



March 13, 2019

Mr. Ned Lautenbach
Chair, Board of Governors
State University System of Florida

Dear Chair Lautenbach,

In the spring of 2018, Governor Rick Scott signed the “Florida Excellence in Higher Education Act of 2018” into law, which required the three University of South Florida (USF) campuses to consolidate under a single accreditation. Pursuant to the law, the USF Board of Trustees (BOT) must submit an Implementation Plan and Timeline to the Board of Governors of the State University System of Florida (BOG) by March 15, 2019. Today, the USF BOT is pleased to submit the Implementation Plan and Timeline, which will provide a valuable framework for the work ahead.

From the legislatively mandated USF Consolidation Planning Study and Implementation Task Force to the consolidation implementation committees and staff who have contributed their thoughts and perspectives – this has and will continue to be a team effort, in the spirit of unity and collaboration. Toward that, the BOG has been an integral player, providing valuable feedback and guidance, allowing us to reach this important milestone. The BOT and university administration appreciate the opportunities the BOG has afforded to provide consolidation updates including several conference calls with Chancellor Criser and BOG staff, a formal update to the BOG Strategic Planning Committee in September of 2018, and an in-person meeting in Tallahassee to discuss the draft Implementation Plan and Timeline in February.

The law mandates that the Implementation Plan and Timeline address how the BOT is preparing to:

- Terminate Existing Separate Campus Accreditations and Replace with a Consolidated Institutional Accreditation
- Minimize Disruption to all USF Students
- Prepare for Data Consolidation

Consolidation offers opportunities to leverage the unique identity of each campus while continuing to provide a world-class education as one geographically-distributed university. USF remains committed

A Preeminent Research University

University of South Florida Board of Trustees

to strengthening Preeminence, optimizing Performance-Based Funding outcomes, and advancing our collective strategic priorities while continuing to serve the best interest of our students, the Tampa Bay region, and the state of Florida.

The BOG will continue to play a critical role in the success of consolidation. We have made significant progress and are looking forward to the BOG's ongoing collaboration as we move ahead with consolidation. This transparent process has invigorated the University of South Florida's commitment to greater student success, better institutional performance outcomes, more empowered faculty, improved research capacity, and greater community partnerships. The future is exciting.

Sincerely,

A handwritten signature in black ink, appearing to read 'Brian Lamb', with a long horizontal flourish extending to the right.

Brian Lamb
Chair, USF Board of Trustees

CONSOLIDATION IMPLEMENTATION PLAN & TIMELINE

// MARCH 13, 2019

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Overview and Executive Summary:

On March 11, 2018, Governor Rick Scott signed the Florida Excellence in Higher Education Act of 2018, requiring the USF System – comprised of the University of South Florida Tampa, the University of South Florida St. Petersburg and the University of South Florida Sarasota-Manatee – to consolidate under a single accreditation.

Subsection (5) of Section 1004.335, Florida Statutes, provides that:

(5) No later than March 15, 2019, the Board of Trustees of the University of South Florida, after considering the recommendations of the task force, must adopt and submit to the Board of Governors an implementation plan that:

- (a) **Establishes a timeline for each step that is necessary to terminate the separate accreditation for each campus no later than June 30, 2020**, so that there is no lapse in institutional accreditation for any campus during the phasing-out process.
- (b) **Minimizes disruption to students attending any University of South Florida campus** so that the consolidation of SACSCOC accreditation **does not impede a student's ability to graduate within 4 years** after initial first-time-in-college enrollment.
- (c) Requires that, **on or before July 1, 2020, the entirety of the University of South Florida**, including all campuses and other component units of the university, **operate under a single institutional accreditation from the SACSCOC**.
- (d) Requires that, **on each regularly scheduled submission date subsequent to July 1, 2020, the University of South Florida report consolidated data for all of the university's campuses and students** to the Integrated Postsecondary Education Data System and to the Board of Governors. The Board of Governors shall use the consolidated data for purposes of determining eligibility for funding pursuant to ss. 1001.7065 and 1001.92.

In addition to the required processes outlined in Section 1004.335, F.S., the USF Board of Trustees (BOT) wishes to highlight several additional key considerations that align with the BOT's Guiding Principles for Consolidation and the strategic priorities of the university.

SECTION I. PROCESS AND SUMMARY OF ACTIVITIES

Various groups and subject matter experts helped guide the consolidation process to ensure USF maintains its trajectory of providing world-class education as one geographically-distributed university.

USF Board of Trustees Consolidation, Accreditation and Preeminence Committee:

Within a few days of the law's passage, the BOT created a new BOT Committee: the Consolidation, Accreditation and Preeminence (CAP) Committee. The CAP Committee, comprised of Trustees Hal Mullis (Chair), Stephanie Goforth, Byron Shinn and John Ramil, was charged by the BOT Chair with overseeing the consolidation process to a successful completion.

On April 23, 2018, the CAP Committee adopted a set of guiding principles designed to guide decision-making throughout the consolidation process and beyond. The principles are outlined below:

BOT Guiding Principles for USF Consolidation

- Strengthen USF's stature as a Preeminent Research University with national and global prominence;
- Embrace a model of "One University Geographically Distributed" while preserving campus identity — guided by a transparent and collaborative process;
- Commit to "Students First," through expanding access and raising educational attainment while continuing USF's national best practice of student success and diversity;
- Establish a clear, simple and unified leadership structure by aligning accountability with authority and valuing shared governance through engaging students, faculty and staff on all campuses;
- Assure consistency of high impact research across the university through establishing centers and programs of academic excellence on each campus;
- Enhance regional economic development while avoiding unwarranted duplication of academic programs; and
- Maximize performance, service quality and operational efficiencies through optimizing the utilization of faculty talent and technology across the university.

The CAP continued to meet periodically on the following dates to review information related to consolidation, receive updates from the Consolidation Implementation Committee (CIC) and to track the ongoing progress of the external Task Force, which was created by Section 1004.335, Florida Statutes (F.S.).

CAP Meeting Dates

- April 23, 2018
- May 22, 2018
- August 27, 2018
- October 29, 2018
- February 12, 2019

In addition to holding scheduled Committee meetings, CAP Chair Hal Mullis provided an interim update to the Board of Governors (BOG) Strategic Planning Committee on September 12, 2018.

The full BOT heard an update on consolidation efforts at its December 4, 2018 meeting and held a workshop on consolidation on January 14, 2019. Finally, this plan was approved by the BOT for submission to the BOG on March 5, 2019.

The CAP committee will continue to meet over the next several months as significant milestones are reached in the process to consolidate USF's three separately accredited institutions in Tampa, St. Petersburg and Sarasota-Manatee into one unified university.

Consolidation Implementation Committee:

The President of the USF System, at the direction of the BOT CAP Committee, created an internal Consolidation Implementation Committee (CIC) to advise USF leadership on the steps and considerations it must take to consolidate the three separate USF System institution's accreditations into one singular institution accreditation on or before July 1, 2020. Co-chaired by Drs. Pritish Mukherjee and Donna Petersen, the work of the 86-member CIC has involved faculty and staff from each of the three USF campuses who are experts in their particular area of appointment. The CIC organized into the following subcommittees to best prioritize and track the necessary elements of an accreditation change request submitted to SACS.

CIC Subcommittees:

- Student Success
 - Student Support Services
 - Enrollment Planning and Management
 - Student Success
 - Student Engagement
 - Health and Wellness
 - Career Development
 - Student Involvement

Consolidation Implementation Plan & Timeline

- General Education and Curriculum Alignment
- Faculty Affairs
 - Tenure and Promotion
 - Academic Structure
 - Faculty Governance
- Research
- External Affairs
- Business and Finance

The CIC had many meetings, as well as opportunities for public comment:

- Full CIC kick-off meeting June 11, 2018
- CIC Co-Chairs meeting June 29, 2018
- CIC Co-Chairs meeting July 13, 2018
- CIC Co-Chairs meeting July 27, 2018
- USF St. Petersburg Listening Tour August 17, 2018
- CIC Co-Chairs meeting August 24, 2018
- USF Sarasota/Manatee Listening Tour August 31, 2018
- CIC Co-Chairs meeting September 7, 2018
- CIC Co-Chairs meeting September 21, 2018
- CIC Co-Chairs meeting October 5, 2018
- CIC Co-Chairs meeting October 19, 2018
- CIC Co-Chairs meeting November 2, 2018
- Full CIC meeting November 14, 2018
- CIC Co-Chairs meeting November 16, 2018
- CIC Co-Chairs meeting November 30, 2018
- Town Hall with USF Tampa Faculty December 5, 2018
- CIC Co-Chairs meeting December 14, 2018

In addition to the meetings listed above, the CIC subcommittees met weekly or bi-weekly to address their respective areas and draft considerations to be shared at the Co-Chairs meetings.

The final CIC Report and Considerations is included in Appendix A.

Consolidation Planning Study and Implementation Task Force:

The USF Consolidation Planning Study and Implementation Task Force was established into law and charged with making recommendations to the USF Board of Trustees on how to improve the student experience by phasing out the separate accreditations of each campus. The 13-member Task Force, comprised of public leaders from across the region and the state of Florida, was appointed pursuant to law and required to submit recommendations to the Board of Trustees by February 15, 2019.

After its initial meeting in April 2018, the full 13-member Task Force met monthly, either by phone or in person to discuss updates and recommendations emerging from the subcommittees.

It also held Town Halls at USF Sarasota-Manatee, USF St. Petersburg, and USF Tampa. These Town Hall meetings were well-attended. Task Force members heard input from over 100 members of the USF community and general public.

- Task Force Meeting April 25, 2018 (USF St. Petersburg)
- Task Force Call May 30, 2018
- Task Force Call June 29, 2018
- Task Force Call July 26, 2018
- Town Hall August 22, 2018 (USF Tampa)
- Task Force Meeting August 22, 2018 (USF Tampa)
- Town Hall September 11, 2018 (USF St. Petersburg)
- Task Force Call September 26, 2018
- Town Hall October 2, 2018 (USF Sarasota-Manatee)
- Task Force Meeting October 29, 2018 (USF Sarasota-Manatee)
- Task Force Call December 19, 2018
- Task Force Meeting January 23, 2019

Three subcommittees were created to address the focus areas of the Task Force as prescribed by law: Student Access, Shared Governance/Transparency, and Student Success/Academic Programs/Campus Identity. The subcommittees held 26 public meetings and reviewed nearly 1600 pages of background materials.

The final Task Force report is included in Appendix B.

Consolidation Clusters and Teams:

The CIC report, presented to USF leadership on December 19, 2018, recommended that faculty and staff across all three campuses be proactively engaged, and empowered USF leadership to make decisions necessary for submission of the SACSCOC substantive change prospectus.

In order to effectively engage stakeholders, Chief Academic Officer of the USF System, Provost Ralph Wilcox (in consultation with Regional Chancellors Martin Tadlock (USFSP) and Karen Holbrook (USFSM)) began work immediately to create Teams and Clusters in the following areas:

- Program Alignment and College Structure (including USF Libraries)
- Curriculum Consolidation – Principles and Processes
- Educational Policies, Procedures and Practices
- Academic Leadership and Performance Accountability: Roles, Reporting and Responsibility (Preeminence, PBF, AAU)
- Decision Support and Institutional Effectiveness
- Students Affairs and Student Success (Admissions, Undergraduate and Graduate Student Success)
- Faculty Governance
- Research Infrastructure and Support (Faculty Success)
- Building a Digital Ecosystem (Online and Virtual Classes)

The Teams and Clusters worked in an inclusive and timely manner to gather input and shape the CIC considerations into a concrete plan. The full report was submitted to the CIC Co-Chairs on February 12, 2019 and can be found in Appendix D.

Huron Consulting Group:

The BOT hired Huron Consulting Group to assist with the consolidation process. Huron served as the liaison between the internal CIC and external Task Force, ensuring that pertinent information was shared with each of the groups. Huron, an expert in university mergers and consolidations, provided valuable guidance to the CIC, the Task Force and the BOT.

SECTION II. THE PROCESS FOR TERMINATING EXISTING SEPARATE CAMPUS ACCREDITATIONS AND REPLACING WITH A CONSOLIDATED INSTITUTIONAL ACCREDITATION

In response to Paragraphs (a) and (c) of Subsection (5) of Section 1004.335, Florida Statutes.

- (a) **Establish a timeline for each step that is necessary to terminate the separate accreditation for each campus no later than June 30, 2020, so that there is no lapse in institutional accreditation for any campus during the phasing-out process; and**
- (c) **On or before July 1, 2020, the entirety of the University of South Florida, including all campuses and other component units of the university, operate under a single institutional accreditation from the SACSCOC.**

Background on Separate USF Campus Institutional Accreditations

In 2001, the Florida Legislature and Governor Jeb Bush created Sections 1004.33 and 1004.34, F.S., which required USF to seek and obtain separate institutional accreditation for its campuses in St. Petersburg, FL and Sarasota-Manatee, FL. In order to achieve this new mandate, USF had to grant certain budgetary and governance autonomy to those campuses to meet the minimum requirements developed by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) for separate accreditations. Florida law does not specifically call for governance autonomy for the USF regional campuses, but it was necessary to meet the standards set by SACSCOC for separate accreditation.

These autonomies included, but were not limited to: the ability to directly admit students, develop the campus' own curriculum and degree programs, manage a budget independent from the other campuses, award degrees directly to students from the new "institution" (i.e. a student earned a "USF St. Petersburg" or "USF Sarasota-Manatee" diploma as opposed to a "USF" diploma) and others. However, even though the successful achievement of separate accreditation resulted in the recognition of each campus as its own "institution" – and therefore necessitated the creation of the new "USF System" comprised of the three institutions – each of the three resultant institutions remained under the leadership of one USF System President and one USF Board of Trustees.

In essence, SACSCOC set the standards that USF had to meet and abide by in order to successfully meet the requirements of Sections 1004.33 and 1004.34, F.S., for separate institutional accreditation for each campus. Similarly, SACSCOC today will again set the standards that USF must meet in order to comply with the new Section 1004.335, F.S., to achieve SACSCOC consolidated accreditation for USF by July 1, 2020.

USF St. Petersburg (USFSP), the more mature campus at the time of the 2001 law's passage successfully achieved separate SACSCOC institutional accreditation in 2006, as an institution eligible to award up to a Master's level degree. USF Sarasota-Manatee (USFSM) successfully achieved this same level of separate institutional accreditation in 2011.

Deadline to submit requested change to SACSCOC in order to meet the requirements of Section 1004.335, F.S.

In researching the process to achieve singular accreditation no later than July 1, 2020 (as required by law), it was determined that the latest possible opportunity for SACSCOC to approve a “substantive change” request to USF’s three existing institutional accreditations is at the SACSCOC’s June 8-11, 2020 meeting. However, in order for the accrediting body to have time to review and consider such a substantive change request, **SACSCOC’s deadline to receive the completed request from the USF Board of Trustees is March 15, 2020.** The letter from SACSCOC outlining the timeline can be found in Appendix E.

The CIC and SACSCOC experts at each USF campus have determined the relevant components of a substantive change request and have focused their attention on those items to maximize the chances of a successful approval at the June 2020 SACSCOC meeting. Many of those same components are also included in the draft Task Force recommendations.

Many additional issues have been discussed and raised along the way, which – though valuable to the optimum operation of a consolidated USF after July 1, 2020, and important for workforce and R&D needs – are not material to SACSCOC’s decision to approve a consolidated institutional accreditation for USF. Many of these issues will be addressed concurrently and are likely to continue to be examined and implemented in the months and years following USF’s consolidated accreditation.

The timelines shown below are those specifically relevant to SACSCOC’s decision to award a consolidated institutional accreditation to USF at or before their June 2020 meeting.

A. The process, steps and timeline to terminate the separate institutional accreditation of each USF campus by June 30, 2020 with no lapse in accreditation.

The separate accreditations for USFSP and USFSM will automatically lapse when the SACSCOC’s Board of Trustees approves the consolidation prospectus on June 11, 2020. No separate step is required to terminate their accreditations. When the consolidation prospectus is approved, all campuses will be operating under the SACSCOC accreditation of the main campus. Consolidation of SACSCOC accreditations into one requires coordination with other regulatory and accrediting bodies. Because federal financial aid is currently administered centrally by the USF System, communication with the U.S. Education Department will be a pro forma notification.

No changes in financial aid procedures are expected. Following approval of the consolidation prospectus by the SACSCOC Board of Trustees, SACSCOC will send a letter to the U.S. Education Department notifying it that SACSCOC has approved the consolidation.

Specialized accreditors accredit programs or organizational units that are subparts of the university. Communication with specialized accreditors is coordinated by the head of the academic unit that has specialized accreditation. In some cases this will be a dean or dean’s designee. In other cases it will be a department chair or department chair’s designee. Most specialized accreditations will not be impacted by consolidation, because the accredited program or organizational unit only exists on one campus (e.g., Engineering). But in other cases (e.g., Business), programs

exist on more than one campus. In such cases, the specialized accreditor will specify the steps the program or organizational unit must take to align with the accreditor's requirements.

B. The process, steps and timeline to successfully achieve a consolidated institutional accreditation for USF by July 1, 2020.

As noted above, in order for SACSCOC to evaluate, vote on, and award consolidated institutional accreditation to USF by July 1, 2020, the USF BOT must submit a "Substantive Change Prospectus" to SACSCOC no later than the SACSCOC-set deadline for their June 2020 meeting, which is **March 15, 2020**. The Substantive Change Prospectus must outline, in detail, how the USF BOT proposes that the consolidated institution will be organized, operate and provide for the various needs of its students.

The essential elements due to the SACSCOC by March 15, 2020 include:

- A. Description & Rationale for Consolidation
 - A1. Statement of the nature and purpose of the change
 - A2. Legal authority for change
 - A3. Organizational chart for new USF
 - A4. Governing board: membership, organization and authority
 - A5. Regulations and policies: Review and update
 - A6. Administrative structure
 - A7. Degree granting authority
 - A8. Mission statement and goals (and Strategic Plan)
- B. Academic & Student Support Services
 - B1. Enrollment planning and management (Admissions and Orientation)
 - B2. Registrar and Student Records
 - B3. Student Success and Advising
 - B4. Health and Wellness (including mental health counseling)
 - B5. Career Development and Placement
 - B6. Student engagement (including student government and organizations)
 - B7. Student conduct
 - B8. Student complaint procedures
 - B9. Veterans' Services
 - B10. Student Disability Services
- C. Faculty

- C1. Faculty Resources and Workload
- C2. Faculty Roster and Qualifications
- C3. Faculty Development
- C4. Faculty Governance and Curriculum Oversight
- C5. Tenure and Promotion
- C6. Academic Leadership
- D. Educational Programs, Evaluation & Assessment
 - D1. Educational policies, procedures and practices
 - D2. General education and QEP
 - D3. Curriculum Alignment (degrees, majors, concentrations and certificates)
 - D4. Student learning outcomes
 - D5. Institutional planning and effectiveness (strategic & annual accountability plans)
 - D6. Specialized accreditations
- E. Library, Learning & Physical Resources
 - E1. Library & learning resources, staffing and services (including digital platforms)
 - E2. Facilities, equipment and research infrastructure
 - E3. Digital infrastructure
 - E4. Inter-campus transportation and campus access
 - E5. Campus locations (existing)
- F. Financial Support
 - F1. Comprehensive business plan
 - F2. Current financial audits (including financial aid)
 - F3. Statement of financial position of unrestricted net assets
 - F4. Direct support organizations (DSO) overview and financial statements
- G. Institutional Information
 - G1. History and characteristics
 - G2. Student profile
 - G3. Peer institutions
 - G4. Degree offerings
 - G5. Distance learning
 - G6. Non-credit

A timeline of each of these elements is included in the following:

USF Consolidation Implementation Planning Timeline, March 18, 2019 through November 1, 2019																	
ID	Task	Start Date	End Date	Owner	Sub Owner(s)	TF	CIC	Aligned	March	April	May	June	July	August	September	October	November
1	A. DESCRIPTION & RATIONALE FOR CONSOLIDATION	Mon 3/18/19	Fri 11/1/19														
2	A1. Statement of the nature and purpose of the change	Mon 4/1/19	Mon 4/29/19	Board of Trustees		--	--	--		█							
3	A1a. Narrative in Prospectus with reference to new Mission.	Mon 4/1/19	Mon 4/29/19		President, Exec. VP & Provost, SACSCOC Liaisons					█							
4	A2. Legal authority for change (Florida Statute): Describe in Prospectus	Mon 3/18/19	Mon 4/15/19	President		--	--	--		█							
5	A2a. Document evidence of legal authority for consolidation in Prospectus.	Mon 3/18/19	Mon 4/15/19		Office of General Counsel, SACSCOC Liaisons					█							
6	A3. Organizational chart for new USF	Mon 9/2/19	Fri 11/1/19	Board of Trustees		N/A	N/A	N/A									█
7	A3a. Diagram in Prospectus with reference to delegations of authority.	Mon 9/2/19	Fri 11/1/19		President, Regional Chancellors, Office of General Counsel												█
8	A4. Governing board; membership, organization and authority	Mon 4/1/19	Fri 11/1/19	Board of Trustees		Y	Y	✓ X		█							
9	A4a. Rosters & description of board before and after consolidation.	Mon 4/1/19	Fri 11/1/19		President, USF Board Operation's Office					█							
10	A4b. Role of current board members in the consolidation.	Mon 4/1/19	Fri 11/1/19		President, USF Board Operation's Office					█							
11	A4c. Current & proposed authority of the board.	Mon 4/1/19	Fri 11/1/19		President, USF Board Operation's Office					█							
12	A4d. Define and describe committees of the board.	Mon 4/1/19	Fri 11/1/19		President, USF Board Operation's Office					█							
13	A4e. Document current and proposed conflict of interest and board dismissal statements.	Mon 4/1/19	Fri 5/31/19		President, USF Board Operation's Office					█							
14	A4f. Describe any new foundations that will be established as a result of consolidation and the foundation's role in governance, if any.	Mon 4/1/19	Fri 5/31/19		President, Sr. VP Advancement, Sr. VP Research and Innovation					█							
15	A5. Regulations & Policies: Review & Update	Mon 3/18/19	Fri 11/1/19	President		N/A	Y	N/A		█							
16	A5a. Review all regulations and policies published by the Office of General Counsel.	Mon 3/18/19	Fri 11/1/19		Office of General Counsel					█							
17	A5b. Review all USF academic regulations, policies, and procedures and undergraduate & graduate catalogs; align and update as needed.	Mon 3/18/19	Mon 7/15/19		Exec. VP & Provost's Designee(s)					█							
18	A5c. Review all MOUs, articulation agreements and dual degree programs.	Mon 3/18/19	Fri 11/1/19		Exec. VP & Provost's Designee(s)					█							
19	A6. Administrative Structure	Thu 8/1/19	Fri 11/1/19	Board of Trustees		Y	Y	X									█
20	A6a. Describe in Prospectus any differences in administrative oversight of programs or services.	Thu 8/1/19	Fri 11/1/19		President, Regional Chancellors, SACSCOC Liaisons												█
21	A7. Degree granting authority	Mon 7/1/19	Fri 11/1/19	President		N/A	N/A	N/A									█
22	A7a. Document in Prospectus any change in degree granting authority.	Mon 7/1/19	Fri 11/1/19		Exec. VP & Provost												█
23	A8. Mission Statement and Goals (and Strategic Plan) to the BOT	Mon 3/18/19	Fri 11/1/19	Board of Trustees		N/A	Y	N/A		█							
24	A8a. Appoint Strategic Planning Steering Committee & Workgroup members.	Mon 3/18/19	Mon 4/15/19		Exec. VP & Provost					█							
25	A8b. Strategic Plan draft completed with input from varied constituencies.	Mon 3/18/19	Mon 9/16/19		Exec. VP & Provost					█							
26	A8c. Strategic Plan approved by BOT.	Mon 9/2/19	Tue 10/1/19		Board of Trustees												█
27	A8d. Strategic Plan approved by BOG.	Tue 10/1/19	Fri 11/1/19		Board of Governors												█
28	B. ACADEMIC & STUDENT SUPPORT SERVICES	Mon 3/18/19	Fri 11/1/19														
29	B1. Enrollment planning & management (Admissions & Orientation)	Mon 3/18/19	Mon 6/17/19	Exec. VP & Provost		Y	Y	✓		█							
30	B1a. Create EPM, Admissions, & Orientation administrative structure.	Mon 3/18/19	Mon 6/17/19		Exec. VP & Provost's Designee(s)					█							
31	B1b. Implement Admissions process for the new USF.	Mon 3/18/19	Mon 6/17/19		Exec. VP & Provost's Designee(s), Chief Information Officer					█							
32	B2. Registrar & Student Records	Mon 3/18/19	Fri 11/1/19	Exec. VP & Provost		N/A	Y	N/A		█							
33	B2a. Create Registrar's Office administrative structure.	Fri 5/31/19	Fri 11/1/19		Exec. VP & Provost's Designee(s)												█
34	B2b. Complete any updates needed for Banner, Degree Works and Curriculum Management Systems B2b.	Thu 5/2/19	Fri 11/1/19		Exec. VP & Provost's Designee(s), Chief Information Officer												█

● High-level Topic ● Tasks ● Subtasks

Given the complexity of this project, some tasks and timelines will need to be adjusted to meet the best interests of USF Consolidation, our students, faculty and staff.

USF Consolidation Implementation Planning Timeline, March 18, 2019 through November 1, 2019										March	April	May	June	July	August	September	October	November
ID	Task	Start Date	End Date	Owner	Sub Owner(s)	TF	CIC	Aligned										
35	B3. Student Success & Advising	Mon 3/18/19	Fri 11/1/19	Exec. VP & Provost		Y	Y	✓										
36	B3a. Create Student Success & Advising administrative structure.	Mon 3/18/19	Fri 11/1/19		Exec. VP & Provost's Designee(s)													
37	B3b. Complete any updates needed for all tools used by advisors (e.g., Archivum Insights; DegreeWorks, Civitas).	Mon 3/18/19	Fri 11/1/19		Exec. VP & Provost's Designee(s), Chief Information Officer													
38	B4. Health & Wellness (including mental health counseling)	Mon 3/18/19	Fri 11/1/19	Exec. VP & Provost		Y	Y	✓										
39	B4a. Create Student Health & Wellness administrative structure.	Mon 3/18/19	Fri 11/1/19		Exec. VP & Provost's Designee(s)													
40	B4b. Review and update as appropriate contract with New College for USF Sarasota-Manatee students.	Mon 3/18/19	Fri 11/1/19		Exec. VP & Provost's Designee(s), Office of General Counsel													
41	B5. Career Development & Placement	Mon 3/18/19	Fri 11/1/19	Exec. VP & Provost		Y	Y	✓										
42	B5a. Create Career Service administrative structure.	Mon 3/18/19	Fri 11/1/19		Exec. VP & Provost's Designee(s)													
43	B5b. Complete any updates needed for all career planning and placement tools (e.g., HandShake).	Mon 3/18/19	Fri 11/1/19		Exec. VP & Provost's Designee(s), Chief Information Officer													
44	B6. Student engagement (including student government and organizations)	Mon 3/18/19	Fri 11/1/19	Exec. VP & Provost		Y	Y	✓										
45	B6a. Engage consultant.	Wed 5/1/19	Fri 11/1/19		Exec. VP & Provost's Designee(s)													
46	B6b. Draft new constitution.	Mon 6/3/19	Mon 9/30/19		Exec. VP & Provost's Designee(s)													
47	B6c. Student referendum.	Tue 10/1/19	Fri 11/1/19		Exec. VP & Provost's Designee(s)													
48	B7. Student conduct	Mon 3/18/19	Fri 11/1/19	Exec. VP & Provost		N/A	Y	N/A										
49	B7a. Create administrative structure for judicial affairs and processes for adjudication of student conduct issues.	Mon 3/18/19	Fri 11/1/19		Exec. VP & Provost's Designee(s)													
50	B8. Student Complaint Procedures	Mon 3/18/19	Fri 11/1/19	Exec. VP & Provost		N/A	Y	N/A										
51	B8a. Review and update as necessary student complaint procedures and resolution tracking.	Mon 3/18/19	Fri 11/1/19		Exec. VP & Provost's Designee(s), College Deans, Dept. Chairs													
52	B8b. Establish system for documenting that all student complaints are processed in accordance with USF and Federal requirements.	Mon 3/18/19	Fri 11/1/19		Exec. VP & Provost's Designee(s), College Deans, Dept. Chairs													
53	B9. Veterans' Services	Mon 3/18/19	Fri 11/1/19	Exec. VP & Provost		N/A	Y	N/A										
54	B9a. Create administrative structure for Veterans' Services.	Mon 3/18/19	Fri 11/1/19		Exec. VP & Provost's Designee(s)													
55	B10. Student Disability Services	Mon 3/18/19	Fri 11/1/19	Exec. VP & Provost		N/A	Y	N/A										
56	B10a. Create administrative structure for Student Disability Services.	Mon 3/18/19	Fri 11/1/19		Exec. VP & Provost's Designee(s)													
57	C. FACULTY	Mon 3/18/19	Fri 11/1/19															
58	C1. Faculty Resources & Workload	Mon 3/18/19	Fri 11/1/19	Exec. VP & Provost		Y	Y	✓										
59	C1a. Align duplicative degree programs.	Mon 3/18/19	Mon 5/6/19		Disciplinary Curriculum Workgroups, Faculty Senates													
60	C1b. Disaggregate full-time faculty by program areas for new USF.	Mon 3/18/19	Fri 11/1/19		Office of Decision Support													
61	C1c. Develop workload tables based on Fall 2018-Spring 2019 enrollments and faculty.	Mon 3/18/19	Fri 9/13/19		Office of Decision Support													
62	C1d. Develop class size sections and class size trends, 5-years Fall tables each campus.	Mon 9/16/19	Fri 10/18/19		Office of Decision Support													
63	C1e. Determine comparison of student-to-faculty ratios with peer institutions.	Thu 8/1/19	Fri 10/18/19		Office of Decision Support													
64	C2. Faculty Roster & Qualifications	Mon 3/18/19	Fri 10/18/19	Exec. VP & Provost		N/A	N/A	N/A										
65	C2a. Integrate data in systems used to document faculty qualifications.	Mon 3/18/19	Fri 5/31/19		Office of Decision Support, Chief Information Officer													
66	C2b. Produce SACSCOC faculty qualifications roster for Fall 2018.	Mon 3/18/19	Fri 5/31/19		Office of Decision Support, Chief Information Officer													
67	C2c. Produce SACSCOC faculty qualifications roster for Spring 2019.	Mon 3/18/19	Fri 5/31/19		Office of Decision Support, Chief Information Officer													
68	C3. Faculty Development	Mon 3/18/19	Fri 11/1/19	Exec. VP & Provost		Y	Y	✓										
69	C3a. Assure faculty access to, and training in the use of, online library resources.	Mon 3/18/19	Fri 11/1/19		Librarians													

● High-level Topic ● Tasks ● Subtasks

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USF Consolidation Implementation Planning Timeline, March 18, 2019 through November 1, 2019																	
ID	Task	Start Date	End Date	Owner	Sub Owner(s)	TF	CIC	Aligned	March	April	May	June	July	August	September	October	November
70	C3b. Expand faculty professional development opportunities for online teaching.	Mon 3/18/19	Fri 11/1/19		Exec. VP & Provost's Designee(s)												
71	C3c. Standardized faculty online certification course for online teaching.	Mon 3/18/19	Fri 11/1/19		Exec. VP & Provost's Designee(s)												
72	C4. Faculty Governance & Curriculum Oversight	Mon 3/18/19	Fri 11/1/19	Exec. VP & Provost		Y	Y	✓									
73	C4a. Develop and approve Constitution and By-laws for a single unified USF Faculty Senate.	Mon 3/18/19	Fri 11/1/19		Faculty Senate, Senate Faculty Council Presidents												
74	C4b. Align duplicative degree programs.	Mon 3/18/19	Mon 5/6/19		Disciplinary Curriculum Workgroups, Faculty Senates												
75	C4c. Review and update as necessary department, school, college and faculty documents.	Mon 3/18/19	Mon 5/6/19		Dept. Chairs, College Deans, Faculty Councils/Committees												
76	C5. Tenure & Promotion	Mon 3/18/19	Mon 9/9/19	Exec. VP & Provost		N/A	Y	N/A									
77	C5a. Compile and compare T&P documents from USF-T, USF-SP, USF-SM.	Mon 3/18/19	Fri 5/10/19		Exec. VP & Provost's Designee(s), Faculty Senate Designees												
78	C5b. Identify cross-campus differences.	Mon 3/18/19	Fri 5/10/19		Exec. VP & Provost's Designee(s), Faculty Senate Designees												
79	C5c. Draft consolidated T&P document.	Mon 3/18/19	Fri 5/10/19		Exec. VP & Provost's Designee(s), Faculty Senate Designees												
80	C5d. Present draft at the March and April Senate/System Faculty Council meetings.	Mon 3/18/19	Thu 5/16/19		Faculty Senates, System Faculty Council												
81	C5e. Obtain approval from three Faculty Senates.	Mon 4/1/19	Tue 4/30/19		Faculty Senates, System Faculty Council												
82	C5f. Obtain approval from System Faculty Council.	Wed 5/1/19	Fri 5/31/19		Faculty Senates, System Faculty Council												
83	C5g. Coordinate ongoing process with Deans, other Administrators, and the United Faculty of Florida.	Mon 3/18/19	Mon 9/9/19		Exec. VP & Provost's Designee(s)												
84	C5h. Obtain approval from USF President and Executive Vice President & Provost.	Mon 6/3/19	Mon 7/1/19		President												
85	C6. Academic leadership	Mon 3/18/19	Fri 11/1/19	Board of Trustees		Y	Y	✗									
86	C6a. Resolve any differences in administrative oversight of degree programs or student services to assure equitable access for students.	Mon 3/18/19	Fri 11/1/19		Exec. VP & Provost's Designee(s), Regional Vice Chancellors												
87	D. EDUCATIONAL PROGRAMS, EVALUATION, AND ASSESSMENT	Mon 3/18/19	Fri 11/1/19														
88	D1. Educational policies, procedures & practices	Mon 3/18/19	Fri 11/1/19	Exec. VP & Provost		Y	Y	✓									
89	D1a. Apply technical updates to policies and regulations to reflect one USF.	Mon 3/18/19	Fri 11/1/19		Exec. VP & Provost's Designee(s), Office of General Counsel												
90	D1b. Make any needed substantive changes to policies, regulations and practices related to admissions and to the evaluation and awarding of academic credit for one USF.	Wed 5/1/19	Fri 11/1/19		Exec. VP & Provost's Designee(s), Office of General Counsel, Faculty Senates												
91	D1c. Review and revise Undergraduate and Graduate catalog language for consistency.	Mon 3/18/19	Sun 9/1/19		Exec. VP & Provost's Designee(s), Faculty Senate Designees												
92	D1d. Review and revise website documentation of policies, practices, & procedures for deployment 07/01/20.	Mon 9/2/19	Fri 11/1/19		Exec. VP & Provost's Designee(s)												
93	D2. General education & QEP (Prospectus Section 10 and Site Visit Documentation)	Mon 3/18/19	Fri 11/1/19	Exec. VP & Provost		Y	Y	✓									
94	D2a. USF Tampa, USF St. Petersburg, USF Sarasota-Manatee agree to use General Education model developed in USF Tampa.	Mon 3/18/19	Mon 4/1/19		Faculty Senates												
95	D2b. Assessment rubric approval.	Mon 3/18/19	Mon 4/1/19		Faculty Senate Designees												
96	D2c. Train faculty on assessment rubric.	Fri 4/19/19	Fri 7/19/19		Faculty Senate Designees, Exec. VP & Provost's Designee(s)												
97	D2d. Approve top-tier courses.	Mon 3/18/19	Fri 4/19/19		Faculty Senate Designees												
98	D2e. Proposal submissions and reviews by "one" General Education Council.	Mon 7/1/19	Fri 11/1/19		Faculty Senate Designees												
99	D2f. Determine plans for current QEPs and initiate planing for development of a QEP for the new USF.	Mon 3/18/19	Fri 11/1/19		Exec. VP & Provost's Designee(s)												
100	D3. Curriculum alignment (degrees, majors, concentrations, certificates & ALCs)	Mon 3/18/19	Fri 11/1/19	Exec. VP & Provost		Y	Y	✓									
101	D3a. Appoint ad hoc disciplinary & Faculty Senate curriculum committees.	Mon 3/18/19	Wed 3/20/19		Exec. VP & Provost's Designee(s), Faculty Senates												

● High-level Topic ● Tasks ● Subtasks

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Consolidation Implementation Plan & Timeline

USF Consolidation Implementation Planning Timeline, March 18, 2019 through November 1, 2019																	
ID	Task	Start Date	End Date	Owner	Sub Owner(s)	TF	CIC	Aligned	March	April	May	June	July	August	September	October	November
102	D3b. Ad hoc disciplinary committees complete revisions and submit proposed curricular changes to ad hoc Faculty Senate committees.	Thu 3/21/19	Fri 4/19/19		Disciplinary Curriculum Workgroups												
103	D3c. Faculty Senate Ad hoc Curriculum Committees review and approve proposed curricular changes.	Mon 4/22/19	Mon 5/6/19		Faculty Senates												
104	D3d. Prepare and submit curriculum alignment report and request for any CIP code changes to SUS of Florida Board of Governors.	Tue 5/7/19	Sun 9/15/19		CAVP Liaison												
105	D3e. Update Student Information System, DegreeWorks, Undergraduate & Graduate catalog, ODS Academic Planning; Admissions, websites, etc.	Sun 9/1/19	Fri 11/1/19		Exec. VP & Provost's Designee(s), Chief Information Officer												
106	D4. Student learning outcomes	Mon 3/18/19	Fri 11/1/19	Exec. VP & Provost		Y	Y	✓									
107	D4a. Establish procedures for systematic evaluation of instructional results.	Mon 3/18/19	Fri 11/1/19		SACSCOC Liaisons, College Deans, Dept. Chairs												
108	D4b. Establish student learning outcomes for any programs of study that will be aligned for consolidation.	Mon 3/18/19	Mon 5/6/19		Departmental Faculty												
109	D4c. Develop assessment plans for each program of study that will be aligned in the new USF.	Mon 9/2/19	Fri 11/1/19		Departmental Faculty												
110	D4d. Implement the use of one system for USF to publish Academic Learning Compacts, track assessment of student learning outcomes, and incorporate assessment results into academic program reviews.	Thu 7/11/19	Fri 11/1/19		SACSCOC Liaisons, Chief Information Officer												
111	D5. Institutional planning & effectiveness (strategic & annual accountability plans)	Mon 3/18/19	Fri 11/1/19	Exec. VP & Provost		N/A	Y	N/A									
112	D5a. Create strategic plan, including mission and goals, for consolidated USF.	Mon 3/18/19	Fri 11/1/19		Board of Trustees, Exec. VP & Provost's Designee(s)												
113	D5b. Initiate plans for the alignment of strategic plans within operational divisions and colleges to mission and goals in USF strategic plan.	Mon 8/19/19	Fri 11/1/19		President's Cabinet, Council of Deans												
114	D5c. Initiate plans for the development of annual goals and methods of assessment for each operational division.	Wed 5/1/19	Fri 11/1/19		President's Cabinet, Council of Deans, Exec. VP & Provost's Designee(s), SACSCOC Liaisons												
115	D5d. Document plans to integrate strategic planning and assessment processes to monitor and ensure quality.	Wed 5/1/19	Fri 11/1/19		Exec. VP & Provost's Designee(s), Office of Decision Support, SACSCOC Liaisons												
116	D5e. Identify system to use for documentation and approval processes for assessing overall institutional effectiveness and the means used to monitor and ensure the quality of changes related to consolidation.	Mon 4/1/19	Mon 9/30/19		Exec. VP & Provost's Designee(s), Office of Decision Support, SACSCOC Liaisons												
117	D6. Specialized accreditations	Mon 3/18/19	Mon 9/30/19	Exec. VP & Provost		N/A	N/A	N/A									
118	D6a. Identify all agencies that currently accredit any programs or organizational units in the USF System and the date of the last review by each.	Mon 3/18/19	Tue 4/30/19		SACSCOC Liaisons, Chief Information Officer												
119	D6b. Formally notify specialized accreditors of USF Consolidation and follow the individual accreditors' processes for consolidation.	Mon 4/1/19	Mon 9/30/19		College Deans, Dept. Chairs												
120	E. LIBRARY, LEARNING, & PHYSICAL RESOURCES	Mon 3/18/19	Mon 9/30/19														
121	E1. Library & Learning resources, staffing & services (including digital platforms)	Mon 3/18/19	Mon 6/3/19	Exec. VP & Provost		N/A	Y	N/A									
122	E1a. Document all library and learning resources, in general as well as specific to the program, site, or institution.	Mon 3/18/19	Mon 6/3/19		Librarians, Exec. VP & Provost's Designee(s), Regional Vice Chancellors												
123	E1b. Document the staffing and services in place to support consolidation.	Mon 3/18/19	Mon 6/3/19		Librarians, Exec. VP & Provost's Designee(s), Regional Vice Chancellors												
124	E1c. If relevant, document any reliance on other universities.	Mon 3/18/19	Mon 6/3/19		Librarians, Exec. VP & Provost's Designee(s), Regional Vice Chancellors												
125	E1d. Document how students, faculty and staff will access electronic resources, including training opportunities.	Mon 3/18/19	Mon 6/3/19		Librarians, Exec. VP & Provost's Designee(s), Regional Vice Chancellors												
126	E2. Facilities, equipment & research infrastructure	Mon 6/3/19	Wed 7/31/19	President		Y	Y	✓									

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Consolidation Implementation Plan & Timeline

USF Consolidation Implementation Planning Timeline, March 18, 2019 through November 1, 2019																	
ID	Task	Start Date	End Date	Owner	Sub Owner(s)	TF	CIC	Aligned	March	April	May	June	July	August	September	October	November
127	E2a. Document the physical facilities and equipment available and needed to support consolidation.	Mon 6/3/19	Wed 7/31/19		Chief Operating Officers, Chief Information Officer												
128	E2b. Assess the impact the consolidation will have on physical resources, facilities, and equipment.	Mon 6/3/19	Wed 7/31/19		Chief Operating Officers, Chief Information Officer												
129	E3. Digital infrastructure	Mon 6/3/19	Wed 7/31/19	Exec. VP & Provost		Y	Y	✓									
130	E3a. Identify the credit bearing educational programs (degrees, certificates and diplomas) where 50% or more of the credit hours are delivered or will be delivered through distance education.	Mon 6/3/19	Wed 7/31/19		Exec. VP & Provost's Designee(s)												
131	E3b. Describe the digital infrastructure available and any additional needed for consolidation.	Mon 6/3/19	Wed 7/31/19		Exec. VP & Provost's Designee(s), Chief Information Officer												
132	E4. Inter-campus transportation & campus access	Mon 6/3/19	Wed 7/31/19	President		Y	Y	✓									
133	E4a. Document any intercampus transportation currently available and assess transportation needs for supporting consolidation.	Mon 6/3/19	Wed 7/31/19		Exec. VP & Provost, Regional Chancellors												
134	E4b. Assess the impact the consolidation will have on physical resources, facilities, and equipment.	Mon 6/3/19	Wed 7/31/19		Exec. VP & Provost, Regional Chancellors												
135	E5. Campus locations (existing)	Mon 3/18/19	Fri 9/27/19	Exec. VP & Provost		--	--	--									
136	E5a. Identify and list all locations where 25% to 49% of credit hours toward a degree, diploma, or certificate can be obtained primarily through traditional classroom instruction.	Mon 3/18/19	Fri 9/27/19		Exec. VP & Provost's Designee(s), SACSCOC Liaisons												
137	E5b. Identify and list all locations for all entities involved in the consolidation where 50% or more of the credit hours toward a degree, diploma, or certificate can be obtained primarily through traditional classroom instruction.	Mon 3/18/19	Fri 9/27/19		Exec. VP & Provost's Designee(s), SACSCOC Liaisons												
138	F. FINANCIAL SUPPORT	Mon 3/18/19	Fri 11/1/19														
139	F1. Comprehensive business plan	Mon 3/18/19	Fri 11/1/19	Sr. VP Business & Financial Strategy		N/A	N/A	N/A									
140	F1a. Evaluate and document the financial transaction (i.e., consolidation) and the effect the transaction has on the net assets of all the institutions or entities involved.	Thu 8/1/19	Tue 10/1/19		Chief Financial Officers												
141	F1b. Identify and document the financial resources to support the consolidation, including a budget for Year 1.	Thu 8/1/19	Tue 10/1/19		Chief Financial Officers												
142	F1c. Project revenues and expenditures and cash flow for the consolidated institution in Year 1.	Thu 8/1/19	Mon 9/2/19		Chief Financial Officers												
143	F1d. Identify and document the amount of resources going to institutions or organizations for contractual or support services.	Thu 8/1/19	Tue 10/1/19		Chief Financial Officers, Office of General Counsel												
144	F1e. Identify and document the operational, management, and physical resources available for consolidation.	Thu 8/1/19	Tue 10/1/19		Chief Financial Officers												
145	F1f. Develop a contingency plan in case expected resources do not materialize or costs exceed projections.	Thu 8/1/19	Tue 10/1/19		Chief Financial Officers												
146	F1g. Provide evidence that the consolidated institution will have sound financial resources and a stable financial base to support the university's mission and the scope of its programs and services.	Mon 3/18/19	Fri 11/1/19		Chief Financial Officers												
147	F1h. Assess any impacts of consolidation on funding for existing programs and services.	Mon 3/18/19	Fri 11/1/19		Chief Financial Officers												
148	F1i. Provide documentation of adequate controls for all financial resources.	Mon 3/18/19	Fri 11/1/19		Chief Financial Officers												
149	F2. Current financial audits (including financial aid)	Mon 3/18/19	Fri 11/1/19	Sr. VP Business & Financial Strategy		N/A	N/A	N/A									
150	F2a. Obtain and provide financial audit reports and management letters for 2017-18 and 2018-19 for each institution involved in consolidation.	Tue 10/1/19	Wed 10/30/19		State Auditor, Chief Financial Officers												
151	F2b. Obtain and provide most recent financial aid audit. (Prospectus Section 9)	Tue 10/1/19	Wed 10/30/19		State Auditor, Chief Financial Officers, University Scholarships & Financial Aid Services												

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152	F2c. Obtain and provide copies of all documents/correspondence between USF and the US Dept of Education pertaining to reporting about the consolidation.	Mon 9/2/19	Tue 10/1/19		University Scholarships & Financial Aid Services, Exec. VP & Provost's Designee(s)												
153	F2d. Provide documentation of any limitations, suspensions, or termination by the U.S. Dept of Education re: student financial aid or other financial aid programs during the previous 3 years.	Mon 9/2/19	Tue 10/1/19		President, Exec. VP & Provost, University Scholarships & Financial Aid Services												
154	F3. Statement of financial position of unrestricted net assets	Mon 3/18/19	Fri 11/1/19	Sr. VP Business & Financial Strategy		N/A	N/A	N/A									
155	F3a. Develop a report of the financial position of unrestricted net assets, exclusive of plant assets and plant-related debt, which represents the change in unrestricted net assets attributable to operations for the year 2018-19.	Mon 7/1/19	Fri 11/1/19		Chief Financial Officers												
156	F3b. Document compliance with federal and state financial aid responsibilities.	Mon 3/18/19	Fri 11/1/19		Chief Financial Officers, University Scholarships & Financial Aid Services												
157	F4. Direct support organizations (DSO) overview & financial statements	Mon 3/18/19	Fri 11/1/19	President		N/A	N/A	N/A									
158	F4a. Document any impact of consolidation on current foundations.	Mon 3/18/19	Wed 5/1/19		Sr. VP Advancement, Sr. VP Research and Innovation, Sr. VP Business & Financial Strategy												
159	F4b. Describe any new foundations that will be established as a result of consolidation.	Mon 9/2/19	Fri 11/1/19		Sr. VP Advancement, Sr. VP Research and Innovation, Sr. VP Business & Financial Strategy												
160	G. INSTITUTIONAL INFORMATION	Mon 3/18/19	Fri 11/1/19														
161	G1. History & characteristics	Mon 9/2/19	Fri 10/18/19	Board of Trustees		--	--	--									
162	G1a. Document the history of the institution, describe its current mission, indicate its geographic service area, and describe the composition of the student population.	Mon 9/2/19	Fri 10/18/19		President, SACSCOC Liaisons												
163	G2. Student profile	Mon 3/18/19	Wed 6/12/19	Exec. VP & Provost		--	--	--									
164	G2a. Create a student profile (numbers, demographics, levels, full and part-time, in-state, out-of-state).	Mon 3/18/19	Wed 6/12/19		Office of Decision Support, SACSCOC Liaisons												
165	G3. Peer institutions	Mon 3/18/19	Mon 10/14/19	Board of Trustees		--	--	--									
166	G3a. Identify peer Institutions for Consolidated USF for History and Characteristics section above.	Mon 3/18/19	Mon 10/14/19		President, Exec. VP & Provost, Office of Decision Support												
167	G4. Degree offerings	Mon 8/5/19	Fri 9/27/19	Exec. VP & Provost		Y	Y	✓									
168	G4a. Develop a list all degrees currently offered (A. S., B.A., B.S., M.A., Ph.D., for examples) and the majors or concentrations within those degrees, as well as all certificates and diplomas.	Mon 8/5/19	Fri 9/27/19		CAVP Liaison, Office of Decision Support												
169	G4b. Develop a list all inactive degrees by discipline, level, certificates, number of hours.	Mon 8/5/19	Fri 9/27/19		CAVP Liaison, Office of Decision Support												
170	G5. Distance learning	Mon 4/1/19	Fri 5/31/19	Exec. VP & Provost		Y	Y	✓									
171	G5a. Identify the credit bearing educational programs (degrees, certificates and diplomas) where 50% or more of the credit hours are delivered or will be delivered through distance education.	Mon 4/1/19	Fri 5/31/19		Exec. VP & Provost's Designee(s)												
172	G6. Non credit	Mon 4/1/19	Fri 5/31/19	Exec. VP & Provost		N/A	N/A	N/A									
173	G6a. Identify and list all credit, non-credit, and pathways English as a Second Language (ESL) programs offered at the institution.	Mon 4/1/19	Fri 5/31/19		Exec. VP & Provost's Designee(s)												

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SECTION III. MINIMIZING DISRUPTION TO USF STUDENTS

In response to Paragraph (b) of Subsection (5) of Section 1004.335, Florida Statutes.

- (b) **The plan must minimize disruption to students attending any University of South Florida campus so that the consolidation of SACSCOC accreditation does not impede a student's ability to graduate within 4 years after initial first-time-in-college enrollment.**

We are already working as a consolidated university in the best interests of students so that their academic progress and, in particular, their ability to graduate in four years is not impeded by consolidation. Specifically, this is being enabled by a Student Success Committee with representation from all three campuses that was formed in October 2018 to coordinate and standardize all student success initiatives. Persistence and graduation rate efforts have been standardized with the formation of persistence committees using consistent predictive analytics practices. Additionally, the successful Finish-in-Four campaign and scholarship has been extended to all three campuses.

To assure that there are no impediments to a student's ability to graduate within 4 years after initial first-time-in-college enrollment, each degree program must have a sufficient number of qualified faculty to ensure the quality and integrity of each academic program (SACSCOC Principle 6.2b), with responsibility for program coordination appropriately assigned (SACSCOC Principle 6.2c). Oversight of faculty qualifications and sufficiency in a singularly accredited institution with multiple campuses requires coordination of Academic Affairs. The USF BOT is cognizant of the need for an organizational structure that will allow the academic administrator responsible for each degree program to match faculty credentials, expertise, and full-time status with curricular requirements and student enrollment demand, regardless of campus offering a course, so that students may progress seamlessly through their programs of study in the consolidated institution.

SECTION IV. PREPARING FOR DATA CONSOLIDATION

In response to Paragraph (d) of Subsection (5) of Section 1004.335, Florida Statutes.

- (d) **The plan must provide that, on each regularly scheduled submission date subsequent to July 1, 2020, the University of South Florida report consolidated data for all of the university's campuses and students to the Integrated Postsecondary Education Data System and to the Board of Governors.**

Consolidated Data Reporting to IPEDS and BOG

In August 2020, one month prior to the beginning of the 2020-21 IPEDS Data Collection schedule, the USF Office of Decision Support will communicate with IPEDS/NCES who will make the requisite changes of submitting under one IPEDS ID.

The USF System already submits System-level data to the BOG through the annual Accountability Plan. Therefore, our efforts will be concentrated on necessary IPEDS changes.

SECTION V. IMPORTANT CONSIDERATIONS FOR THE BOT, BOG AND OTHER CONSOLIDATION STAKEHOLDERS

Elevating USF Student Access and Success through Consolidation:

While the law requires this plan to ensure that the consolidation process does not impede current students on their path to timely graduation (see Section III of this document), the BOT wishes to also briefly highlight the immeasurable benefits that successful consolidation will provide to future USF students. Students will have access to a much broader array of degree programs by discipline, level, mode of delivery and location. Strengthening partnerships with local corporations, not-for-profits, educational organizations and government entities will enhance academic offerings to better meet local workforce needs, as well as create more high-paying job opportunities for graduates. Students will also benefit from shared best practices in access and student success from across the three campuses. And, for the first time ever, all graduates from USF, regardless of the campus on which they received their primary instruction, will graduate with a degree from a Preeminent State Research University that is ranked in the Top 25 public research universities by the National Science Foundation.

Access to new degree programs is a considerable added benefit of consolidation; however, the BOT is committed to simultaneously improve upon USF's already nationally-acclaimed record of access and success for students from traditionally underrepresented backgrounds. USF has consistently been lauded as a national model for its success in providing access to – and timely graduation from – a Preeminent university education for students of all backgrounds. USF has eliminated the graduation gap between students regardless of race, ethnicity or family income. This accomplishment is an immense source of pride for the entire USF community and is clearly a competitive differentiator for USF among its peer research institutions nationwide. The BOT has expressed a clear intention to become the institution of choice for high-achieving students of all backgrounds, where they will continue to see access, support, inclusion, timely graduation and high-paying job opportunities. Consolidation presents a unique opportunity to improve upon USF's already well-known record of student access and success. Initiatives such as the FUSE program will take on added emphasis as USF strives to further diversify its student profile while also continuing to shatter national norms for achievement by all of its students. These efforts will be designed around the BOT's guiding principle for consolidation to “commit to students first through expanding access and raising educational attainment while continuing USF's national best practice of student success and diversity.”

Strengthening USF's Stature as a Preeminent State Research University:

Consolidation also offers the opportunity to strengthen USF's stature and designation as “Preeminent.” Currently, only USF Tampa meets the benchmarks set in law to achieve this designation. Therefore, only USF Tampa students,

graduates and faculty share in the designation's benefits, prestige and financial rewards. Post-consolidation, students and graduates educated across all three USF campuses will attend and graduate from a Preeminent State Research University.

However, it is critical to note that Florida Statutes Section 1001.7065 provides that an institution may only be designated "Preeminent" and share in any newly appropriated funding for the program each year if the institution "annually meets at least 11 of the 12 academic and research excellence standards" in law. While, USF Tampa achieved the designation by meeting 11 of the 12 standards for the first time in 2018, it is not guaranteed that the designation will be retained if a consolidated USF fails to meet at least 11 standards in any future year.

Recognizing the potentially detrimental reputational and financial impacts associated with failing to remain Preeminent, the USF BOT set its No. 1 guiding principle for consolidation the retention of, and strengthening of, USF's stature as Preeminent. In essence, the BOT views any loss of the Preeminent State Research University designation as an unacceptable outcome. This was the same view of the Task Force, the CIC and the many supporters of consolidation in the Legislature who recognize the benefits of a Preeminent USF for all students and faculty, regardless of campus.

The BOT receives regular updates on the progress of each USF campus towards meeting performance-based funding (PBF) metrics and Preeminence benchmarks (where applicable). Although USF Tampa is presently evaluated separately for Preeminent performance (based on its separate IPEDS data), the BOG requires the USF System to compete in PBF metrics as if it was already one consolidated university. So, the BOT has ample experience in evaluating, measuring and reporting data on PBF for individual USF institutions, as well as a combined USF System.

Although no combined IPEDS data exists for the USF System today, the BOT can project that as a consolidated USF, the most high-risk areas for falling short on Preeminence standards are found in meeting the following Preeminence standards [from Section 1001.7065(2), F.S.]:

- (a) An average weighted grade point average of 4.0 or higher on a 4.0 scale and an average SAT score of ...1200 or higher on a 1600-point scale for fall semester incoming freshmen, as reported annually;
- (b) A top-50 ranking on at least two well-known and highly respected national public university rankings, including, but not limited to, the U.S. News and World Report rankings, reflecting national Preeminence, using most recent rankings;
- (c) A freshman retention rate of 90 percent or higher for full-time, first-time-in-college students, as reported annually to the Integrated Postsecondary Education Data System (IPEDS);
- (d) A 4-year graduation rate of 60 percent or higher for full-time, first-time-in-college students, as reported annually to the IPEDS; and
- (l) An endowment of \$500 million or more, as reported in the Board of Governors Annual Accountability Report.

The remaining seven Preeminence standards will either be unaffected by, or slightly improved by, consolidation accreditation. In each of those seven standards, the current performance of USF Tampa already greatly exceeds the Preeminence benchmarks so the risk of falling short is very low.

Neither USF Tampa, nor the USF System, currently meets metric (I), the \$500 million endowment threshold. This is noteworthy because until this endowment threshold is met, USF has no room for error on meeting any of the other 11 Preeminence metrics to remain designated as Preeminent. The current USF System endowment is valued at approximately \$480 million, but our ability to meet and sustain an endowment value of over \$500 million is highly dependent on external factors, such as market performance.

Both USF Tampa and the combined USF System meet the standards for metric (a) , regarding average high school GPA and SAT scores of incoming freshmen. However, the current USF System freshmen GPA profile is only slightly above the required 4.0 standard, even though USF Tampa's performance exceeds a 4.1 average GPA. This metric requires significant ongoing monitoring, as well as the implementation of uniform FTIC admission standards across all three campuses – an effort already underway in anticipation of consolidation.

USF Tampa currently exceeds the threshold for metric (b) by being ranked as a Top 50 Public University in four highly respected publications approved by the BOG. However, there is no guarantee that each of those four publications will automatically substitute USF Tampa's current Top 50 national public ranking with a consolidated USF. We remain cautiously confident that a consolidated USF can maintain a Top 50 public ranking in more than the minimum two publications, but performance across the USF System must continue to improve now and into the consolidated future.

The BOT remains most focused on continued improvement in performance in two key student success Preeminence metrics that also double as PBF metrics: the FTIC 4-year graduation rate; and the freshman-to-sophomore year retention rate (known as Academic Progress Rate, or APR, for PBF). The BOT can project that although USF Tampa already meets the required Preeminence standards of a 60 percent 4-year graduation rate and a 90 percent freshmen retention rate, the performance of the USF System (including USFSP's and USFSM's performance) falls just short of the standards in these two critical areas.

Falling short in these two measures – graduation and retention rates – would represent the greatest potential risk to a consolidated USF earning Preeminence. Consequently, the BOT will be redoubling its focus on each campus performing at a Preeminent level. This tenet will be at the core of any decisions the BOT makes during and following the consolidation process to ensure the Preeminent designation is retained, strengthened and enjoyed by all students, faculty and alumni of a consolidated USF. Strategies to achieve this goal are found throughout this implementation plan and timeline, as directed by the BOT's No. 1 Guiding Principle for Consolidation.

The Financial Health of a Consolidated USF and the Need for Additional Resources:

The BOT and Task Force have made clear that in order to capitalize on the advantages of USF's consolidation, additional investment will be required. Expanding STEM and other degree offerings, increasing research capacity and productivity, and offering expanded doctoral programs will all require new resources. This can be achieved through a combination of direct operational support appropriations to each of the campuses, additional investment in the Preeminent State Research Universities program, the World Class Scholars and Graduate Excellence programs, Performance-based Funding, PECO and other sources.

The USF System submitted a Legislative Budget Request (LBR) to the BOG for Fiscal Year (FY) 2019-2020 for \$20 million in new recurring funding to be shared equally by USF Tampa, USFSP, USFSM and USF Health. These funds would be used to hire at least 100 faculty members, who could help to immediately increase degree offerings and research capacity across a consolidated USF.

The financial health of the institution will remain at the forefront of all decisions made by the BOT throughout the consolidation process and beyond. While consolidation will bring about numerous examples of long-term efficiencies (which will be reinvested in the institution and student success efforts), the costs associated with a significant expansion of academic programs and research capacity, as currently contemplated, will far exceed those cost savings in the short-term. The programmatic and research expansions envisioned for a consolidated USF will require additional funding. It would be difficult – if not impossible – to achieve our goals in the face of any significant base budget reductions to the current operating budget.

The BOT and University administration are developing a multi-year strategy aligned with this plan to engage the Tampa Bay Area Legislative Delegation around the potential benefits for the entire region achieved through the successful consolidation of USF. The strategy will clearly outline the positive benefits of consolidation at each campus, provided that additional state investment is received to make these plans a reality. Positioning each of the campuses for growth in academic offerings, research and development, Preeminence and greater student success through consolidation requires new resources. The members of the delegation will clearly understand how the consolidation efforts directly impact their local communities and the region as a whole, as well as the role that each of them can play in making these plans a success.

Administrative Structure of a Consolidated USF and Distributed Excellence:

Of all the issues contemplated during the consolidation process, one that has garnered significant discussion has been the future administrative structure of a consolidated USF. This is certainly a critical issue that requires additional input and study prior to submitting a Substantive Change Prospectus to SACSCOC. Throughout the process, the BOT has been and will remain committed to creating a structure that best serves the needs of all USF students and faculty across all campuses – now and into the future.

A strong community desire has been expressed for USFSP and USFSM to be branch campuses of the consolidated USF. During the February 12, 2018 CAP Committee meeting, the President and the BOT expressly stated their support for USFSP and USFSM as branch campuses and this implementation plan contemplates the best way to move forward under that structural approach. Important determinations are still under review, including the level of authority on each campus of a Preeminent and consolidated USF. Authority, accountability and performance will be inexorably linked under any administrative model that is ultimately proposed in the SACSCOC Substantive Change Prospectus. Careful consideration and analysis of how faculty at all campuses can optimally carry out their teaching, research and service mission will be a critical component of the model's development. Over the next few months, the BOT will be engaged in conversations with the BOG, the Legislature, Governor and other stakeholders to design an administrative structure that serves all USF students and faculty, meets local workforce needs, and ensures accountable and Preeminent performance across all campuses.

Central to the BOT's discussion around administrative structures will be how USF can build competitive advantages by clearly creating distinguishing characteristics for each of the University's campuses. A consolidated USF brand will shine through in each campus, but the unique identity and distinguishing characteristics of each campus will provide the consolidated USF with a competitive advantage over national and international peers. This can be accomplished by ensuring that each campus, and by extension its host city or community, is internationally recognized as a leader in at least one emerging field for the 21st Century. This distributed model of centers of excellence at all campuses best serves the Tampa Bay region, the state of Florida and the USF brand moving forward, and directly tracks the BOT's guiding principles for consolidation.

Optimism for a Bright Future under a Consolidated USF:

The BOT would like to express its sincere appreciation to the members of the Task Force, the CIC and many others who have spent countless hours planning for accreditation consolidation. This implementation plan demonstrates that in the vast majority of areas that must be addressed for consolidation, there is widespread agreement by all the stakeholders about the best course forward. (A crosswalk of the various areas of agreement between the Task Force and the CIC is included in Appendix C of this plan, which clearly shows significant alignment between those groups' recommendations.)

Additionally, throughout the process, both internal and external stakeholders have put forth tremendous new ideas to strengthen the institution through consolidation. The process has invigorated the institution's commitment to greater student success, better institutional performance outcomes, more empowered faculty, improved research capacity, and greater community partnerships to better serve the Tampa Bay region and the State of Florida. While achieving consolidation according to the timeline prescribed in law is an enormous undertaking, the BOT is optimistic about the prospects for greater success for all of USF under this new organizational model.