

University of South Florida as “One University Geographically Distributed”

New Investments, Decision-Making, and Performance Accountability on Branch Campuses

Strengthening the University of South Florida’s stature as a Preeminent state research institution, propelling the university’s rise into *US News & World Report’s* Top 25, and enhancing USF’s position for future membership eligibility in the Association of American Universities will require a close working relationship among university-wide and campus-based leadership across all three campuses to: (1) serve the needs of academic affairs, student success, faculty success, and research, and (2) meet the needs of the local communities.

New Strategic Investments for “Preserving Local Campus Identity” on the St. Petersburg and Sarasota-Manatee Branch Campuses

St. Petersburg Branch Campus:

As a multi-campus college, the USF Muma College of Business will continue the delivery of current, accredited academic programs on the St. Petersburg branch campus through the Tiedemann School of Business and Finance. The Tiedemann School will also have responsibility for delivering select, distinct accredited programs on other USF campuses, to the extent that student demand exists and adequate resources are available. USF Muma College of Business is reassigning oversight of key programs to the St. Petersburg campus:

- B.A. in Finance
- Personal Financial Planning program
- Online MBA
- Master’s in Finance

The St. Petersburg Regional Chancellor (RC) will work in close collaboration with the Dean of the USF College of Marine Science and the Provost to explore expanded programming to include Environmental Sciences and undergraduate curricular delivery. The College will serve as the nexus for an interdisciplinary USF Center of Excellence in Oceanographic and Environmental Sciences on the St. Petersburg branch campus, drawing upon faculty expertise from across all USF campuses and colleges (e.g., engineering), to the extent that adequate resources are available.

As a multi-campus college, the USF College of Education’s program on the St. Petersburg branch campus will be administered by a campus associate dean (under the leadership of the College’s Dean). USF will establish an interdisciplinary Center of Excellence in STEM Education on the St. Petersburg branch campus, drawing upon faculty expertise from across all USF campuses and colleges. Primary programming will focus on engaging teaching professionals and future teachers in STEM curricular design, effectiveness of pedagogical delivery and student learning, and assessment. The USF College of Education will deliver other accredited programs on the St. Petersburg campus, demonstrated to be viable and sustainable, to meet

student and community demand, and dependent on available resources. The USF College of Education, on the St. Petersburg campus, will have responsibility for delivering select, distinct, accredited programs (e.g. STEM Education) on other USF campuses, to the extent that student demand exists and adequate resources are available.

The campus dean for the College of Arts and Sciences will, in collaboration with Department Chairs and the College Dean, oversee delivery of all USF CAS curricular delivery on the St. Petersburg branch campus, along with distinctive programs including those accredited in the Department of Journalism and Digital Communication, and the Research Center for Florida Studies (aligned with the USF History Department). The Department of Journalism and Digital Communication will leverage its geographical position adjacent to the Poynter Institute for Media Studies and will have responsibility for delivering select, distinct programs on other USF campuses through the USF College of Arts and Sciences, to the extent that student demand exists and adequate resources are available.

The multi-campus USF College of Nursing will further develop its programmatic presence in St. Petersburg, to the extent that student demand and community support exists and adequate resources are available. It is recognized that there is an existing Memorandum of Agreement for the delivery of USF College of Nursing accredited programs on the St. Petersburg campus.

The St. Petersburg RC will work in close collaboration with:

- The Dean of the College of the Arts (COTA), the Director of the USF School of Architecture and Community Design, Directors of other COTA Schools, and the Provost, to develop its programmatic presence in St. Petersburg, to the extent that student demand and community support exists and adequate resources are available.
- The Dean of the College of Engineering and the Provost to evaluate student need, community support, and resources necessary to expand accredited education, scholarly, research and creative activities to the branch campus in St. Petersburg.
- The Dean of Public Health and the Provost to consider the feasibility of expanding accredited, allied health education, scholarly, research and creative activities to the branch campus in St. Petersburg, including alignment of environmental health programs with the proposed College of Marine and Environmental Sciences, and
- St. Petersburg College (SPC) leadership, the USF Vice President for Student Success, and College Deans to further strengthen the seamless transfer and articulation of students to the St. Petersburg campus and other USF campuses through 2+2 FUSE graduation pathways in high demand, high skilled, high paid fields of study. In addition, the Pinellas Access to Higher Education (PATHe) program, a partnership between SPC and USF's branch campus in St. Petersburg, will be strengthened to expand access and help Pinellas County students to transition from SPC to earn their degree from a Preeminent state research university.

Sarasota-Manatee Branch Campus:

The USF Muma College of Business will continue to support the delivery of currently accredited academic programs on the Sarasota-Manatee campus (finance, management, marketing, cybersecurity and IT, accounting and general business administration), and includes the School of Risk Management and Insurance, and the School of Hospitality and Tourism Management. These Schools will have responsibility for delivering select, accredited and distinct programs on other USF campuses as well as the Sarasota-Manatee campus. The Muma College of Business, on the Sarasota-Manatee campus, will be led by a campus dean. The resources of the Bloomberg Lab will be made available across the University.

The campus dean for the College of Arts and Sciences will, in collaboration with Department Chairs and the College Dean, oversee delivery of all USF College of Arts and Sciences curriculum on the Sarasota-Manatee branch campus, to the extent that student demand exists and adequate resources are available.

The USF School of Architecture and Community Design will develop its programmatic presence in Sarasota-Manatee, to the extent that student demand and community support exists and adequate resources are available.

The Dean of the College of Arts and Sciences, the Dean of the College of Behavioral and Community Sciences, and the Dean of Public Health, along with other college leaders, will explore the feasibility of establishing an interdisciplinary USF Center of Excellence in Aging Studies on the Sarasota-Manatee branch campus, drawing upon faculty expertise from across all USF campuses and colleges, to the extent that adequate resources are available.

The multi-campus USF College of Nursing will further develop its programming in Sarasota-Manatee in collaboration with the Muma College of Business (local campus), to the extent that student demand and community support exists and adequate resources are available.

The USF College of Education will be administered by a campus assistant/associate dean on the Sarasota-Manatee branch campus. The College will deliver those accredited programs demonstrated to be viable and sustainable, to meet student and community demand, and dependent on available resources. The College will include the Arts Integration teaching curriculum that exists on the Sarasota-Manatee campus and partner with the Florida Center for Partnerships in Arts-Integrated Teaching (PAInT) on the Sarasota-Manatee branch campus, to continue arts-integrated pedagogy. The state-funded PAInT Center has responsibility for delivering select, innovative programs on other USF campuses and statewide.

The Sarasota-Manatee RC will work in close collaboration with:

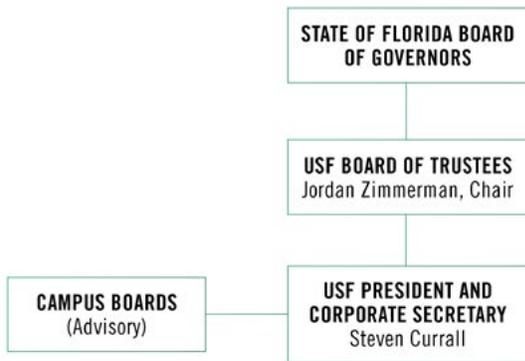
- The Dean of the College of Engineering and the Provost to evaluate student need, community support, and resources necessary to expand accredited education, scholarly, research and creative activities to the branch campus.
- The Dean of the College of the Arts and the Provost to evaluate student need, community support, and resources necessary to expand education, scholarly, research and creative activities to the branch campus.
- The college Deans of Public Health and the Morsani College of Medicine, to consider the feasibility of expanding accredited public health and other allied health education, scholarly, research and creative activities to the branch campus, and
- Florida State College leadership, the USF Vice President for Student Success, and College Deans to further strengthen the seamless transfer and articulation of students to the Sarasota-Manatee campus and other USF campuses through 2+2 FUSE graduation pathways in high demand, high skilled, high paid fields of study.

Decision-Making and Performance Accountability on Branch Campuses

USF's accrediting body, the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) "accredits an institution as a totality. This accreditation includes, in addition to the parent campus, all centers, branches, campuses, or other sites of a degree-granting institution at which postsecondary degree or non-degree work is offered..."¹ SACSCOC expects the consolidated USF to have one fiduciary Governing Board and one Chief Executive.

¹ "Separate Accreditation for Units of a Member Institution. Policy Statement". Southern Association of Colleges and Schools. Commission on Colleges.

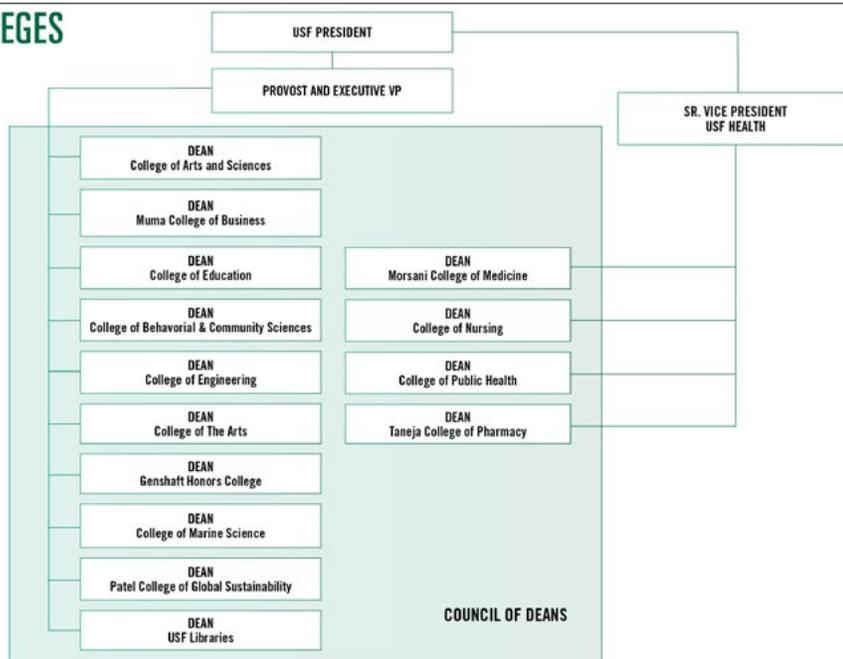
GOVERNANCE



Effective July 2020

SACSCOC also expects USF to have one Provost for the University and one College for each overarching disciplinary area with one College Dean, although the programs offered at each campus may have different foci. For example, as a single-accredited university, USF may have only one College of Arts and Sciences, one College of Business, and one College of Education, etc., delivering unified curricula across one or more campuses. A key objective of consolidation is to clearly articulate the collaborative relationships among RCs with the other university leadership, including the College Deans (who serve as chief executive officers of their Colleges).

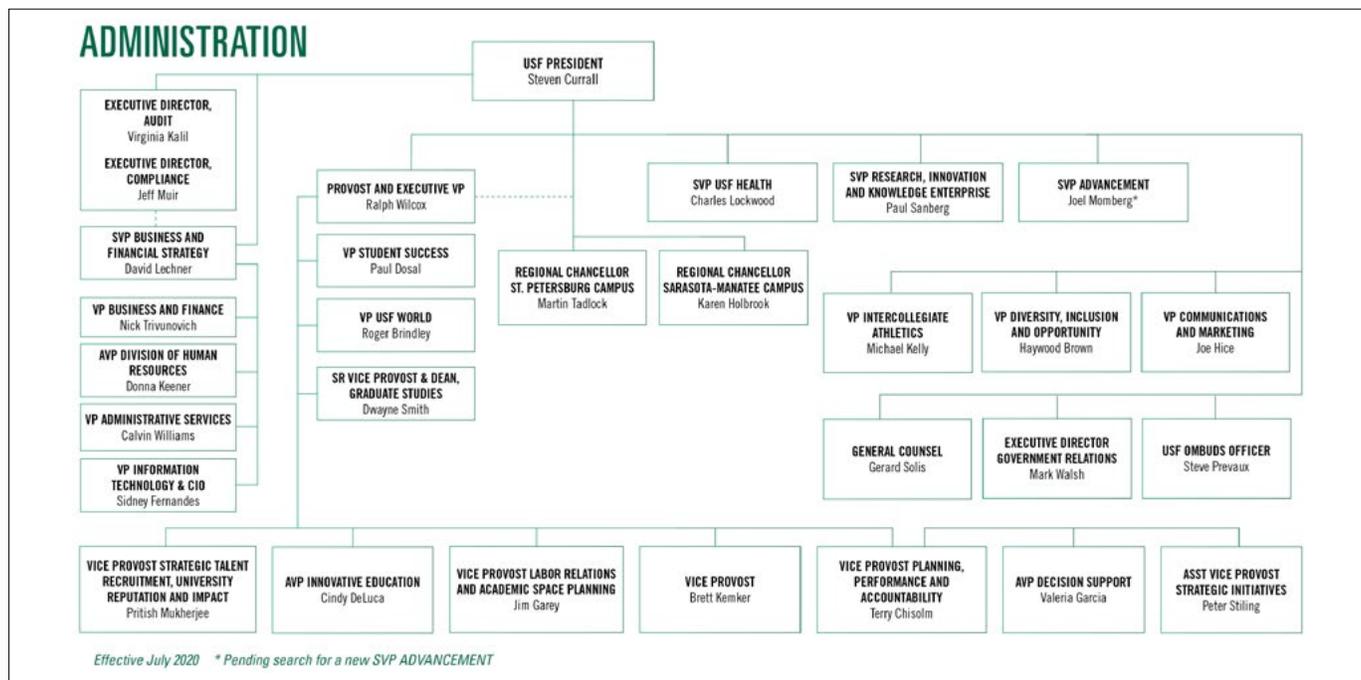
UNIVERSITY-WIDE COLLEGES



Effective July 2020

With consolidation, the branch campus RCs will report to the University President, and collaborate with the University Provost in matters of Academic Affairs and Student Success. The RC will serve, along with university Vice Presidents, on the USF President's Cabinet. The USF Academic Leadership team includes the Provost, Vice President for Student Success, Vice President for USF World, Vice Provosts, Associate Vice President for Innovative Education, Associate Vice President for Decision Support, and the regional vice chancellors (or associate vice chancellors) for academic affairs and/or student success on the branch campuses.

The RCs have local responsibilities and accountability (i.e., “authority”) for their branch campuses as described below.



A branch campus leadership team, led by the RC, includes their direct reports and those representatives of USF Vice President units and College Deans who are assigned primarily to fulfill local branch campus responsibilities.

A Decision-Making Framework for Branch Campus Regional Chancellors (RC) and Deans in Determining Consolidated Academic Programs

With regard to decisions about academic programs delivered on the branch campuses, the RCs will provide local input, and assume responsibility and accountability in collaborating with the campus deans and the multi-campus College Deans. This is a shared process and responsibility that will require trust, openness, persistence, a spirit of partnership and commitment of time by all parties to reach consensus. The decisions must be maximally aligned with the strategic priorities of the university, colleges and local campuses. If needed to foster effective decision-making outcomes, the RC and College Deans can call upon the skills of the USF Ombudsperson. In cases when the RC and College Deans are unable to reach consensus, the Provost and President will adjudicate.

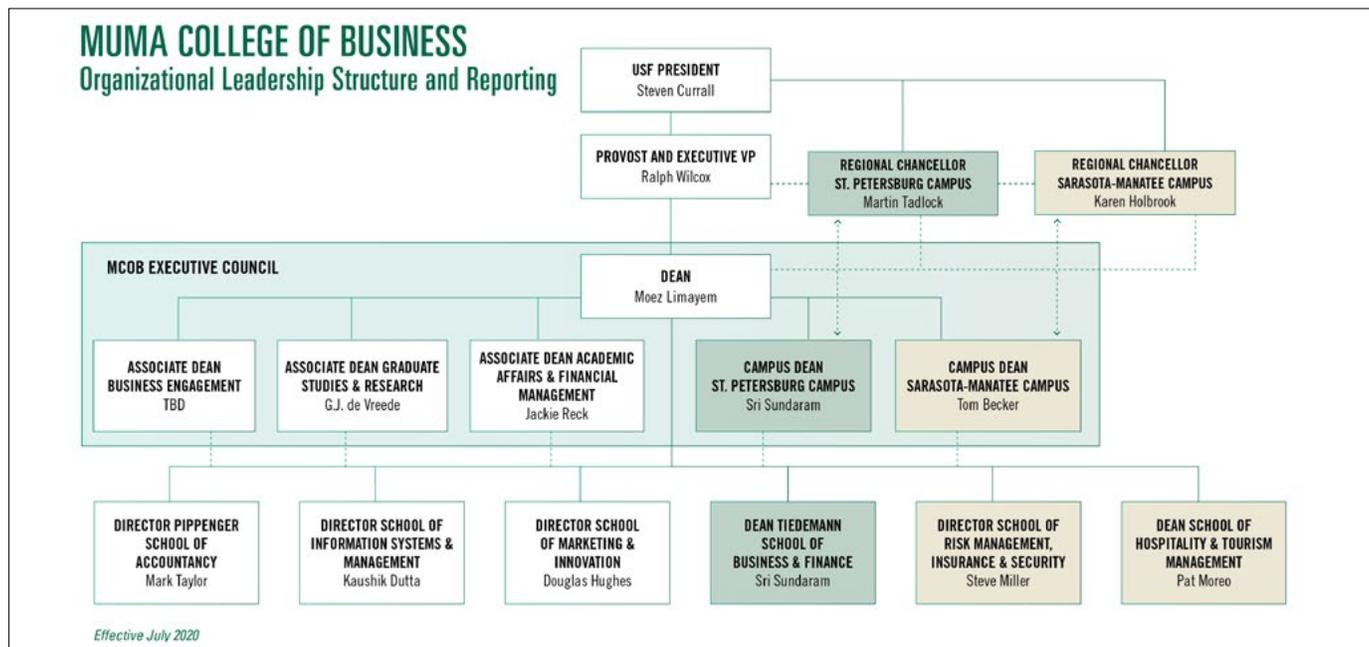
Recommendations regarding current and future academic degree programs are developed collaboratively by the RCs, the College Deans, campus deans, and faculty on all campuses, voted on by the campus boards, and presented to the Provost for consideration of approval, funding and implementation. Branch campus academic plans become part of the USF Master Academic Plan.

Multi-Campus Leadership Teams for Multi-Campus Programs

Some USF colleges have academic programs and faculty on more than one campus. These are “multi-campus” colleges.

Each multi-campus college is led by a College Dean who is responsible to ensure that the College’s programs are successful on all campuses. Academic administrative leaders will have either college-wide responsibilities (e.g., Associate/Assistant Deans, School Directors, Department Chairs) or local campus responsibilities (e.g., campus deans, campus associate/assistant deans,

campus chairs, campus associate/assistant chairs). College-wide administrative leaders report to the College Dean; local campus administrative leaders report to the College Dean (on all college-wide matters) and the RC or designee (on local branch campus matters). As an example, see the leadership teams in the organizational chart for the USF Muma College of Business.



Some USF colleges and faculty are on one campus only. They are “single-campus” colleges. In the case of single-campus colleges physically located at a branch campus (e.g., the College of Marine Sciences), the Dean reports to the Provost, and the RC as a campus dean (on local branch campus matters) and participates as a member of the branch campus leadership team.

Regional vice chancellors, associate and assistant vice chancellors at branch campuses report to the Regional Chancellor or designee and to the appropriate USF Vice President.

Campus deans or local department/college leaders report to the College Deans in matters of academic affairs and student success, and the RCs or designee on local branch campus matters.

The branch campus dean of the Poynter Library reports to the USF Dean of Libraries and to the RC or designee on local campus matters (e.g., equity of student library services).

Complementary Roles and Responsibilities for Optimal Academic Performance

Performance accountability across all three campuses must be aligned with clearly defined decision-making responsibility including appointments, assignments, support and evaluation of personnel.

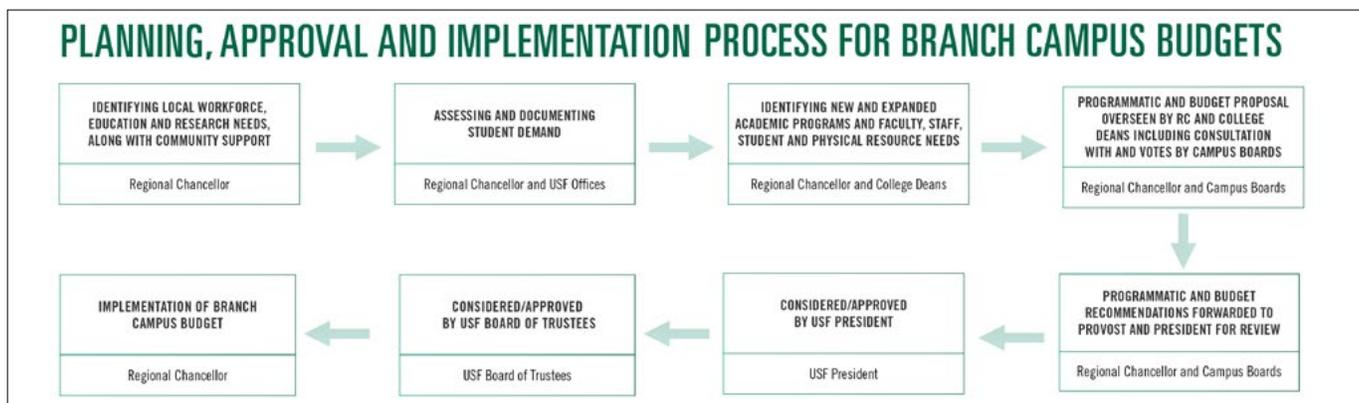
1. Resource Planning to Support Academic Programmatic Priorities:

In close partnership with local business, schools and economic development organizations, the RCs will be responsible and accountable for serving as the local “eyes and ears” in curating information on local workforce and research needs as they impact curricular development, delivery, and faculty hiring plans on that campus.

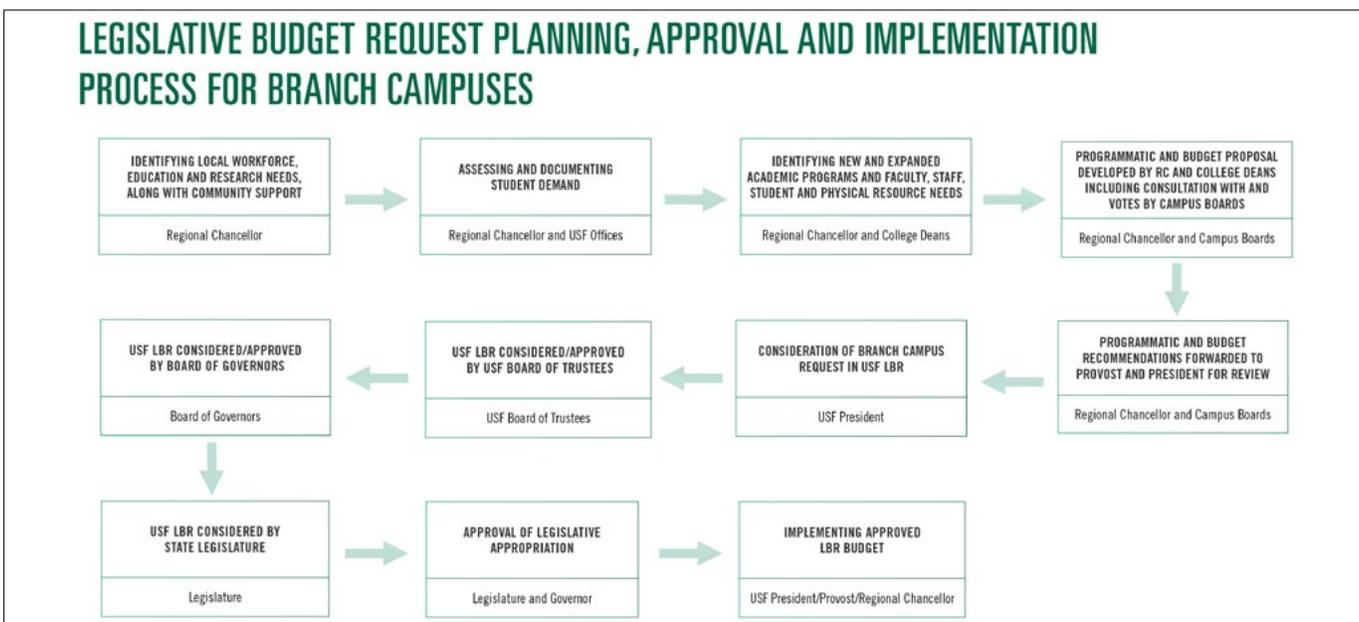
In the branch campus annual budget planning process, the RCs are responsible and accountable for obtaining and presenting information on student demand, community support, campus staffing, facility, equipment and other needs of the Colleges that are represented on the branch campus.

The branch campus annual budget planning for new and expanded academic, research, and student success programs will be developed in partnership with College Deans, the Vice President for Student Success, and branch campus leaders (including campus deans). The RC will collaborate with the Provost on a budget proposal. These recommendations will be incorporated into the proposed academic and student success budget and the annual campus budget proposal, which will then be shared with local campus advisory boards for their input (including votes by the boards to recommend approval of the proposed budget and proposed PECO funding), incorporated into the branch campus' annual budget plan and submitted to the President on behalf of the Board of Trustees.

The University's current practice for appointing members of campus advisory boards will be continued. Following receipt of candidates from campus advisory boards, through the RC, the President will present nominees to the Board of Trustees for a vote of approval.



The USF Board of Trustees will approve and oversee a consolidated annual university budget with guaranteed transparency of resource allocation and expenditures by each campus. USF's financial reporting system supports ongoing monitoring and reporting for each of the three campuses. Furthermore, the President will report to the Board how any Preeminence or Legislative Budget Request funds are allocated to the three campuses.

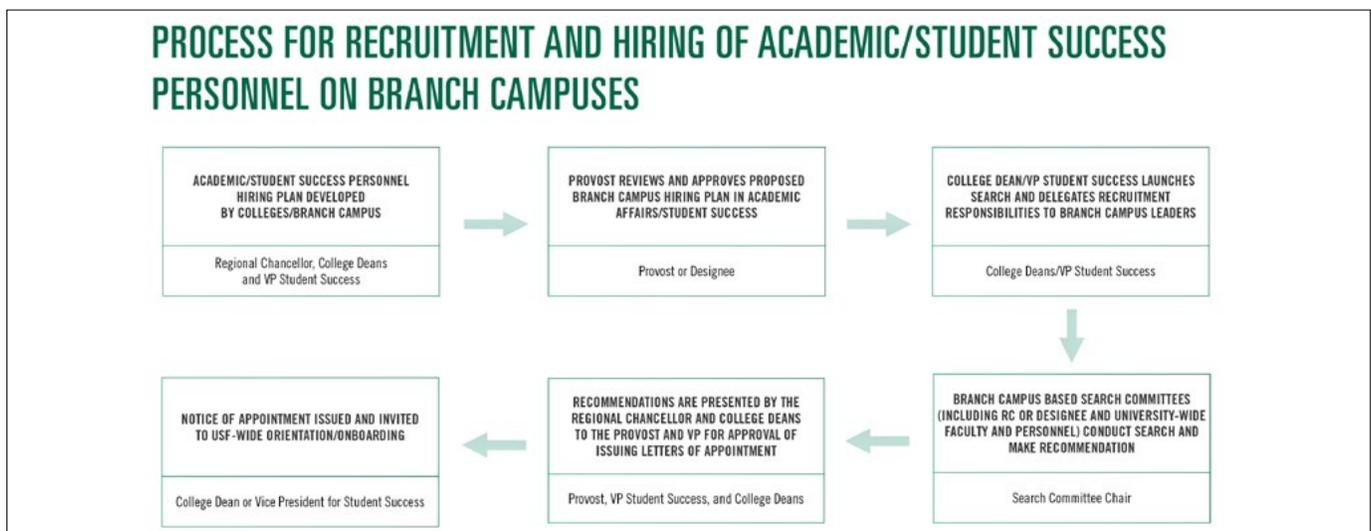


The RCs will have responsibility and accountability for implementing branch campus budgets approved by the USF President and USF Board of Trustees, recognizing that the consolidated budget for a multi-campus College (for which the College Dean has oversight and reliance) will include college allocations in campus budgets, where a multi-campus college has responsibility for program delivery and faculty/staff support; likewise, for consolidation of a student success budget from allocations in campus budgets.

2. Branch Campus Recruitment and Hiring: Appointment of Faculty and Academic/Student Success Personnel:

RCs will have responsibility and accountability for assessing, with fully informed justifications, future faculty hiring needs at branch campuses. Faculty and academic/student success personnel hiring plans are developed in joint collaboration with campus and College Deans, and/or the Vice President for Student Success, and presented to the Provost for consideration of approval, funding and implementation.

The recruitment and hiring of academic and student success personnel will be conducted by the university-wide unit (i.e. department/school/college, admissions, counseling etc.) within which the employee will be appointed. College Deans and the Vice President for Student Success will delegate hiring responsibilities on branch campuses to chairs, directors, campus assistant/associate deans, or campus deans at any of USF’s campuses. Unit-wide search advisory committees will ordinarily include faculty members, other campus-wide academic/student success personnel, and stakeholders from the locally-served community. RCs or their designee will serve as a voting member on all search committees for faculty hiring on branch campuses. Faculty appointments are approved by the College Dean and student success personnel appointments are approved by the Vice President for Student Success. If consensus is not reached, the Provost will adjudicate.



3. Assuring Equity of Support for Students, Faculty and Other Academic/Student Success Personnel:

Academic advising, student advocacy, mental health counseling, financial aid, and career services will be delivered locally on all branch campuses following a set of equitable and consistent principles, practices and standards across all USF campuses, guided by USF’s Vice President for Student Success, strategic performance expectations and best practices.

Students enrolled at branch campuses shall not be assessed fees in excess of the amount necessary to pay for those services readily available and directly accessible to branch campuses. Student fees at the branch campuses shall not be used to pay for a disproportionate share of fixed costs or otherwise be used to subsidize the costs of services being provided primarily to students on the parent campus.

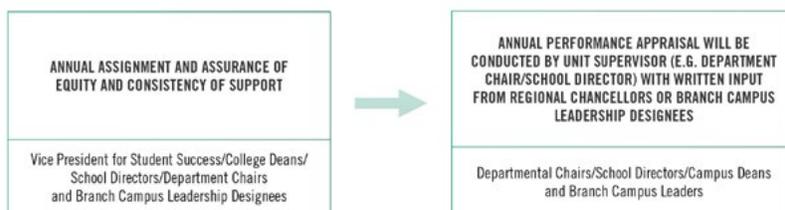
The RCs or their designee, in partnership with the Provost, the Vice President for Student Success, and College Deans, are responsible and accountable for assuring the delivery of equitable support services for students, faculty and other academic/student success personnel on branch campuses. This will include, but will not be limited to, campus-based and college-based academic advising and counseling for students, local support for research, scholarly, and creative activity for faculty members, and access to faculty and professional staff development opportunities across all campuses. The Vice President for Student Success, College Deans, School Directors, Department Chairs may delegate these responsibilities to campus chairs, campus directors, campus deans, and other personnel to ensure that students, faculty and staff are provided timely and consistent levels of local support for all USF's campuses. The University remains committed to supporting implementation of the University's general education curriculum.

A close partnership among college personnel on all campuses, and local student success professionals in coordination with the Vice President for Student Success or designee, will be essential to raising student success performance (including student retention and graduation rates) to a Preeminent level across all colleges and the three campuses.

4. Assignment and Performance Appraisal of Academic/Student Success Personnel and Faculty (including tenure and promotion recommendations):

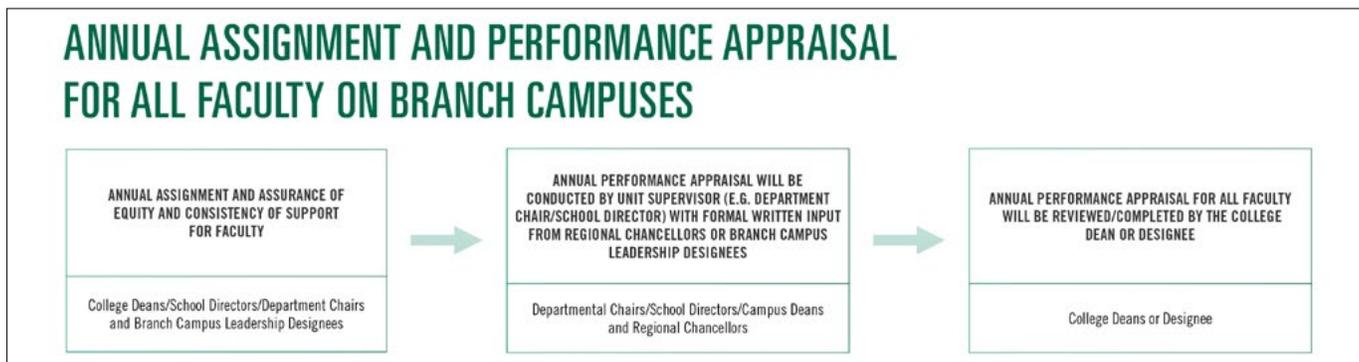
Annual assignment and performance assessment of academic/student success staff personnel will be conducted in compliance with USF policies and procedures, and consistent with a common set of department/school, college, unit assignment and appraisal guidelines, following a single process. The RC or designee will collaborate with the College Deans, the Vice President for Student Success, and other Academic Affairs personnel (as appropriate) to reach decisions on assignment that are maximally aligned with the strategic priorities and goals of the University. Performance appraisal of academic/student success staff personnel on branch campuses will be conducted in compliance with USF policies and procedures, and consistent with a single set of department/school, college, unit assignment and appraisal guidelines, and will include formal written input by the RC or designee prior to a College Dean or Vice President or their designee completing the appraisal. If consensus is not reached, the Provost will adjudicate.

ANNUAL ASSIGNMENT AND PERFORMANCE APPRAISAL FOR STAFF IN ACADEMIC AFFAIRS AND STUDENT SUCCESS ON BRANCH CAMPUSES



Annual assignment and performance appraisal of all faculty on branch campuses (including academic leaders: campus-based chairs, campus directors, campus assistant/associate deans, and campus deans) will be conducted in compliance with

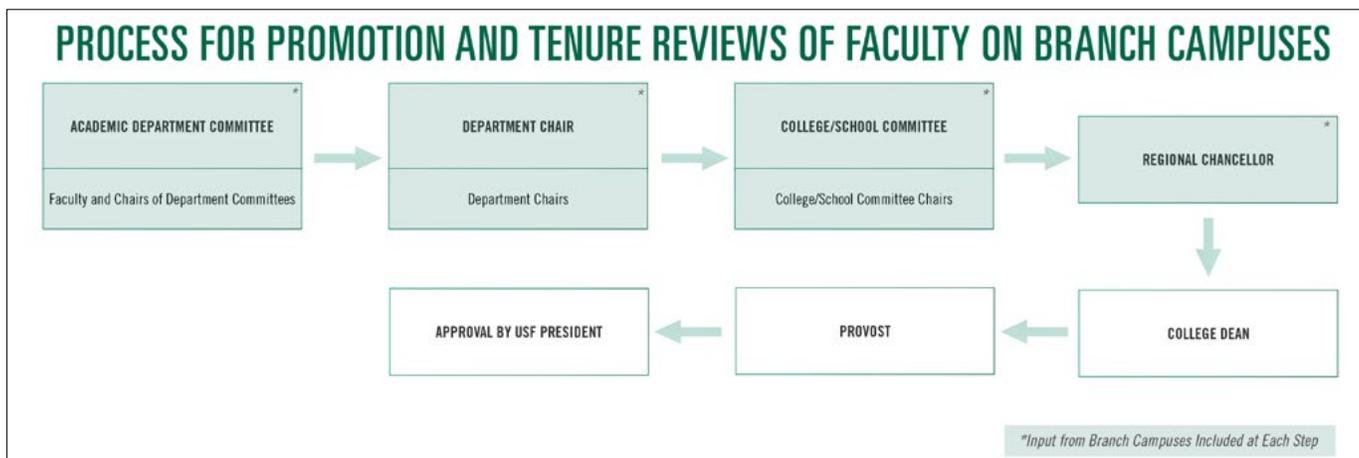
USF policies and procedures, and consistent with a single set of department/school, college, unit assignment and appraisal guidelines, and will include formal written input by the RC or designee prior to a College Dean or Vice President completing their appraisal.



All tenure and promotion reviews are initiated in a faculty member’s academic department, flow through the department committee, Department Chair, through a school committee/Director (where appropriate), and college committee, to the RC (with support from the regional vice chancellor, or associate vice chancellor, for academic affairs), then to the College Dean for recommendation to the Provost. Promotion and tenure cases for faculty members on branch campuses will include a formal review by the RC prior to a College Dean completing and forwarding a recommendation to the Provost.

Note: Tenure-earning faculty, initially hired at USF St. Petersburg and USF Sarasota-Manatee with three years of tenure-earning credit on July 1, 2019 (i.e. generally those hired in Fall 2016 or earlier), will be considered for tenure consistent with local (i.e. USF St. Petersburg or USF Sarasota-Manatee) department, school, college, and institutional guidelines in place prior to the adoption of the change in guidelines.

All other tenure-earning faculty members will be evaluated for tenure and promotion following USF’s Guidelines (including those yet to be developed collectively by academic departments, schools and colleges). The new guidelines were adopted by the United Faculty of Florida (UFF) on June 27, 2019, and are effective on July 1, 2020.



5. Regional and Specialized Program Accreditation:

The USF-wide academic and student success leadership team, including the Provost, Vice President for Student Success, College Deans and RCs, fulfill a unified leadership role in assuring compliance with *SACSCOC Principles of Accreditation*, guided by the USF SACSCOC liaison.

College Deans, with the support of RCs and the Provost, are directly responsible for academic quality assurance, decision-making and meeting specialized accrediting standards for their colleges across all campuses at USF (e.g. AACSB, ABET, CAEP, CCNE, and LCME etc).

6. Performance Planning & Accountability in Academic and Student Success (Preeminence, Performance-Based Funding, Progress to *US News & World Report* Top 25, and AAU Eligibility):

College Deans, Department Chairs, and their branch campus designees (e.g. campus deans, campus associate/assistant deans, local department/college leaders, and RCs), are responsible for academic quality assurance across their academic units.

College Deans, in consultation with the Provost, Vice President for Student Success, and RCs, are directly responsible for strategic performance planning, decision-making, and performance outcomes across their colleges to enhance USF's position and stature with regard to Preeminence, Performance-Based Funding, progress to *US News & World Report* Top 25, and AAU membership eligibility. Performance standards and expectations are set by the University's President.

Under the leadership of the USF Office of Decision Support (ODS), the RCs or their designees will be responsible and accountable for monitoring campus-level performance outcome data on the branch campus, which will be delivered to each College Dean who will compile college-level performance data. Under the direction of the Provost, and ultimately the President, ODS remains responsible and accountable for collecting, verifying, archiving, and reporting the University's performance outcomes (consolidated for all campuses) to both internal and external constituent groups in accordance with USF Policy.

7. Branch Campus Administrative Responsibilities:

RCs will report to the President on all administrative matters and will assure branch campus alignment with USF's mission and the President's strategic priorities. The RCs or their designees will also work closely with:

- The Senior Vice President for Research and Innovation to advance USF's research profile,
- The Vice President for Student Success to help shape a strategic enrollment plan with a mind to optimizing student access for success, branch campus instructional capacity, and student housing occupancy,
- The Vice President for USF World to support USF's global mission, vision, and goals,
- The Senior Vice President for Business and Financial Strategy (including CFO, VP Administration, VP for Information Technology, Audit and Compliance), and
- The Vice President for Diversity, Inclusion and Equity; Marketing and Communications; and the Office of General Counsel. Some of these responsibilities are managed on the branch campuses by an officer who has primary responsibility for the activity under the leadership of the RC.

RCs will also be responsible for daily operations and safety, and will oversee emergency preparedness and emergency management of the branch campus.

8. External Relations, Identification and Pursuit of Regional Philanthropic Opportunities:

The RCs will have responsibility and accountability for external affairs including fundraising, alumni affairs, community government affairs (state and local), and regional partnerships for the branch campuses, and will work in close collaboration

with the President, the Senior Vice President for Advancement, and other relevant university-wide leaders. Branch campus government affairs staff will work in close alignment with University-wide government affairs. The RCs will:

- Develop and lead philanthropic strategy and operations in the local community. In close collaboration with USF's Senior Vice President for Advancement, and the Regional Vice Chancellor for Advancement, local fundraising numerical targets for identification, qualification, cultivation, solicitation and stewardship of donors will be developed. Fundraising will focus on the primary goals of the branch campus, donor-advised goals as appropriate to University priorities (e.g. scholarships) and other university goals, which may include USF Athletics (in collaboration with the Vice President for Intercollegiate Athletics),
- RCs will serve as *ex officio* members of the USF Foundation Board, and
- RCs will cultivate alumni engagement in the local community.