ID	Task	Reference Prospectus	Start Date	End Date	% Complete	Mar '19	Apr '19	May '19	Jun '19	Jul '19	Aug '19	Sep '19	Oct '19	Nov '19	Dec '19	Jan '20	F
0	**Consolidation Implementation Plan v2.0**		**3/18/19**	**7/1/20**	**45%**												
1	**A. DESCRIPTION & RATIONALE FOR CONSOLIDATION**		**3/18/19**	**12/4/19**	**71%**												
2	**A1. Statement of the nature and purpose of the change**		**4/1/19**	**12/3/19**	**50%**												
3	A1a. Narrative in Prospectus with reference to new Mission.	2a	4/1/19	12/3/19	50%												
4	**A2. Legal authority for change (Florida Statute): Describe in Prospectus**		**3/18/19**	**5/10/19**	**100%**												
5	A2a. Document evidence of legal authority for consolidation in Prospectus.	2c	3/18/19	5/10/19	100%												
6	**A3. Organizational chart for new USF**		**9/2/19**	**11/1/19**	**0%**												
7	A3a. Diagram in Prospectus with reference to delegations of authority.	4b	9/2/19	11/1/19	0%												
8	**A4. Governing board; membership, organization and authority**		**4/1/19**	**11/1/19**	**78%**												
9	A4a. Rosters & description of board before and after consolidation.	4c and 4d	4/1/19	11/1/19	75%												
10	A4b. Role of current board members in the consolidation.	4g	4/1/19	11/1/19	75%												
11	A4c. Current & proposed authority of the board.	4e	4/1/19	11/1/19	75%												
12	A4d. Define and describe committees of the board.	4f	4/1/19	11/1/19	75%												
13	A4e. Document current and proposed conflict of interest and board dismissal statements.	4h	4/1/19	5/31/19	100%												
14	A4f. Describe any new foundations that will be established as a result of consolidation and the foundation's role in governance, if any.	4j	4/1/19	5/31/19	100%												
15	**A5. Regulations & Policies: Review & Update**		**3/18/19**	**11/1/19**	**100%**												
16	*A5a. MOVED TO POST PROSPECTUS TIMELINE - Review all regulations and policies published by the Office of General Counsel.*		3/18/19	3/19/19	100%												
17	A5b. Review all USF academic regulations, policies, and procedures and undergraduate & graduate catalogs; align and update as needed.		3/18/19	7/15/19	100%												
18	*A5c. MOVED TO POST PROSPECTUS TIMELINE - Review all MOUs, articulation agreements and dual degree programs.*		3/18/19	3/19/19	100%												
19	**A6. Administrative Structure**		**8/1/19**	**11/1/19**	**0%**												
20	A6a. Describe in Prospectus any differences in administrative oversight of programs or services.		8/1/19	11/1/19	0%												
21	**A7. Degree granting authority**		**7/1/19**	**11/1/19**	**100%**												
22	A7a. Document in Prospectus any change in degree granting authority.	4a	7/1/19	11/1/19	100%												
23	**A8. Mission Statement and Goals to the BOT**		**5/1/19**	**12/4/19**	**100%**												

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24	A8a. MOVED TO POST PROSPECTUS TIMELINE - Appoint Strategic Planning Steering Committee & Workgroup members.		7/1/19	7/2/19	100%												
25	A8b. MOVED TO POST PROSPECTUS TIMELINE - Strategic Plan draft completed with input from varied constituencies.		8/12/19	8/13/19	100%												
26	A8c. MOVED TO POST PROSPECTUS TIMELINE - Strategic Plan approved by BOT.		10/29/19	10/30/19	100%												
27	A8d. MOVED TO POST PROSPECTUS TIMELINE - Strategic Plan submitted to BOG for 01/20 review.		12/3/19	12/4/19	100%												
28	**B. ACADEMIC & STUDENT SUPPORT SERVICES**		**3/18/19**	**11/4/19**	**38%**												
29	**B1. Enrollment planning & management (Admissions & Orientation)**		**3/18/19**	**6/17/19**	**100%**												
30	B1a. Create EPM, Admissions, & Orientation administrative structure.		3/18/19	6/17/19	100%												
31	B1b. Implement Admissions process for the new USF.		3/18/19	6/17/19	100%												
32	**B2. Registrar & Student Records**		**3/18/19**	**11/4/19**	**51%**												
33	B2a. Create Registrar's Office administrative structure.		5/31/19	11/1/19	50%												
34	B2b. MOVED TO POST PROSPECTUS TIMELINE - Complete any updates needed for Banner, Degree Works and Curriculum Management Systems.		5/2/19	5/3/19	100%												
35	**B3. Student Success & Advising**		**3/18/19**	**11/1/19**	**51%**												
36	B3a. Create Student Success & Advising administrative structure.		3/18/19	11/1/19	50%												
37	B3b. MOVED TO POST PROSPECTUS TIMELINE - Complete any updates needed for all tools used by advisors (e.g., Archivum Insights; DegreeWorks, Civitas).		3/18/19	3/19/19	100%												
38	**B4. Health & Wellness (including mental health counseling)**		**3/18/19**	**11/1/19**	**51%**												
39	B4a. Create Student Health & Wellness administrative structure.		3/18/19	11/1/19	50%												
40	B4b. MOVED TO POST PROSPECTUS TIMELINE - Review and update as appropriate contract with New College for USF Sarasota-Manatee students.		3/18/19	3/19/19	100%												
41	**B5. Career Development & Placement**		**3/18/19**	**11/1/19**	**51%**												
42	B5a. Create Career Service administrative structure.		3/18/19	11/1/19	50%												
43	B5b. MOVED TO POST PROSPECTUS TIMELINE - Complete any updates needed for all career planning and placement tools (e.g., HandShake).		3/18/19	3/19/19	100%												
44	**B6. Student engagement (including student government and organizations)**		**3/18/19**	**11/1/19**	**0%**												
45	B6a. Engage consultant.		5/1/19	11/1/19	0%												
46	B6b. Draft new constitution.		6/3/19	9/30/19	0%												
47	6Bc. Student referendum.		10/1/19	11/1/19	0%												
48	**B7. Student conduct**		**3/18/19**	**11/1/19**	**50%**												
49	B7a. Create administrative structure for judicial affairs and processes for adjudication of student conduct issues.		3/18/19	11/1/19	50%												
50	**B8. Student Complaint Procedures**		**3/18/19**	**11/1/19**	**0%**												

ID	Task	Reference Prospectus	Start Date	End Date	% Complete
51	B8a. Review and update as necessary student complaint procedures and resolution tracking.		3/18/19	11/1/19	0%
52	B8b. Establish system for documenting that all student complaints are processed in accordance with USF and Federal requirements.		3/18/19	11/1/19	0%
53	**B9. Veterans' Services**		**3/18/19**	**11/1/19**	**50%**
54	B9a. Create administrative structure for Veterans' Services.		3/18/19	11/1/19	50%
55	**B10. Student Disability Services**		**3/18/19**	**11/1/19**	**50%**
56	B10a. Create administrative structure for Student Disability Services.		3/18/19	11/1/19	50%
57	**C. FACULTY**		**3/18/19**	**11/1/19**	**46%**
58	**C1. Faculty Resources & Workload**		**3/18/19**	**11/1/19**	**60%**
59	C1a. Align duplicative degree programs including majors, concentrations and certificates.	5a	3/18/19	5/6/19	80%
60	C1b. Disaggregate full-time faculty by program areas for new USF.		3/18/19	11/1/19	25%
61	C1c. Develop workload tables based on Fall 2018-Spring 2019 enrollments and faculty.		3/18/19	9/13/19	90%
62	C1d. Develop class size sections and class size trends, 5-years Fall tables each campus.		9/16/19	10/18/19	75%
63	C1e. Determine comparison of student-to-faculty ratios with peer institutions.		8/1/19	10/18/19	75%
64	**C2. REQUIREMENT ELIMINATED - Faculty Roster & Qualifications**		**3/18/19**	**3/27/19**	**100%**
65	*C2a. REQUIREMENT ELIMINATED - Integrate data in systems used to document faculty qualifications.*		3/25/19	3/27/19	100%
66	*C2b. REQUIREMENT ELIMINATED - Produce SACSCOC faculty qualifications roster for Fall 2018.*		3/25/19	3/27/19	100%
67	*C2c. REQUIREMENT ELIMINATED - Produce SACSCOC faculty qualifications roster for Spring 2019.*		3/25/19	3/27/19	100%
68	**C3. Faculty Development**		**3/18/19**	**11/1/19**	**30%**
69	C3a. Assure faculty access to, and training in the use of, online library resources.		3/18/19	11/1/19	90%
70	C3b. Expand faculty professional development opportunities for online teaching.		3/18/19	11/1/19	0%
71	C3c. Standardized faculty online certification course for online teaching.		3/18/19	11/1/19	0%
72	**C4. Faculty Governance & Curriculum Oversight**		**3/18/19**	**11/1/19**	**14%**
73	C4a. Develop and approve Constitution and By-laws for a single unified USF Faculty Senate.		3/18/19	11/1/19	10%
74	C4b. Approve curriculum for duplicative degree programs.		3/18/19	5/6/19	100%
75	C4c. Begin review and update as necessary department, school, college and faculty governance documents.		3/18/19	11/1/19	0%
76	**C5. Tenure & Promotion**		**3/18/19**	**9/9/19**	**100%**

ID	Task	Reference Prospectus	Start Date	End Date	% Complete	Timeline
77	C5a. Compile and compare T&P documents from USF-T, USF-SP, USF-SM.		3/18/19	5/10/19	100%	
78	C5b. Identify cross-campus differences.		3/18/19	5/10/19	100%	
79	C5c. Draft consolidated T&P document.		3/18/19	5/10/19	100%	
80	C5d. Present draft at the March and April Senate/System Faculty Council meetings.		3/18/19	5/16/19	100%	
81	C5e. Obtain approval from three Faculty Senates.		4/1/19	4/30/19	100%	
82	C5f. Obtain approval from System Faculty Council.		5/1/19	5/31/19	100%	
83	C5g. Coordinate ongoing process with Deans, other Administrators, and the United Faculty of Florida.		3/18/19	9/9/19	100%	
84	C5h. Obtain approval from USF President and Executive Vice President & Provost.		6/3/19	7/1/19	100%	
85	**C6. Academic leadership**		**3/18/19**	**11/1/19**	**10%**	
86	C6a. Resolve any differences in administrative oversight of degree programs or student services to assure equitable access for students.		3/18/19	11/1/19	10%	
87	**D. EDUCATIONAL PROGRAMS, EVALUATION, AND ASSESSMENT**		**3/18/19**	**11/1/19**	**53%**	
88	**D1. Educational policies, procedures & practices**		**3/18/19**	**11/1/19**	**75%**	
89	D1a. Apply technical updates to policies and regulations to reflect one USF.		3/18/19	11/1/19	75%	
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.		5/1/19	11/1/19	75%	
91	D1c. Review and revise Undergraduate and Graduate catalog language for consistency.		3/18/19	9/1/19	75%	
92	D1d. MOVED TO POST PROSPECTUS TIMELINE - Review and revise website documentation of policies, practices, & procedures for deployment 07/01/20.		9/2/19	9/3/19	100%	
93	**D2. General education & QEP (Prospectus Section 10 and Site Visit Documentation)**		**3/18/19**	**11/1/19**	**54%**	
94	D2a. USF Tampa, USF St. Petersburg, USF Sarasota-Manatee agree to use General Education model developed in USF Tampa.		3/18/19	4/1/19	100%	
95	D2b. Assessment rubric approval.		3/18/19	4/1/19	100%	
96	D2c. Train faculty on assessment rubric.		4/19/19	7/19/19	100%	
97	D2d. Approve top-tier courses.		3/18/19	4/19/19	100%	

ID	Task	Reference Prospectus	Start Date	End Date	% Complete
98	D2e. Proposal submissions and reviews by "one" General Education Council.		7/1/19	11/1/19	50%
99	D2f. Determine plans for current QEPs and initiate planing for development of a QEP for the new USF.		3/18/19	11/1/19	25%
100	**D3. Curriculum alignment (degrees, majors, concentrations, certificates & ALCs)**		**3/18/19**	**11/1/19**	**82%**
101	D3a. Appoint ad hoc disciplinary & Faculty Senate curriculum committees.		3/18/19	3/20/19	100%
102	D3b. Ad hoc disciplinary committees complete revisions and submit proposed curricular changes to ad hoc Faculty Senate committees.		3/21/19	4/19/19	100%
103	D3c. Faculty Senate Ad hoc Curriculum Committees review and approve proposed curricular changes.		4/22/19	5/6/19	100%
104	D3d. Prepare and submit curriculum alignment report and request for any CIP code changes to SUS of Florida Board of Governors.		5/7/19	9/15/19	75%
105	*D3e. MOVED TO POST PROSPECTUS TIMELINE - Update Student Information System, DegreeWorks, Undergraduate & Graduate catalog, ODS Academic Planning; Admissions, websites, etc.*		9/1/19	9/2/19	100%
106	**D4. Student learning outcomes**		**3/18/19**	**11/1/19**	**11%**
107	D4a. Establish procedures for systematic evaluation of instructional results.	10b	3/18/19	11/1/19	0%
108	D4b. Establish student learning outcomes for any programs of study that will be aligned for consolidation.		3/18/19	5/6/19	100%
109	D4c. Develop assessment plans for each program of study that will be aligned in the new USF.		9/2/19	11/1/19	0%
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.		7/11/19	11/1/19	0%
111	**D5. Institutional planning & effectiveness (strategic & annual accountability plans**		**3/18/19**	**11/1/19**	**63%**
112	D5a. Identify mission and goals for consolidated USF.		8/12/19	9/10/19	0%
113	D5b. Initiate plans for the alignment of mission and goals within operational divisions and colleges to mission and goals of consolidated USF.		8/19/19	11/1/19	0%
114	D5c. Initiate plans for the development of annual goals and methods of assessment for each operational division.		5/1/19	11/1/19	25%
115	*D5d. MOVED TO POST PROSPECTUS TIMELINE - Document plans to integrate strategic planning and assessment processes to monitor and ensure quality.*		5/1/19	11/1/19	100%
116	*D5e. MOVED TO POST PROSPECTUS TIMELINE - 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.*	10a	4/1/19	9/30/19	100%

ID	Task	Reference Prospectus	Start Date	End Date	% Complete	
117	**D6. Specialized accreditations**		**3/18/19**	**9/30/19**	**26%**	
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.		3/18/19	4/30/19	90%	
119	D6b. Formally notify specialized accreditors of USF Consolidation and follow the individual accreditors' processes for consolidation.		4/1/19	9/30/19	10%	
120	**E. LIBRARY, LEARNING, & PHYSICAL RESOURCES**		**3/18/19**	**9/30/19**	**52%**	
121	**E1. Library & Learning resources, staffing & services (including digital platforms)**		**3/18/19**	**6/3/19**	**85%**	
122	E1a. Document all library and learning resources, in general as well as specific to the program, site, or institution.	6a	3/18/19	6/3/19	100%	
123	E1b. Document the staffing and services in place to support consolidation.	6b	3/18/19	6/3/19	90%	
124	E1c. If relevant, document any reliance on other universities.	6c	3/18/19	6/3/19	50%	
125	E1d. Documen how students, faculty and staff will access electronic resources, including training opportunities.	6d	3/18/19	6/3/19	100%	
126	**E2. Facilities, equipment & research infrastructure**		**6/3/19**	**9/27/19**	**50%**	
127	E2a. Document the physical resources, facilities, and equipment available and needed to support consolidation.		6/3/19	9/27/19	50%	
128	E2b. Assess the impact the consolidation will have on physical resources, facilities, and equipment.		6/3/19	9/27/19	50%	
129	**E3. Digital infrastructure**		**6/3/19**	**7/31/19**	**50%**	
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.		6/3/19	7/31/19	75%	
131	E3b. Describe the digital infrastructure available and any additional needed for consolidation.		6/3/19	7/31/19	25%	
132	**E4. Inter-campus transportation & campus access**		**6/3/19**	**9/27/19**	**38%**	
133	E4a. Document any intercampus transportation currently available and assess transportation needs for supporting consolidation.		6/3/19	9/27/19	0%	
134	E4b. Assess the impact the consolidation will have on physical resources, facilities, and equipment.		6/3/19	9/27/19	75%	
135	**E5. Campus locations (existing)**		**3/18/19**	**9/27/19**	**38%**	

ID	Task	Reference Prospectus	Start Date	End Date	% Complete	
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.	3	3/18/19	9/27/19	25%	
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.		3/18/19	9/27/19	50%	
138	**F. FINANCIAL SUPPORT**		**3/18/19**	**11/1/19**	**13%**	
139	**F1.Comprehensive business plan**		**3/18/19**	**11/1/19**	**5%**	
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.	9a	8/1/19	10/1/19	0%	
141	F1b. Identify and document the financial resources to support the consolidation, including a budget for Year 1.	9b	8/1/19	10/1/19	0%	
142	F1c. Project revenues and expenditures and cash flow for the consolidated institution in Year 1.	9c	8/1/19	9/2/19	0%	
143	F1d. Identify and document the amount of resources going to institutions or organizations for contractual or support services.	9d	8/1/19	10/1/19	0%	
144	F1e. Identify and document the operational, management, and physical resources available for consolidation.	9e	8/1/19	10/1/19	50%	
145	F1f. Develop a contingency plan in case expected resources do not materialize or costs exceed projections.	9f	8/1/19	10/1/19	0%	
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.		3/18/19	11/1/19	0%	
147	F1h. Assess any impacts of consolidation on funding for existing programs and services.		3/18/19	11/1/19	0%	
148	F1i. Provide documentation of adequate controls for all financial resources.		3/18/19	11/1/19	10%	
149	**F2. Current financial audits (including financial aid)**		**3/18/19**	**11/1/19**	**40%**	
150	F2a. Obtain and provide financial audit reports and management letters for 2017-18 and 2018-19 for each institution involved in consolidation.	9g	10/1/19	10/30/19	50%	
151	F2b. Obtain and provide most recent financial aid audit. (Prospectus Section 9)		10/1/19	10/30/19	100%	
152	F2c. Obtain and provide copies of all documents/correspondence between USF and the US Dept of Education pertaining to reporting about the consolidation.		9/2/19	10/1/19	10%	
153	F2d. Provide documentation of any limitations, suspensions, or termination by the U.S. Depart of Education re: student financial aid or other financial aid programs during the previous 3 years.		9/2/19	10/1/19	0%	
154	**F3. Statement of financial position of unrestricted net assets**		**3/18/19**	**11/1/19**	**0%**	

ID	Task	Reference Prospectus	Start Date	End Date	% Complete	Mar '19 – Jan '20
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.	9j	7/1/19	11/1/19	0%	
156	F3b. Document compliance with federal and state financial aid responsibilities.		3/18/19	11/1/19	0%	
157	**F4. Direct support organizations (DSO) overview & financial statements**		**3/18/19**	**11/1/19**	**100%**	
158	F4a. Document any impact of consolidation on current foundations.		3/18/19	5/1/19	100%	
159	F4b. Describe any new foundations that will be established as a result of consolidation.		9/2/19	11/1/19	100%	
160	**G. INSTITUTIONAL INFORMATION**		**3/18/19**	**11/1/19**	**30%**	
161	**G1. History & characteristics**		**9/2/19**	**10/18/19**	**90%**	
162	G1a. Document the history of the institution, describe its current mission, indicate its geographic service area, and a describe the composition of the student population.	1	9/2/19	10/18/19	90%	
163	**G2. Student profile**		**3/18/19**	**6/12/19**	**100%**	
164	*G2a. REQUIREMENT ELIMINATED - Create a student profile (numbers, demographics, levels, full and part-time, in-state, out-of-state).*		3/18/19	3/19/19	100%	
165	**G3. Peer institutions**		**3/18/19**	**10/14/19**	**0%**	
166	G3a. Identify peer Institutions for Consolidated USF for History and Characteristics section above.		3/18/19	10/14/19	0%	
167	**G4. Degree offerings**		**8/5/19**	**9/27/19**	**50%**	
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.	2	8/5/19	9/27/19	100%	
169	G4b. Develop a list all inactive degrees by discipline, level, certificates, number of hours.		8/5/19	9/27/19	0%	
170	**G5. Distance learning**		**4/1/19**	**5/31/19**	**50%**	
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.	4	4/1/19	5/31/19	50%	
172	**G6. English as a Second Language**		**4/1/19**	**5/31/19**	**25%**	
173	G6a. Identify and list all credit, non-credit, and pathways English as a Second Language (ESL) programs offered at the institution.		4/1/19	5/31/19	25%	
174	**I. GOVERNANCE TOUCHPOINTS**		**8/27/19**	**7/1/20**	**0%**	
175	BOT Committees		8/27/19	8/27/19	0%	

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176	BOG Meeting at FGCU		8/28/19	8/29/19	0%						⌂						
177	System Faculty Council Meeting		9/19/19	9/19/19	0%							⌂					
178	BOG Meeting at UCF		10/3/19	10/3/19	0%								⌂				
179	USFSM Campus Board		10/9/19	10/9/19	0%								⌂				
180	USFSP Campus Board		10/24/19	10/24/19	0%								⌂				
181	BOG Meeting at UF		10/29/19	10/30/19	0%								⌂				
182	BOT Commmittees		11/20/19	11/20/19	0%									⌂			
183	BOT Meeting		12/3/19	12/3/19	0%										⌂		
184	Legislative Session Begins		1/14/20	1/14/20	0%											⌂	
185	Substanvie Change Request due to SACSCOC		3/15/20	3/15/20	0%												
186	USF must be operating under a single unified accreditation		7/1/20	7/1/20	0%												

USF Consolidation Implementation Planning Timeline, March 18, 2019 through December 4, 2019