





recommendations and said resource allocation may need to be dispersed differently in order to achieve the subcommittee's desired outcomes.

Further discussion ensued regarding online education and the ability for all online courses currently delivered to be accessible to all students by July 1, 2020. It was noted that several traditional degree programs will still need to be expanded, realizing infrastructure and resource constraints. The subcommittee members raised questions regarding where distance learners tended to reside, either locally or outside the service area, and how residence could potentially affect online education..

Mr. Stokes noted the Task Force's useful role in bringing important conversations to a public setting, including the discussion on research capacity. He raised key points regarding aspirational goals and noted timelines should be factored in when discussing potential recommendations concerning the expansion of research capacity and degree programs due to infrastructure and resources. He noted the subcommittee will play a pivotal part in provided guidance on what the university can realistically achieve over the next five, ten, and 20 years.

Mr. Stokes continued to facilitate the discussion and recapped the questions the subcommittee asked regarding campus identity and provided a summary of the response received.

The subcommittee members discussed how the campuses can fully meet the needs of their communities, the correlation between academic programs and performance, and the importance of seeking greater levels of investments to support success. There was further discussion regarding recommendation prioritization and how to ensure USFSP and USFSM excel in research. Mr. Piccolo suggested that recommendations are formatted as minimum and maximums for each location, also noting that some recommendation may not be the most efficient from the university perspective but may be important to incorporate based on the feedback received during the process.

The subcommittee reviewed academic leadership's proposal on academic program data and the possible timeline to deliver degrees. The committee thanked academic leadership for laying out the resources needed to deliver all of the programs outlined, noting programs could be adjusted based on the scale of the investment. Dr. Williams highlighted the importance of proposing recommendations based on a multi-layer, multi-year approach and communicating the expectation that consolidation cannot be finished overnight.

There was further discussion regarding start-up costs related to faculty research and the use of graduate assistants. Further discussion ensued regarding preeminence metrics, notably that meeting the metrics are non-negotiable and USF will be required to meet 11 of out 12 metrics across all three USF campuses as of July 1, 2020.

Mr. Stokes noted the need for a balanced portfolio, but evidence of student demand must be examined when drafting recommendations around academic programs.

