarding USF's current path to consolidation based on Huron's expertise. Additionally, there was discussion regarding collaboration among campus leaders, faculty and staff and if there was a process to in place to overcome differences.

There was further discussion among the Trustees regarding the short timeline to complete their work and the need to be able to react, respond and change. President Genshaft offered to schedule a consolidation workshop to bring as much information to the Board as possible. Further discussion regarding scope creep and the need to focus efforts on the issues that impact Preeminence and SACSCOC requirements in the short term and discuss the aspirational initiatives in the future. President Genshaft noted she had several discussions with Board of Governors members and it was clear USF should structure similar to the other Preeminent institutions in the state.

Discussion continued regarding communication and the need to listen to those within the communities USF serves. Chair Lamb noted the importance of having a discussion around culture acclimation at the Board level. Trustee Mullis and Chair Lamb expressed sincere gratitude to Mr. Stokes and the team at Huron Consulting Group on the work they are doing.

Trustee Mullis provided a short updated on the discussions with the Morsani College of Medicine and Tampa General Hospital. He noted they are working to establish a genuine medical academic center.

President Genshaft noted that beginning fall 2019 USFSM and USFSP will be hosting nursing programs. This will help meet the workforce needs of the region that USF serves and is an exciting example of how consolidation benefits the students.

#### **IV. Adjournment**

Chair Mullis adjourned the meeting at 9:24am.