

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

**I. Call to Order and Comments**

Chair Mullis called the meeting to order at 8:00am. He welcomed the committee members and other members of the Board of Trustees.

**II. New Business – Action Items**

**a. Approval of October 29, 2018 Meeting Notes**

Meeting notes were approved unanimously.

**III. New Business – Information Items**

**a. Consolidation Planning Study and Implementation Task Force Final Report**

Chair Mullis introduced Mike Griffin, Chair of the Consolidation Task Force. Mr. Griffin provided background on the Consolidation Planning Study and Implementation Task Force, citing the legislation passed the previous year requiring the Task Force to make recommendations to the USF Board of Trustees by February 15, 2019. He noted that the Task Force held meetings on all three campuses, including Town Halls. Additionally, he described the structure of the Task Force, noting three subcommittees that were created to complete its work. Mr. Griffin concluded his presentation by summarizing the recommendations from the Task Force that are being submitted to the USF Board of Trustees.

There were questions from the Trustees regarding additional funding in order to strengthen program development and academics with strong faculty. It was noted that consolidation offers an opportunity for USF to embrace enhanced research and growth. Trustee Mullis commented that it is the responsibility of the USF Board of Trustees to assure that singular accreditation is established and maintained, as well as Preeminence maintained and strengthened throughout the process.

There was discussion regarding the leadership model the Task Force recommended as well as examples of other SACSCOC Branch Campuses. Additionally, there was discussion regarding timeline. It was noted that the completion of the Task Force report is only the beginning of the process and there is still much work to be done. It is extremely important that USF receive additional funding from the Legislature in order to properly consolidate.

Further discussion ensued regarding the wide distribution of different programs and faculty across all three USF campuses. The importance of joining identities and distributing faculty in way that works well within the structure of university governance was discussed. It was noted that a silo structure would inhibit hiring and collaboration, as well as the potential to hurt specialized accreditations. There were concerns by some Board members on the language in the Task Force recommendations regarding structure.

There was discussion regarding community input, as well as the need to enhance relationships and further engage local businesses. Concerns were raised regarding structures drafted around individuals, and instead need to be created to withstand changes.

Chair Mullis thanked Mr. Griffin for his service and the entire Task Force for all the work they put into the final report.

#### **b. Consolidation Process Next Steps President Judy Genshaft**

President Judy Genshaft thanked the Consolidation Task Force and Chair Mike Griffin presenting a thoughtful and robust report. Additionally, she acknowledged USF faculty, staff, and students involved in the consolidation process, noting that many have gone above and beyond their scope of duty. She stated the process has been and will continue to be a transparent and inclusive. She thanked the CAP committee for their close collaboration, as the Board of Governors members and staff. President Genshaft emphasized that many issues have yet been resolved, and many will still not be complete by 2020.

President Genshaft presented the draft structure of the Implementation Plan & Timeline. She noted the dates and requirements prescribed by law and presented several stoplight charts detailing the current progress for each element of the SACSCOC Substantive Change Prospectus:

- A. Description & Rationale for Consolidation
- B. Academic & Student Support Services
- C. Faculty
- D. Educational Programs, Evaluation & Assessment
- E. Library, Learning & Physical Resources
- F. Financial Support
- G. Institutional Information

President Genshaft noted the main priority is to ensure students are not negatively impacted by consolidation remains the top priority. In addition, she highlighted several areas where there is positive momentum including Tenure and Promotion, General Education and Faculty Governance. She also addressed two key topics that will require additional work: (1) the level of authority of each USF campus and (2) how USF's academic leadership should be structured. She explained that there are many different structures around the state and nation and it is important to find the specific structure that meets the needs of USF. President Genshaft said that USF St. Petersburg and USF Sarasota-Manatee can be Branch Campuses, however it is up to the Board of Trustees to determine the level of authority and structure.

The Trustees emphasized the need for support from the state to ensure expectations of the students, faculty, and community are met. There was discussion regarding faculty and the fears of being absorbed rather than being viewed as colleagues. President Genshaft clarified that USF will not go back to the way it was prior to separate accreditation in 2000. She stated that each campus will now be able to provide full programs and experiences to students.

Further discussion ensued regarding the focus of the BOT including the need to laser in on the “how” to structure USF to best serve the students. It was noted that there is a significant alignment between the Task Force and the Consolidation Implementation Committee. Trustees suggested that the Board of Trustees use their guiding principles to make the best decisions on areas of misalignment. The draft College of Business structure was used as an example of a way to structure moving forward.

President Genshaft closed by stating that there has been a lot of positive work so far and more is agreed upon than disagreed. There was discussion regarding issues for students including ensuring equal access and how to improve overall performance and success of the institution as a whole. There was a question regarding the importance of retaining USF Tampa’s Preeminence status and which metrics are the greatest concern once consolidation. Provost Wilcox noted the two areas of concern are year to year retention rates and 4-year graduation rate.

There was discussion regarding faculty accountability and authority as well as increased communication strategies that should be implemented across campuses. Trustees commented that USF’s new structure must be synergistic and benefit all students. USF must build a brand in the community to highlight all campuses and the opportunities they provide. Finally, there was discussion regarding the need to differentiate programs at each campus to create unique identities.

Board Chair Lamb closed the discussion by noting the draft Implementation Plan and Timeline will be presented at the full Board meeting on March 5<sup>th</sup>.

#### **IV. Adjournment**

The meeting was adjourned at 10:16am.