



Consolidation Planning Study and Implementation Task Force

MEETING AGENDA

Wednesday, August 22, 2018

USF Tampa

Marshall Student Center, Room 3707

5:00 PM – 6:00 PM

or

Upon Adjournment of Previous Meetings

Task Force Members: Dr. Jonathan Ellen, Chair; Alison Barlow, Anddrikk Frazier, Dr. Judy Genshaft, Michael Griffin, Dr. Karen Holbrook, Melissa Seixas, Byron Shinn, Rick Piccolo, Kayla Rykiel, Dr. Martin Tadlock, Nicole Washington, Dr. Tonjua Williams
Staff Liaisons: Paige Beles (USFT), Caryn Nesmith (USFSP), Amy Farrington (USFSM)

AGENDA

- I. Call to Order Chair Jonathan Ellen

- II. New Business – Action Items
 - a. Approval of July 26, 2018 Meeting Notes Chair Ellen

- III. New Business – Information Items
 - a. Budget Presentation David Lechner, Senior Vice President, USF System
Nick Trivunovich, Vice President, USF System

 - b. Student Access Subcommittee Anddrikk Frazier
Final Recommendations Discussion All

- III. Adjournment Chair Ellen

*Next Scheduled Meeting: Town Hall, Tuesday, September 11th, 2:00PM – 4:00PM,
USF St. Petersburg – Student Center Ballroom*

NOTES

USF Consolidation Task Force Call

July 26, 2018

Present: Dr. Jonathan Ellen, Chair; Alison Barlow, Anddrikk Frazier, Michael Griffin, Dr. Karen Holbrook, Rick Piccolo, Kayla Rykiel, Dr. Martin Tadlock, Melissa Seixas, Byron Shinn, Nicole Washington

I. Call to Order

Chair Ellen called the meeting to order at 4:00pm. He welcomed the members and thanked them for joining the call.

II. New Business – Agenda Items

a. Approval of June 29, 2018 Meeting notes

There was a motion to accept the minutes from the meeting on June 29th. The motion passed.

III. New Business – Information Items

a. Subcommittee Updates

Chair Ellen reminded members that each subcommittee has an aggressive timeline, and it is important not to duplicate work even if overlap exists between subcommittee focus areas. He clarified that though the scope of the Shared Governance and Transparency Subcommittee includes “developing and delivering integrated academic programs”, the Student Success, Academic Programs and Campus Identity Subcommittee is the one to address this issue.

Chair Ellen called on the chairs of the subcommittees to provide updates on their progress to date, noting each subcommittee has had at least one hearing.

Anddrikk Frazier updated the members on the outcome of Student Access Hearing held on August 7th. He explained the subcommittee heard from representatives who addressed the barriers facing students access and mechanisms to overcome these barriers. Speakers included representatives from the USF System financial aid offices, FUSE, HCC+SPC, UnidosNow, and USF System admissions. He noted several concerns that were raised during the presentations including minority enrollment, consolidated admissions standards, and increased awareness of scholarships for all students including under-served, low-income, or first-generation families. Additionally, there was discussion on how to better market the University to local high caliber students so they will not go out of state.

Mike Griffin updated the members regarding the Student Success, Academic Programs, and Campus Identity Subcommittee. Representatives from the Florida Board of Governors, USF System academic affairs and USF System innovative education provided

information regarding the process on creating new degree programs in the State of Florida, SACS requirements, and online course delivery modes and methods. Future hearings will examine expanded academic program delivery, degree access and delivery options in the context of consolidation. He noted the subcommittee is focused on making sure the University is meeting the needs of both industry and student demand.

Finally, Melissa Seixas gave an update on the Shared Governance and Transparency Subcommittee. At the most recent hearing, the subcommittee heard from experts regarding BOG regulations, USF BOT policies, SACS regulations, and USF shared services. Committee recommendations will mainly be driven by current BOG regulations and legislation. Additionally, USF's resources were discussed and she noted that many are already shared. Ms. Seixas said that during subsequent hearings the committee will be looking at equal representation and balance in student government and how to leverage shared services and limited resources at different campuses.

Chair Ellen explained that the Task Force Committees are now at the point to consider how to structure recommendations. He envisions the final report to include an Executive Summary, major takeaways, summary of speakers and public comment; followed by Phase 1 (includes top 5 recommendations) and Phase 2 (all other recommendations). He noted that as a Task Force it is important to send recommendations to the Board of Trustees that can be realistically implemented and allow time to do so effectively and successfully.

Chair Ellen also informed the members that USF System Business and Finance leadership will present to the whole Task Force during the Aug 22nd meeting.

b. Internal Implementation Committee Update

Peter Stokes, managing director at Huron Consulting Group, gave an update regarding the internal Consolidation Implementation Committees. He explained the committees have divided into six subcommittees, which are then comprised of smaller teams. The internal committees are made up of faculty, staff and students from all three USF campuses. They have identified charges for each subcommittee as well as subtasks regarding which elements are relevant to each team.

c. Town Hall Structure

Chair Ellen explained the structure for the Town Hall meetings. He noted the first Town Hall is fast approaching and is scheduled for August 22nd at USF Tampa in the Marshall Student Center, Room 3707 from 3:00 PM – 5:00 PM. Immediately following the Town Hall will be an in person Task Force meeting.

The Town Hall structure will follow the public comment at the hearings, at which each person must complete a comment card to receive three minutes to speak. Chair Ellen will also read any comment received via the web portal to be reflected on the record.

Staff is working on distributing a flyer to students, faculty, staff and community members. He noted it is critical for the committee to hear from the outside community and asked for each member to distribute the flyer to the community and encourage public

comment at a Town Hall meeting. Ms. Beles will send out the flyer to the Task Force members to distribute.

IV. Adjournment

With no other business, Chair Ellen adjourned the meeting at 4:37 pm. The next scheduled meeting is August 22, 2018, USF Tampa, Marshall Student Center Room 3707, 3:00 PM – 5:00 PM (Town Hall) 5:00 PM – 6:00 PM (Task Force Meeting).

USF System Budgetary Resources Overview

Presentation to Consolidation Task Force

August 22, 2018

Today's Objectives:

- Overview of Budget / Financial Resources
 - Sources / Uses
- Challenges in Higher Education



The Good News:

- Building from a platform of strength:
 - Preeminence
 - Phi Beta Kappa
 - Strong demand
 - Diversity among campuses
- Business side is largely combined



FINANCIAL RESOURCES – SOURCES/USES

Overall Budget - \$1.8 Billion:



But, all money is not green!

E&G Budget - Sources of Funds:



Source	Amount	Percent	Trend
State Appropriation	\$404	60%	Modest, Targeted
Tuition	265	40%	Unchanged for 5 Years
Total	\$669		

E&G Budget - Uses of Funds:



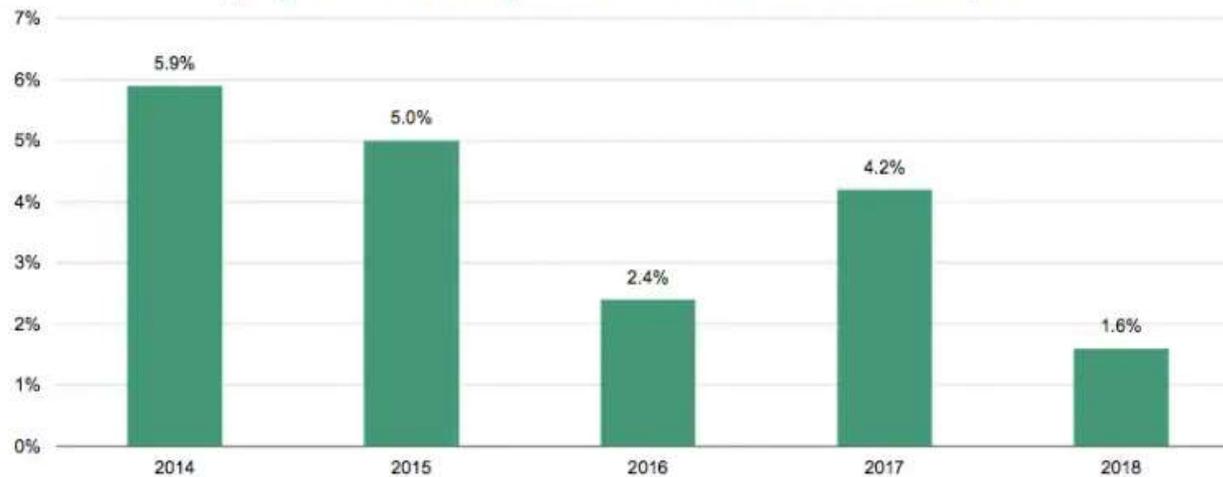
Source	Amount	Percent
Salaries & Benefits	\$541	81%
Plant O&M	25	4%
Services/Supplies	24	4%
All Other	79	11%
Total	\$669	

INDUSTRY TRENDS

Grade Point

Moody's warns that lackluster state support will strain public university budgets

Increase in state appropriations for US higher education is the smallest in five years



Source: Grapevine Compilation of State Fiscal Support for Higher Education

Source: https://www.washingtonpost.com/news/grade-point/wp/2018/01/30/moodys-warns-that-lackluster-state-support-will-strain-public-university-budgets/?utm_term=.13f79fa0530a

Grade Point

Panicked universities in search of students are adding thousands of new majors

Largely unnoticed federal figures show that, even as their finances have become more strained and their student populations have declined, public and private higher education institutions have added 41,446 degree or certificate programs since 2012. That's a 21 percent increase since the dramatic slide in enrollment began.

In fact, in an industry that has struggled to improve efficiency and productivity, a daunting 48 percent of academic programs turn out 10 or fewer graduates per year and collectively account for only 7 percent of all degrees, an analysis by Gray Associates, another education consulting firm, found. And while they continue to add programs, colleges seldom shut down unproductive ones, said Gray Associates chief executive Bob Atkins.

Source: https://www.washingtonpost.com/news/grade-point/wp/2018/08/09/lots-of-new-college-majors/?utm_term=.3213d58289b1&wpisrc=nl_highered&wpmm=1

OTHER STRATEGIC RESOURCE DEMANDS

Funding Challenges:

Building O&M

\$6 million plus

**Deferred
Maintenance**

\$50 million / year

Advising

Start-Up

\$1 - \$5 million each

Market Compensation

Student Wellness / Mental Health

ERP Systems



\$10 - \$40 million

PhD Programs

High Faculty / Student Ratio

STEM / Labs

\$500+ per square foot

The Good News:

- Prospect of a combined budget:
 - Better strategic deployment of resources
 - On level footing with rest of SUS



“The essence of strategy
is choosing what not to do.”
- Michael Porter

Thank You!

UNIVERSITY OF SOUTH FLORIDA

Consolidation Planning Study and Implementation Task Force



Student Access Subcommittee Hearing 1

Committee: Anddrikk Frazier, Chair; Alison Barlow; Byron Shinn

June 13, 2018 at USF St. Petersburg

Attendance: Approximately 50 people

Topics :

- Overview of Student Access/Success, Financial Aid, Admissions, FUSE
- Barriers to university access and recommendations to overcome them

Speakers:

- USF VP of Student Affairs/Success; USF Dean and USFSP/USFSM Directors of Admissions (& Financial Aid); USF VP for Enrollment Planning (Financial Aid);
- Representatives from HCC, SPC, Florida College Access Network; Manatee High School; and Pinellas County Schools

Student Access Subcommittee Hearing 1 Takeaways

Barriers to access include:

- Financial
- Academic preparedness
- Access to information
- Life responsibilities

Student Access Subcommittee

Hearing 1 Potential Recommendations

- Enhance information dissemination regarding financial aid
- Ensure flexibility in course programming (both online and in-person)
- Leverage community partners
- Explore use of technology to provide flexibility in course programming, and to improve access to information and college readiness.
- Start early (before high school) informing and motivating students about higher ed options.

Student Access Subcommittee Hearing 2

July 17, 2018 at USF Sarasota Manatee

Attendance: Approximately 50 people

Topics:

- Financial Aid's single scholarship grid; USF Foundation minority scholarships; Admissions data related to transfer students; USF communications branding efforts

Speakers:

- USF Dean and USFSP/USFSM Directors of Admissions (& Financial Aid); USF Chief Diversity Officer
- Florida College Access Network and Unidos Now

Student Access Subcommittee

Hearing 2 Takeaways

- Consolidation may affect admissions rates(though with minimal effect on black/Hispanic percentages) in AY 19/20, but will be mitigated through emphasis on alternative terms of entry and partnerships with local state colleges.
- Measuring diversity is challenging; if outreach continues to focus on diverse populations, diversity will organically increase.
- FAFSA completion rates have a positive impact on college enrollment and are an early indicator of college success.

Student Access Subcommittee Hearing 2 Takeaways

- Increased delivery of online courses can help with access across all three USF campuses.
- Additional support and early engagement leads to greater success, especially for first generation university students.

“When students receive information early—where their community and schools build a college-going culture to support them—they are much more likely to thrive academically.”

- Laurie Megessin, Executive Director, Florida College Access

Student Access Subcommittee

Hearing 2 Potential Recommendations

- Continue and strengthen strategic partnerships with:
 - Schools, school districts and community colleges.
 - Local high schools to increase awareness on admission deadline dates, admissions criteria and financial aid information.
 - Local College Access Networks – who use best practices.
- Expand admissions pathways with local high schools for guaranteed admissions.
- Develop outreach offices at USF St. Petersburg and USF Sarasota-Manatee.

Student Access Subcommittee

Hearing 2 Potential Recommendations

- Explore multiple summer bridge programs including focus on STEM, career specific programs and internships.
- Continue to identify creative sources of financial assistance that will attract students from underserved populations.
- Foster education ecosystems (i.e. data sharing with local schools, school districts and community colleges on factors beginning in pre-K that impact student performance that can inform interventions).
- Consider online technology to create virtual classrooms across campuses.
- Strengthen hiring practices to include bilingual and bicultural staff.

Student Access Subcommittee

Hearing 2 Potential Recommendations

- Create special FUSE programs focused on specific demographics, i.e. Latinos.
- Develop specific “college” nights for underserved populations and their families.
- Expand campus visits to start early on in a student’s educational journey.
- Expand “last dollar” scholarship offerings.
- Support and increase awareness around Florida College Access Network’s Seminars.
- Offer classes that teach English as a second language.

Student Access Subcommittee Hearing 3

August 7, 2018 at USF Tampa

Attendance: Approximately 20 people

Topics:

- Financial Aid's single scholarship grid; USF Foundation minority scholarships; Admissions data related to transfer students; USF branding and marketing

Speakers:

- USF AVP for Enrollment Planning and Management; USFT Dean and USFSP/USFSM Directors of Admissions (& Financial Aid); USF Chief Marketing Officer; USF Foundation Asst Dir of Scholarships

Student Access Subcommittee Hearing 3 Takeaways

- Students do not always have a clear understanding of USF's offerings and the application process.
- One size does not fit all and available pathways must be communicated.
- Students need resources to prepare for the university application process.
- FUSE programs will boost transfer student enrollment and support student access post-consolidation
- Foundation minority scholarships are a great financial resource but currently are not widely promoted at regional institutions.

Student Access Subcommittee

Hearing 3 Potential Recommendations

- Continue development of the FUSE program across the FCS and increase recruiting and outreach to transfer students.
- Re-assess FTIC and transfer scholarships in 2018-2019.
- Regarding minority scholarships:
 - Continue reaching out to guidance counselors and community colleges
 - Enhance System wide promotion and growing awareness at the regional institutions
 - Enhance branding efforts to communicate USF as the go-to Preeminent Research University for prospective students in the region.

Student Access Subcommittee Final Recommendations

Focus Areas:

1. Communications and Community Outreach
2. Scholarships, Financial Aid and Admissions
3. Promotion of a Diverse Student Body
4. Transfer Students and Student Mobility
5. Academic Programs and Course Delivery

Student Access Final Recommendations

1. Communications and Community Outreach

Issue Statement: Prospective students should have a clear understanding of college options, admission requirements and college readiness.

Recommendation: Strengthen community engagement through robust two-way dialogue and foster education ecosystems and partnerships that support student readiness, admissions, and expanded pathways.

- Appoint a “Community Advisory Board” to leverage diverse expertise in the community to strengthen connections and to track progress against established access goals.
- Develop a unified USF communications plan to provide an understanding of college access options including bridge programs.
- Dedicate additional resources at each campus to foster existing and build new community partnerships.

Student Access Final Recommendations

2. Scholarships, financial aid & admissions

Issue Statement: All prospective students, including under-served, low-income, or first-generation, should benefit from extra support to pursue academic studies.

Recommendation: Enhance access to financial aid through frequent, direct messaging, expansion of existing programs, & innovative new financial aid options.

- Expand the reach of existing USF Foundation scholarship programs.
- Deliver communications to prospective students often and beginning in middle school and early high school to provide a clear understanding of the application process requirements, timing, financial aid resources and degrees offered.
- Partner with the local communities to identify new and creative sources of financial assistance to attract students from underserved populations.
- Hire additional recruiting and admissions staff to strengthen support for prospective students and families and engage further with local high schools, school districts and ed foundations.

Student Access Final Recommendations

3. Promotion of a diverse student body

Issue Statement: The diversity of the student population should reflect the local community.

Recommendation: Develop initiatives and partnerships to promote an environment that reflects the diversity of the communities USF serves as an institution.

- Engage the community in ways that encourages a diverse applicant pool to USF.
- Foster student readiness among potential applicants, for example, by developing partnerships to provide free or discounted SAT prep courses to low-income prospective students.
- Introduce families in the community to USF early on in a student's educational journey by organizing campus visits, open houses, and other activities.
- Promote diversity among USF faculty and staff.

Student Access Final Recommendations

4. Transfer students & student mobility

Issue Statement: A large portion of USF's student population are transfer students, which will increase as pathway programs expand.

Recommendation: Promote seamless student mobility for transfer students through early communication, enhanced support services, expanded pathways, and efficient and transparent credit transfer processes.

- Educate potential transfer students from the FCS early on regarding the admissions process and academic and social transition to USF.
- Dedicate resources to fostering a welcoming environment for transfer students by providing similar programs and supports to those received by incoming freshmen.
- Dedicate resources to expanding and marketing bridge programs, including FUSE.
- Promote student mobility ... by expanding access to a broader array of courses and degree programs.

Student Access Final Recommendations

5. Academic programs & course delivery

Issue Statement: Under consolidation, students should have increased access to programs, regardless of their home campus.

Recommendation: Expand student access to academic programs by offering flexibility in schedule, delivery model, level and location.

- Enhance the flexibility, accessibility, and relevancy of course programming at each campus location for the undergraduate and graduate level.
- Continue to explore alternate delivery models (e.g. hybrid, virtual, asynchronous) and creative uses of technology to increase student access.
- Disseminate resources and expertise broadly across the USF system in a way that is flexible and aligns with student needs and schedules at each campus.
- Expand access to relevant programs to better align with local workforce demands.

Student Access Final Recommendations

Additional Recommendations

Communications and Community Outreach

- Identify and provide focused assistance to existing high school students who will no longer meet the admissions criteria during and after consolidation, and do not have time to adjust. Ensure they have information regarding alternative pathways and admission options.
- Enhance branding efforts to communicate USF as the go-to preeminent research university for prospective students in the region.
- Expand admissions pathways with local high schools for guaranteed admissions.
- Develop outreach offices at USF St. Petersburg and USF Sarasota-Manatee.
- Enhance communications with the local community about recruitment, student body composition, and student success statistics.

Student Access Final Recommendations

Additional Recommendations

Scholarships, financial aid & admissions

- Explore multiple summer bridge programs including focus on STEM, career specific programs, and internships.
- Foster collaborations with corporate and individual donors in for scholarship opportunities for high-potential students throughout the communities USF serves.
- Expand “last dollar” scholarship offerings.
- Support and increase awareness around Florida College Access Network’s Seminars.
- Educate prospective students on the summer and spring admissions options, and on the importance of applying early.

Student Access Final Recommendations

Additional Recommendations

Scholarships, financial aid & admissions

- Dedicate equitable staffing and other resources to student support services for students enrolling in the summer, fall, and spring semesters.
- Collaborate with local partners to provide direct assistance to prospective students and their families applying for financial aid.
- Explore different communication channels and leverage technology to disseminate information regarding scholarships and financial aid.
- Continue to prioritize transparency in communicating the cost of attendance and available financial assistance to prospective students and families.



Consolidation Planning Study and Implementation Task Force



Student Access Committee Final Recommendations

Top Five Recommendations:

	Focus Area	Issue Statement	Recommendation	Description
1	Communications & community outreach	Prospective students should have a clear understanding of college options, admission requirements and college readiness.	Strengthen community engagement through robust two-way dialogue and foster education ecosystems and partnerships that support student readiness, admissions, and expanded pathways.	<ul style="list-style-type: none"> a. Appoint a “Community Advisory Board” that leverages diverse expertise in the community to strengthen connections and to track progress against established access goals. b. Develop a unified USF communications plan to provide an understanding of college access options including bridge programs. c. Dedicate additional resources at each campus to foster existing and build new community partnerships.
2	Scholarships, financial aid & admissions	All prospective students, including under-served, low-income, or first-generation, should benefit from extra support to pursue academic studies.	Enhance access to financial aid through frequent and direct messaging, expansion of existing programs, and innovative new financial aid options.	<ul style="list-style-type: none"> a. Expand the reach of existing USF Foundation scholarship programs. b. Deliver communications to prospective students often and beginning in middle school and early high school to provide a clear understanding of the application process requirements, timing, financial aid resources and degrees offered. c. Partner with the local communities to identify new and creative sources of financial assistance to attract students from underserved populations. d. Hire additional recruiting and admissions staff to strengthen support for prospective students and families and engage further with local high schools, school districts, and education foundations.
3	Promotion of a diverse student body	The diversity of the student population should reflect the local community.	Develop initiatives and partnerships to promote an environment that reflects the diversity of the communities USF serves as an institution.	<ul style="list-style-type: none"> a. Engage the community in ways that encourages a diverse applicant pool to USF. b. Foster student readiness among potential applicants, for example, by developing partnerships to provide free or



Consolidation Planning Study and Implementation Task Force

	Focus Area	Issue Statement	Recommendation	Description
				<p>discounted SAT prep courses to low-income prospective students.</p> <ul style="list-style-type: none"> c. Introduce families in the community to USF early on in a student’s educational journey by organizing campus visits, open houses, and other activities. d. Promote diversity among USF faculty and staff.
4	Transfer students & student mobility	A large portion of USF’s student population are transfer students, which will increase as pathway programs expand.	Promote seamless student mobility for transfer students through early communication, enhanced support services, expanded pathways, and efficient and transparent credit transfer processes.	<ul style="list-style-type: none"> a. Educate potential transfer students from the Florida College System early on regarding the admissions process and academic and social transition to USF. b. Dedicate resources to fostering a welcoming environment for transfer students by providing similar programs and supports to those received by incoming freshmen. c. Dedicate financial and staffing resources to expanding and marketing bridge programs, including FUSE. d. Promote student mobility for FCS students (and across the three USF campuses) by expanding access to a broader array of courses and degree programs.
5	Academic programs & course delivery	Under consolidation, students should have increased access to programs, regardless of their home campus.	Expand student access to academic programs by offering flexibility in schedule, delivery model, level and location.	<ul style="list-style-type: none"> a. Enhance the flexibility, accessibility, and relevancy of course programming at each campus location for the undergraduate and graduate level. b. Continue to explore alternate delivery models (e.g. hybrid, virtual, asynchronous) and creative uses of technology to increase student access. c. Disseminate resources and expertise broadly across the USF system in a way that is flexible and aligns with student needs and schedules at each campus. d. Expand access to relevant programs to better align with local workforce demands.



Consolidation Planning Study and Implementation Task Force

Additional Recommendations:

	Focus Area	Recommendation
6	Communications & community outreach	Identify and provide focused assistance to existing high school students who will no longer meet the admissions criteria during and after consolidation, and do not have time to adjust. Ensure they have information regarding alternative pathways and admission options.
7	Communications & community outreach	Enhance branding efforts to communicate USF as the go-to preeminent research university for prospective students in the region.
8	Communications & community outreach	Expand admissions pathways with local high schools for guaranteed admissions.
9	Communications & community outreach	Develop outreach offices at USF St. Petersburg and USF Sarasota-Manatee.
10	Communications & community outreach	Enhance communications with the local community about recruitment, student body composition, and student success statistics.
11	Scholarships, financial aid & admissions	Explore multiple summer bridge programs including focus on STEM, career specific programs, and internships.
12	Scholarships, financial aid & admissions	Foster collaborations with corporate and individual donors in for scholarship opportunities for high-potential students throughout the communities USF serves.
13	Scholarships, financial aid & admissions	Expand “last dollar” scholarship offerings.
14	Scholarships, financial aid & admissions	Support and increase awareness around Florida College Access Network’s Seminars.
15	Scholarships, financial aid & admissions	Educate prospective students on the summer and spring admissions options, and on the importance of applying early.
16	Scholarships, financial aid & admissions	Dedicate equitable staffing and other resources to student support services for students enrolling in the summer, fall, and spring semesters.
17	Scholarships, financial aid & admissions	Collaborate with local partners to provide direct assistance to prospective students and their families applying for financial aid.
18	Scholarships, financial aid & admissions	Explore different communication channels and leverage technology to disseminate information regarding scholarships and financial aid.
19	Scholarships, financial aid & admissions	Continue to prioritize transparency in communicating the cost of attendance and available financial assistance to prospective students and families.