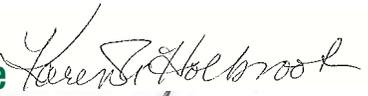


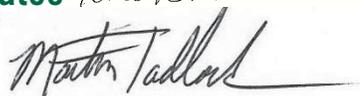
ONE USF

17 October 2019

To: University of South Florida (USF) Community

From: Steven Currall, President, USF 

Karen Holbrook, Regional Chancellor, USF Sarasota-Manatee 

Martin Tadlock, Regional Chancellor, USF St. Petersburg 

Regarding: Consolidation Update

During the past several months, we have been working closely and collaboratively to develop an administrative and organizational structure for a consolidated USF, which is referred to as “One USF, Geographically Distributed.”

Consolidation of USF’s three campuses is an extraordinary opportunity for the USF community to strengthen our stature as a Preeminent Research University and to converge on new and innovative ways to serve our students, faculty, alumni and the broader Tampa Bay region in our quest to be a top-25 public university and eventual eligibility for membership in the Association of American Universities.

The consolidation plan will enable us to simultaneously: (1) achieve and maintain a single institutional accreditation by the Southern Association of Colleges and Schools, Commission on Colleges (SACSCOC), (2) comply with state law (Florida Excellence in Higher Education Act of 2018 and CS/HB 7071 of 2019), (3) respect the spirit of our Board of Trustees-approved Guiding Principles for Consolidation and (4) honor the exhaustive work done by the USF Consolidation Planning Study and Implementation Task Force.

Consolidation is a complex process that involves numerous stages of deliberation and implementation with multiple stakeholders. The revised plan presented today is a “version 2.0,” which provides an update and refinement of our thinking. This plan will continue to evolve as we refine administrative, organizational, and operational details (e.g., guidance for department chairs on course delivery and faculty assignments) to ensure that consolidation is a success.

Last month, the USF Board of Trustees received a preliminary framework regarding some aspects of consolidation with the expectation that continued dialogues would allow us to refine the framework ahead of our internal deadline at the end of this calendar year.

Since that presentation in September, there have been many deliberations among key stakeholders, including our regional chancellors; deans, department chairs and members of the faculty, staff and students from all three campuses; community supporters and legislators. We have welcomed the feedback and have been encouraged by many productive ideas.

Today, we, the President of USF and Regional Chancellors of the St. Petersburg and Sarasota-Manatee campuses, share a revised structure that includes important updates regarding how USF will comply with both accreditation standards and state law.

Under our revised plan, new strategic investments will preserve the distinctive identities of each of our campuses, building on areas of strength and drawing upon faculty expertise from across USF campuses and colleges. This new proposed structure includes, for example:

- A reassignment of oversight of some USF Muma College of Business academic programs to the St. Petersburg campus, such as the B.A. in Finance and Master's in Finance degrees;
 - An interdisciplinary USF Center of Excellence in Oceanographic and Environmental Sciences on the St. Petersburg branch campus;
 - An interdisciplinary USF Center of Excellence in STEM Education on the St. Petersburg branch campus;
 - Distinctive programs in Journalism and Digital Communications on the St. Petersburg branch campus, leveraging their proximity to the Poynter Institute for Media Studies;
 - A path for expanded nursing, public health, architecture and community design, engineering and other programs on both the St. Petersburg and Sarasota-Manatee branch campuses;
 - An interdisciplinary USF Center of Excellence in Aging Studies on the Sarasota-Manatee branch campus;
 - A distinctive partnership between the USF College of Education and the Florida Center for Partnerships in Arts-Integrated Teaching on the Sarasota-Manatee branch campus;
 - Distinctive programs in Risk Management and Insurance; and Hospitality and Tourism Management on the Sarasota-Manatee branch campus; and
 - Additional specialized academic programs and/or centers of excellence contemplated for the future.
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- Student success services, including advising, student advocacy, mental health counseling, financial aid and career services will continue to be delivered locally to ensure that all our students have expedient and equitable access to the support they need, wherever they may be.

- The university budget, in its development, approval and expenditure phases, will be fully transparent. The campus boards will approve budget recommendations for the branch campuses. The tuition, fees and the state appropriations for the branch campuses, will be detailed. All multi-campus budget units (e.g., multi-campus colleges) will include details for the distribution of funds between the main and branch campuses. The President will report to the Board of Trustees how Preeminence or Legislative Budget Request funds are allocated to the three campuses.
- Regional Chancellors will have clear responsibility and accountability (i.e., “authority”) for academic and budgetary decisions, including:
 - Responsibility and accountability for decision-making regarding branch campus academic programs, in collaboration with college deans and faculty members;
 - Responsibility and accountability for campus academic performance outcomes;
 - Responsibility and accountability for assessing and planning future faculty needs at branch campuses;
 - Responsibility and accountability for assessing faculty and promotion decisions on branch campuses;
 - Responsibility and accountability for providing equitable support services for all students, faculty and other personnel on branch campuses, including local support for research, scholarly and creative activity, as well as professional development opportunities;
 - Responsibility and accountability to propose and implement branch campus budgets, taking into consideration distinctive student demands and local workforce needs;
 - Responsibility and accountability to lead daily branch campus operations, including campus safety, emergency preparedness/response and external affairs such as fundraising and local community partnerships, and
 - Serving on the President’s Cabinet and as ex-officio members of the USF Foundation Board.

A detailed description of this revised framework can be found [here](#).

We are pleased with the support from USF key stakeholders who have been deeply involved in this process since its inception.

Further refinements to the consolidation framework (i.e., “version 3.0”) will be formally presented to our Board of Trustees at its next meeting on 3 December 2019, as part of our comprehensive “substantive change” prospectus that is due to SACSCOC no later than 15 March 2020. At that time, we will also have developed even more detailed information on alignment of academic programs, departments and colleges and other critical support structures.

We continue to welcome feedback, questions and ideas as we move closer to shaping the future of our university together. Thank you for everything you do to support USF, our students and the region we serve.