



# Consolidation Planning Study and Implementation Task Force

## **Shared Governance/Transparency Committee Call**

November 13, 2018  
9:30 a.m. – 10:00 a.m.

*Committee Members:* Melissa Seixas, Chair; Kayla Rykiel; Nicole Washington  
*Staff Liaison:* Amy Farrington

### **A G E N D A**

- |      |   |                |
|------|---|----------------|
| I.   | Call to Order                           | Melissa Seixas |
| II.  | New Business – Action Items             | Melissa Seixas |
|      | a. Approval of November 1 Meeting Notes |                |
| III. | New Business – Information Items        |                |
|      | a. Introduction and Context             | Melissa Seixas |
|      | b. Discussion                           | Melissa Seixas |
|      | 1. Review draft recommendations         |                |
|      | 2. Next steps                           |                |
| IV.  | Adjournment                             | Melissa Seixas |

*Shared Governance and Transparency recommendations will be presented to the USF Consolidation Task Force at the meeting on November 29, 2018 at USF Sarasota-Manatee.*

**Notes**  
**Shared Governance/Transparency Subcommittee**  
**November 1, 2018**

Present: Melissa Seixas, Chair; Kayla Rykiel, Nicole Washington

**I. Call to Order**

Chair Seixas called the meeting to order at 12:01 p.m. and thanked everyone for their continued flexibility and work on the committee.

**II. New Business – Action Items**

Minutes from the October 24, 2018 were approved.

**III. New Business – Information Items**

**a. Introduction and Context**

Chair Seixas explained that the subcommittee is working on finalizing the recommendations that will be presented to the Task Force. Peter Stokes from Huron provided an overview of the goals for the phone call and what they hope will be accomplished. Mr. Stokes noted that he appreciated the draft information shared by Chair Seixas and Huron will facilitate the meeting to review the draft recommendations along with accompanying annotations made by Huron. The process will incorporate reviewing each focus area to move to a final drafting. Huron will create this final draft from the discussion and feedback from members and provide it to the subcommittee for final review prior to submitting to the Task Force at large.

**b. Discussion**

Mike Stallworth began the discussion with the broad governance focus area. Members discussed the annotated comments regarding language clarification or delineating roles and responsibilities. Members also discussed the term “branch campus” and the need to provide a clear recommendations on what the campuses should look like. Huron will redraft recommendations using member discussion while adding bullet (e) to clarify some additional reporting and accountability within USF leadership.

Members then discussed the faculty governance focus area. There was consensus around most of the recommendations along with the comments provided by Huron. Discussion centered on ensuring the recommendations reflected equitable representation and an opportunity for officers to represent all 3 campuses. Huron will update the recommendations to reflect the discussion while also ensuring language reflecting that transparent faculty governance will support student success through the consistent delivery of quality student experiences.

The general education focus area discussion highlighted equitable representation and incorporation of transfer student concerns. Members highlighted that a single general education structure must allow for unique campus identity.

Members reviewed the student governance focus area concentrating on clear language for equal representation and opportunity from all 3 campuses on a single university student government council. Members further discussed the possibility of rotating officer representation within the single structure. There is a need for campus student government activity to align within the single structure. The ongoing dialogue regarding the consolidation transition will be key in ensuring the involvement of student governance throughout the process.

Within the focus area of budget transparency, members discussed the idea of a placeholder that allows for alignment around activities in other subcommittees and within the academic structure and budgets. Members discussed the idea of examining and determining a fee structure to minimize impact on students with a provision for grandfathering in students under existing fee structures. Members highlighted that the consolidation process should not negatively impact students, especially not through increased costs and underscored an emphasis on not increasing fees. The subcommittee stressed the importance of communicating fee assessment, application and services to current students and families as well as prospective students and families, including any transition periods between fee structures. The final dialogue including language around exploring and recommending the feasibility of differentiated fee structures among the three campuses recognizing that equitable fee allocation does not mean equitable services. There was also discussion regarding the consideration of allocating a pool of funds towards system-wide programming.

The subcommittee discussed ways to improve shared services through recommendations that support incentives to identify efficiencies and to encourage cross training and innovative technologies.

Huron will incorporate this discussion into a new document for final review. The document will contain five focus areas moving forward (move shared services into budget transparency). The issue statements are visionary and it was recommended to leave them as is for the Task Force to provide consistency at the end of the process. Next steps include an additional phone call to review the final document. Chair Seixas requested models and research from Huron regarding budgets and hiring acquisitions. Huron will circle back with that research, noting it would be important to include institutions in the SASCOC region and multi-campus institutions.

#### **IV. Adjournment**

Meeting adjourned at 1:14 p.m.

USF Consolidation Task Force – Shared Governance and Transparency Subcommittee  
 DRAFT RECOMMENDATIONS, November 7, 2018

	Focus Area	Vision Statement	Recommendation	Description
1	University Governance	<p><b>Empowered campuses make for a stronger USF and fulfilling student experience:</b></p> <p>The future governance of the USF shall build upon the existing strengths of each campus, and the historically strong organizational and collaborative nature of all three campuses to ensure continued and increased benefits to all USF students regardless of home campus, and to enable the continued status of USF as a Preeminent State Research University.</p>	<p>Conduct and execute all governance reviews, changes and implementations with processes that guarantee transparency, mutual accountability and collaboration among internal stakeholders including students, faculty and staff. Provide seamless consolidation transition to students, faculty and staff by building upon proven success of shared governance.</p>	<ul style="list-style-type: none"> <li>a. Ensure continuity and enhancement of programs, (BA, MA and PhD levels), services to students, maintenance of distinct campus identities and guarantee robust opportunities to attract talent on all campuses by designating USFSM and USFSP as <b>branch campuses</b> as defined by SACSCOC<sup>1</sup>.</li> <li>b. Develop a matrixed organizational structure that clarifies delegated authority and furthers mutual accountability among leadership through transparent processes, communication and reporting. Ensure assignment of local accountability for coordinating, integrating, and delivering value-added student experiences that support performance-based funding and Preeminence metrics.</li> <li>c. Define, update and communicate Campus Board (Advisory) member roles and responsibilities for clear understanding of the advisory, not governing, role of the campus board. Establish a practice of collaborative review of campus governance by the board including, but not limited to, review of campus plan, budget and legislative agendas. Although not governing/binding, those actions should maintain a high degree of well-informed members who represent USF among external stakeholders.</li> <li>d. Task internal academic and administrative committees to identify new opportunities for collaboration among campuses and finding efficiencies in governance processes.</li> </ul>
2	Faculty Governance	<p><b>Engaged faculty and equitable campus representation shall support Preeminence objectives and offer students</b></p>	<p>Ensure continued representation of faculty priorities through a strong and respected Faculty Senate</p>	<ul style="list-style-type: none"> <li>a. Empower Faculty Governance to contribute to the coordination and delivery of value-added student experiences that support performance-based funding and Preeminence metrics.</li> </ul>

<sup>1</sup> SACSCOC Branch Campus definition: Institutions that have their own administrative structures, faculties, hiring and budgetary authority.

BOG Type I Campus definition: A university operation that has obtained and continues to maintain an enrollment level of more than 2000 university student FTE in courses which lead to a college degree. A Type I campus typically provides a broad range of instruction for numerous full and partial degree programs, research activity and an extensive complement of student services.

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		<p><b>the benefits of learning from engaged leaders:</b></p> <p>All faculty members should have clear and accessible options for engagement and leadership of academic missions regardless of geographic location as they represent their peers, students and communities.</p>	<p>structure that promotes collaborative dialogue and decision-making between faculty and university leadership, and reflects the priorities of both academic matters and unique geographic opportunities.</p>	<p>b. Develop one Faculty Senate, including campus councils, across the university to include equitable representation by campuses.</p> <p>c. The Faculty Senate organizational structure should allow for Campus Senate Councils or Committees with officer representation serving on the system Executive Committee (either as officers or council/committee chairs). Officers (Pres, VP, Sec, and Sergeant –at- Arms) should have diverse representation from all campuses.</p> <p>d. Carefully assess the potential impact of organizational changes to academic structure (Colleges and Schools) on the structure and representation of all campuses to ensure maximum faculty engagement across USF.</p> <p>e. Clearly define the accountability and defined powers of faculty governance. Review, update and communicate roles and responsibilities of all faculty governance councils and committees to support consolidation and ensure delivery of consistently high-quality curricular and extra-curricular experiences to students in each geographic location in which USF operates and no compromise of campus identity.</p> <p>f. Review and identify opportunities to consolidate committees with similar functions such as awards councils, academic committees and Gen. Ed. committees without negative impacts for any campus.</p>
3	General Education	<p><b>An enhanced General Education model offers students and faculty a dual experience of quality learning and engagement:</b></p> <p>General Education at USF shall offer students core courses across programs that foster critical thinking skills, create engaged citizens and develop cross-functional soft skills,</p>	<p>Strengthen the internal collaborative Enhanced General Education Leadership process review to model High Impact Practices (HIP) and ensure representation from all campuses to shape key focus areas of:</p> <ul style="list-style-type: none"> <li>• Curricular alignment</li> <li>• Course alignment</li> <li>• Assessment</li> </ul>	<p>a. Create a unified general education curriculum and identify core values that ensures maximum ease of transition for FTIC and transfer students to USF.</p> <p>b. Appoint a representative faculty leadership to oversee the transition to a consolidated gen ed curriculum to ensure consistent learning outcomes and seamless student mobility among USF campuses.</p> <p>c. Establish equitable representation of faculty from all campuses in the identification of high-impact practices that reflect campus identities through community collaboration, service learning opportunities, and civic engagement.</p>

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		while providing opportunities for service learning, civic engagement and experiences unique to their home campuses.	<ul style="list-style-type: none"> <li>Faculty oversight and engagement</li> </ul>	<ol style="list-style-type: none"> <li>Update governance processes and documents for the General Education Council of the Faculty Senate to support a unified university while creating equitable participation opportunities from all campuses.</li> <li>Implement an assessment plan for annual review and approval oversight of general education curriculum.</li> </ol>
4	Student Governance	<p><b>Student government opportunities, both in leadership and local roles, shall remain open to students on all campuses:</b></p> <p>The student government experience and opportunities shall be enhanced by consolidation efforts with student participation available at both the local home campus and system levels.</p>	Identify a structure that allows for student government to be housed on each of the three campuses in an effective way including system wide representation, and opportunities for interaction with faculty, university leadership and students from all campuses.	<ol style="list-style-type: none"> <li>Create a system-level SGA and ensure alternating campus officer representation on the system-level SGA.</li> <li>Allow for equitable representation of student-elected positions across all three campuses.</li> <li>Define a clear process for equitable budget allocation.</li> <li>Outline and communicate processes and tools for student input/feedback during the consolidation transition.</li> <li>Develop a process for student leaders to assess and refine the student government structure two years post-consolidation.</li> </ol>
5	Budget Transparency	<p><b>Budget and funding allocations and evaluation of shared services should be conducted with transparency and should result in benefits for all USF campuses, and their students, faculty, and staff, and in organizational efficiencies.</b></p> <p>USF budget governance practices and policies shall concurrently operate in accordance with all regulatory and legislative mandates and ensure internal transparency through diverse leadership engagement that provides USF</p>	A robust and transparent process for faculty, staff and student feedback shall drive all decisions on budgetary allocation, review and approval, restructuring of fee schedules, and implementation of shared services. The highest priorities for budgetary and administrative decisions should be accountability to all campuses, accessibility of services to students, faculty, and staff, and seamless transition across campuses.	<ol style="list-style-type: none"> <li>Ensure the university’s budget process aligns with the recommended academic structure and promotes matrixed responsibility and accountability.</li> <li>Create a mechanism for transparency in the prioritization and decision-making processes of budget initiatives that meet a certain threshold.</li> <li>To maintain the university’s commitment to affordability, examine and determine a fee structure that minimizes impact on student costs and ensures current students continue to benefit from the fee structure under which they entered USF.</li> <li>Explore and recommend the feasibility of differentiated fee structures among the three campuses recognizing that equitable fee allocation does not mean equivalent services. Consider allocating a central pool of funds towards system-wide programming.</li> </ol>

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		<p>students, faculty and staff with clear understanding of financial decision processes, fee schedules, allocation of multiple funding streams and equitable disbursement of advancement investments. USF should also consider opportunities for shared services to provide students, faculty, and staff with the supports needed to be successful on all campuses and to deliver organizational efficiencies.</p>		<ul style="list-style-type: none"> <li>e. Streamline the process for funding derived from student fees to allow for system student leadership structure to review and approve budgets while maintaining regional campus allocation processes.</li> <li>f. Create a continuous communication process/plan for prospective and current USF students and families regarding how fees are assessed (home campus flat fees v. course/tuition-based fees), applied and services rendered.</li> <li>g. Implement ongoing processes to monitor students' utilization of and satisfaction with services provided, such as conducting a student survey to determine interest in system-wide events and intramural activities to determine proper fee support and likelihood of using services located on other campuses.</li> <li>h. Proposed post-consolidation shared services should consider a menu of options: in-person/home campus access, online/virtual options, and collaborative space/resource initiatives.</li> <li>i. Engage and challenge staff to identify efficiencies and business process. Consider incentives to empower and reward staff for identifying efficiencies and implementing best practices.</li> <li>j. Encourage USF to identify opportunities for cross-training of staff and leveraging of innovative technologies to promote efficiencies across the university.</li> </ul>