

NOTES
USF Consolidation Task Force
Task Force meeting
January 29, 2019
TECO Hall – USF Tampa

Task Force Members: Mike Griffin, Chair; Alison Barlow, Anddrikk Frazier, Dr. Judy Genshaft, Dr. Karen Holbrook, Melissa Seixas, Byron Shinn, Rick Piccolo, Kayla Rykiel, Debbie Sembler, Dr. Martin Tadlock, Nicole Washington, Dr. Tonjua Williams

I. Call to Order

Chair Griffin called the meeting to order at 1:35 p.m. Chair Griffin welcomed attendees and thanked the Task Force members and staff.

II. New Business – Action Items

December 19, 2018 meeting notes were approved unanimously.

III. New Business – Information Items

a. Introduction

Michael Stallworth introduced Jim Roth, CEO of Huron, who provided opening remarks via telephone. Mr. Roth stated several consolidations are happening in higher education currently, making it an ever-changing arena. He shared that most successful consolidations are those who take a bold direction, determining new paths toward student success. He also noted it is important to have clear governance and performance expectations, which is critical to the recruiting of a president that can guide USF to AAU membership.

Mr. Roth noted it is often tempting to try to solve every problem at once in the consolidation process. But it is important to consider the temporal components of the work, with those issues that must be addressed immediately, such as single accreditation and sustaining institutional performance, and then there are long-term priorities that will require time and resources, such as expanding access to academic programs and increasing high impact research.

b. Final Deliverable Discussion

Chair Griffin turned to Michael Stallworth from Huron consulting to lead a discussion around the draft Task Force report. Mr. Stallworth noted the document looks similar in structure to the draft presented during the December 19, 2018 Task Force call, but does contain additional recommendations at the discretion of the chair.

Chair Griffin explained his rationale behind the new additions in the “university governance” section, and turned to subcommittee chair Melissa Seixas for her input and comments. Ms.

Seixas noted the subcommittee reviewed governance through the lens of transparency and collaboration, focusing on the importance of laying a ground work for the future.

Members discussed branch campus designation within the alignment of SACSCOC regulations. Concerns were raised regarding the unanswered questions around campus governance and the need to continue to enhance programs and build unique campus identities. Ms. Seixas explained that the new recommendations lay out an organizational framework, which takes it beyond a linear structure and makes it a matrixed organization, with clear accountability and responsibility.

There was further discussion regarding student access and the need for students to have a clear and direct access to faculty and staff. Nicole Washington added that the Shared Governance and Transparency subcommittee frequently mitigated any negative perceptions in regards to consolidation in order to ensure that no students, faculty, or staff felt like they were having something taken away from them in order to achieve consolidation.

Dr. Karen Holbrook addressed the document as a whole and noted that one of the new recommendations are suggested in a way that is similar to current procedures, with continuous connection across campuses. She asked that the language be stronger and suggested language such as “concurrency” in order to ensure agreement and compromise in the future.

Dr. Martin Tadlock recommended that he work with President Genshaft and Dr. Holbrook to craft amended language in this area to set the stage for the future.

Chair Griffin agreed that President Genshaft, Dr. Tadlock and Dr. Holbrook should meet to continue a dialogue around this and noted the spirit of collaboration throughout the consolidation process. President Genshaft explained the consolidation process allows for USF to break down the silos, allowing students to move throughout campuses freely. She thanked Chair Griffin for allowing her, Dr. Holbrook and Dr. Tadlock to craft new language.

Anddrikk Frazier reminded the Task Force that their charge was to focus on the “what,” not the “how.”

Chair Griffin then moved to the new additions in the “budget transparency” section around student fees. Ms. Seixas noted the importance of reviewing a differentiated fee structure but acknowledged there is more work to be done. Members discussed the aspect of student fees across campuses, especially the concern from students regarding increasing fees without increasing services.

Kayla Rykiel recommended that all resource use is tracked to show students how their fees are used.

Dr. Williams noted that this had been a very difficult process for all associated with USF, but had still been a heroic adventure. Many discussions have been tied back to the student experience, but the Task Force also must recognize faculty and staff. Often times when a large project is undertaken, culture change is required. She noted her leadership over a multi-campus

state college with the ultimate decision authority lying with the President and Board of Trustees. Furthermore, she noted change can be hard, and emotions can be high but it is important to collaborate, cooperate and be creative.

Chair Griffin asked the regional chancellors and the president to review the new language regarding student fees in addition to the governance language.

The Task Force members were asked to reflect on the process.

Nicole Washington stated that it was heartwarming to see so many people invested in USF and this process; the student success rates are something to be celebrated.

Dr. Karen Holbrook stated that she was pleased with the product and everyone's enormous effort. She liked the idea that they all worked together openly. Dr. Holbrook shared that the goal of the regional campuses is to be an asset to the university, even more so than they are now.

Debbie Sembler thanked the Task Force for the hard work and noted she was pleased with the final report.

Melissa Seixas emphasized how proud she is to be a graduate of USF and knows we will continue to move forward in this process together.

Kayla Rykiel noted she will be a proud graduate and is looking forward to seeing USF grow.

Dr. Martin Tadlock concluded that he sees so many advantages for faculty, staff, and students with consolidation, including expanding research opportunities. He shared that he is excited and positive in the direction consolidation is moving. This report reflects the hard work of hundreds of people.

Alison Barlow reflected from the first student access hearing to where the Task Force ended the process. She stated that there was an evolution in learning of the Task Force and the community by the end of the process. She highlighted that every subcommittee asked for follow up to continue the conversation as consolidation plays out.

Byron Shinn noted the importance of education the various communities and listening to various stakeholders. Mr. Shinn explained how everyone must embrace this opportunity.

Andrikk Frazier concluded that when he used to think about USF, he only thought about Tampa, but now he sees the university as a whole. He stated that when business look to come to the region, they look at workforce skills. Having those skills offered across the region is incredibly important.

Rick Piccolo noted what a wonderful experience serving on the Task Force has been and it was amazing to see the passionate engagement from various stakeholders. He noted this is just the beginning of a much longer process and asked the communities to allow the process to work.

President Genshaft thanked the Task Force for all the hard work, noting this process has been driven by the guiding principles: to expand student opportunities, to promote economic development for our communities, and to maintain Preeminence. She explained Preeminence has already made such a difference in USF's trajectory, and all USF campuses should reap the benefits. There has been an increase in admissions applications, in the research profile, in pride from alumni and in the stature across the national higher education landscape. It elevates the reputation of all of Tampa Bay. But Preeminence is just the beginning; it is not the ceiling, which helps USF move closer on the path toward AAU membership. This is an evolving process, and all the questions will not be answered in one set of recommendations. President Genshaft closed by thanking Chair Griffin for all his hard work.

IV. Adjournment

Chair Griffin concluded the meeting by asking the Task Force to stay involved in the process. He stated that he hoped their advocacy would continue, as there is still a need for additional resources to ensure consolidation is a success with more staff and faculty to be hired. He shared that he wanted to see the plan that the faculty put together be funded by the Legislature.

He thanked the CIC for their hard work and was pleased to see the faculty outreach that took place.

Meeting adjourned at 2:30 p.m.