



Faculty Senate

Steering Committee

Agenda for meeting of Thursday, March 3, 2022, 3:00 pm

Location: Charge on Chamber, Student Union Room 340

Zoom: <https://ucf.zoom.us/j/95343785195?pwd=YTBZVFdMemdJcjVhWWRiYlcxUzJLZz09>

Meeting will be recorded and livestreamed at: <https://youtu.be/Sv97AX8uoFA>

1. Call to Order
2. Roll Call via Qualtrics: https://ucf.qualtrics.com/jfe/form/SV_2oifFwr6xQyED4
3. Approval of Minutes of *February 3, 2022*
4. Announcements
5. Recognition of Guests
6. Report of the Provost
7. Old Business
 - a) COVID on Campus Discussion
 - b) Modality for March 31, 2022, Steering Meeting
8. New Business
 - a) Appointment of Nominating Committee (Past Senate Chair plus three Steering members)
 - b) Agenda Items for March 17, 2022, Senate Meeting
 - i) Resolution 2021-2022-4 Faculty Exit and Stay Interviews
9. Committee Reports
 - a) A brief written summary of each Operational and active ad-hoc committee's recent meetings will be posted in the meeting materials on the website. Committee chairs or the Steering liaisons may speak, and Steering Committee members may comment or ask questions on committee business at this time.
10. Other Business
11. Adjournment



Faculty Senate

Steering Committee

Minutes for meeting of Thursday, February 3, 2022, 3:00 pm

YouTube Link to access recording: <https://youtu.be/gufhn39C1X0>

- 1) Quorum reached and meeting called to order at 3:01 p.m.
- 2) Roll Call via Qualtrics – Faculty Senate Chair Joseph Harrington, Vice Chair Stephen King, Secretary Kristine Shrauger and Past Chair William Self were present. *(See meeting materials Attachment A for list of participants)*
- 3) Approval of Minutes of *January 6, 2021*
 - a) Minutes approved as submitted.
- 4) Recognition of Guests
 - a) Joe Adams, Senior Communications Director, Academic Affairs
 - b) Lucretia Cooney, Associate Director, Faculty Excellence
 - c) Allison Hurtado, Director of Communications, Faculty Excellence
 - d) Jana Jasinski, Vice Provost, Faculty Excellence
 - e) Michael Johnson, Provost, Academic Affairs
- 5) [00:02:00] Announcements – *Joseph Harrington*
 - a) Chair Harrington stated that there was a Bylaws amendment sent out just prior to the meeting that will be considered under Other Agenda Items.
- 6) [00:02:34] Report of the Provost – *Provost Michael Johnson*
 - a) Provost Johnson spoke about the *U.S. News and World Report* rankings, faculty accomplishments, COVID, future plans for the university, and search updates. *(See meeting materials Attachment B for full report and Chat Attachment C for links with more information).*
 - b) [00:13:05] Question and answer with the provost: A request was made for SIP results at next meeting. SET project concerns addressed. Project should improve business processes by centralizing duties and sharing services. The job of the provost is to carry out the President’s goals, not to have independent goals. Discussion whether Workday will increase faculty workload for student employees.
- 7) [00:34:55] Old Business
 - a) COVID on Campus Discussion
 - i) Senator King explained the difference between endemic and pandemic; endemic is predictable, pandemic is unpredictable. COVID is not predictable yet, it is still a pandemic. Wastewater data shows that levels are dropping.
 - b) Modality for March 3, 2022, Steering Meeting
 - i) Motion made to hold March 3, 2022, Steering meeting in person, second, vote taken electronically via Zoom. 10 hybrid/6 Zoom only. Motion passes.



Faculty Senate

- 8) [00:50:45] New Business
- a) Appointment of Review Committee for Excellence in Professional Service Awards (Senate Chair plus three Steering members)
 - i) Senators Keri Watson, Adam Wells, and Shawn Burke volunteered.
 - b) [00:54:00] Agenda Items for February 17, 2022, Senate Meeting
 - i) Request that Austin Wilson, SGA VP Speak Re: Student Attendance Modality Preferences
 - (1) Suggestion to bring in Professor Zhongzhou Chen to discuss his study on this topic.
 - (2) No motion made. Item fails.
 - ii) Campus Climate Report for February or March Meeting – Cyndia Muniz and Andrea Guzman Oliver Re: Hispanic Serving Institutions
 - (1) Motion to put this item on the agenda for the February 17, 2022, Senate meeting allotting 30 minutes for presentation and questions., second, vote taken electronically via Zoom, 16 yes/0 no, motion passes.
 - iii) [01:04:43] Resolution 2021-2022-2 Continuing UCF SEED Research Funding into the Future – Linda Walters (*Attachment D*)
 - (1) Senator Walters gave an overview of the resolution. Discussion regarding resolution. She made a motion to send resolution to the full senate. Vote taken electronically via Zoom, 12 yes/3 no, motion passes.
 - iv) [01:19:30] Other Agenda Items
 - (1) Motion made to put Update on Strategic Planning agenda item on senate agenda, second, vote taken electronically via Zoom, 15 yes/0 no, motion passes.
 - (2) [01:21:12] Resolution 2021-2022-3 Bylaws Amendment to Bylaws Amendment Procedure – *Joseph Harrington*
 - Resolution presented by Joseph Harrington. Motion made to put resolution on senate agenda, second, discussion, vote taken electronically via Zoom 4 yes/11 no, motion fails.
- 9) [01:39:08] Committee Reports
- a) *See Attachment E for full reports.*
- 10)[01:40:00] Other Business
- a) None
- 11) Meeting adjourned at 4:40 p.m.

Reviewed and submitted for approval by

Kristine J. Shrauger

02/24/2022

Kristine Shrauger

Date

Faculty Senate Secretary

Steering Committee Attendance
February 3, 2022

First Name:	Last Name:	College/Unit:	College/Unit: - Other	Meeting Role:	Meeting Role: - Guest
Keith	Koons	CAH		Steering	
Keri	Watson	CAH		Steering	
James	Gallo	CBA		Steering	
Nina	Orlovskaya	CECS		Steering	
Michael	Proctor	CECS		Steering	
Shawn	Burke	CGS		Steering	
Adam	Wells	CHPS		Steering	
Tina	Dow	COM		Steering	
Stephen	King	COM		Steering	
Bill	Self	COM		Steering	
Luca	Argenti	COS		Steering	
Joseph	Harrington	COS		Steering	
Linda	Walters	COS		Steering	
Jim	Moharam	CREOL		Steering	
Kelly	Semrad	RCHM		Steering	
Missy	Murphey	UL		Steering	
Kristine	Shrauger	UL		Steering	
Joe	Adams	Other	Office of the Provost and Academic Affairs	Guest	Senior Communications Director
Jana	Jasinski	Other	Faculty Excellence	Guest	Vice Provost
Michael	Johnson	Other	Provost	Guest	

Provost Remarks

Faculty Senate Steering

Thursday, February 3, 2022, 3 p.m. to 5 p.m., Zoom

- Best *U.S. News & World Report* rankings yet for online learning
 - 1st time in top 10
 - Tied for No. 7 in the nation for Best Online Bachelor's Programs (with Ohio State and University of Arizona)
 - Up 7 spots from 14 last year
 - (FYI: University of Florida & Embry Riddle tied for No. 1 nationally)
 - Also more gains, top 10 in specialized online programs: Psychology and Business (really Rosen's Restaurant & Foodservice Management program), and a category of Best Online Bachelor's Programs for Veterans
 - A set of online Master's programs also rose in rankings: CJ, Digital Forensics (listed as Info Tech), Nursing, and Education
 - For first time, UCF ranked among the Best Online Master's in Engineering Programs
- **This is of course because we have many faculty who have worked very hard at quality online courses for many years, with support from the remarkable team at Center for Distributed Learning**
- **Also, great faculty news to mention:**
 - Mubarak Shaw named a fellow of the Association of Computing Machinery;
 - Jiyu [**Gee-you**] Fang [**Fong**] a fellow of the International Association of Advanced Materials;
 - Ali Gordon a fellow of the American Society of Mechanical Engineers;
 - and Jun Wang and Greg Welch fellows of IEEE
 - Kelly Miller was named the Florida Music Education Association's 2022 College Music Educator of the Year
 - Timothy Hawthorne has been selected as a 2022 National Geographic Explorer by the National Geographic Society
- **Congratulations to these and all faculty with notable accomplishments**

COVID

- Little more to say about COVID. We've managed to begin the semester successfully, despite the Omicron surge

- Infections are still high, but Florida's cases are dropping rapidly; this is also true on campus
- Hospitals never hit the high seen in the Delta wave, even though there were many more cases
- We don't yet know whether we are heading into a future in which COVID is another disease that cycles up or down, or whether it will continue to be a particularly great danger

Future

- **In either case, we are focusing increasingly on the future.** Mention 4:
 - Next strategic plan defining long-term goals and our path over the next several years. Address key issues, including strategic enrollment plan, student-faculty ratio, improved student success with a very diverse student body, growing research, valuable partnerships with the region, state, and nation
 - Equally important is our recognition that the growth era is ending, and as a result our approach to budgeting must change.
 - We have been developing a new budget model
 - Modified RCM model that gives incentives for developing other revenue sources, e.g., professional master's programs
 - I am planning a public session for any interested faculty and others this spring, presented together with our CFO, Gerald Hector
 - New revenues and cost containment are critical as growth ends
 - Revamping our business practices for improved effectiveness and efficiency, this is the KnightVision project: replacing Peoplesoft with Workday, and a business process reorganization under the label of SET (Service Enhancement Transformation).
 - Fourth, Matt Hall is working to transform our IT structure to improve security and support
- More of our conversations with you will be forward looking.

Final:

- I will announce the associate provost for UCF Downtown as soon as HR finishes its part of the hiring.
- We have identified three finalists for next director of FCTL
 - Third online forum is tomorrow at 10 a.m.
 - More info about finalists and videos of their campus forums can be found on the FCTL website

- Can replay sessions, comment anonymously on all of them. Please participate!
- Dean of the College of Community Innovation and Education: finalist forums likely to be mid-March; details to come
- President's Investment Program is wrapping up now. Public announcements on the way.

14:44:32 From G-Laurie Carroll/Faculty Senate to Everyone:

Good afternoon everyone and welcome to the Steering Committee meeting! Please remember to rename yourself with an FS in front of your name if you are a Steering Committee member or a G in front of your name and your unit after your name if you are a guest. Thank you!

14:54:13 From G-Laurie Carroll/Faculty Senate to FS - Kristine Shrauger(Direct Message):

I just emailed you the resolutions for the meeting today in case they need to be put up on the screen. Thanks!

15:05:35 From G - Joe Adams to Everyone:

Aside from Ohio State, we tied with University of Arizona. Arizona State finished 6th!

15:06:12 From FS - Luca Argenti to Everyone:

We are seventh in optics, in the US:

<https://www.usnews.com/education/best-global-universities/united-states/optics>

15:06:52 From FS - Kelly Semrad to Everyone:

Could someone post the link to the overall study that assessed the rankings for all disciplines?

15:07:13 From FS - Joseph Harrington to Everyone:

It's US News

15:07:39 From FS - Joseph Harrington to Everyone:

Not sure of a "study". They have a process.

15:07:58 From G-Jana Jasinski (she/her) to Everyone:

<https://www.ucf.edu/news/ucf-breaks-into-top-10-best-online-schools-with-no-7-ranking-best-in-universitys-history/>

15:12:28 From G - Joe Adams to Everyone:

<https://fctl.ucf.edu/director-search/>

15:35:55 From G - Michael Johnson to Everyone:

Thanks, Luca. I forgot to mention that. It's very important - the first time USN&WR has ranked optics programs.

15:37:06 From FS - Luca Argenti to Everyone:

Thank you Mike. It is indeed a wonderful surprise: I have communicated with dramatic enthusiasm to each of my students, and they are all energized and very happy by this news.

15:47:19 From G - Michael Johnson to Everyone:

This is my favorite site. I have no idea whether it is better or worse in accuracy for the most recent data.

<https://covidactnow.org/us/florida-fl/?s=28791756>

15:49:20 From FS-Stephen King to Everyone:

Hi Mike (Proctor): can you put the website you were using in the chat here so I can look at it directly?

15:50:58 From FS - Mike Proctor to Everyone:

https://covid.cdc.gov/covid-data-tracker/#trends_dailydeaths

15:51:15 From FS-Stephen King to Everyone:

Thanks!

15:51:29 From FS Keri Watson (she/her) to Everyone:

I'm happy to serve

15:51:37 From FS - Shawn Burke to Everyone:

I can serve

15:51:43 From FS - Tina Dow to Everyone:
I can help

15:52:16 From FS James Gallo to Everyone:
I'll volunteer

16:01:41 From G-Jana Jasinski (she/her) to Everyone:
I am checking to see if anyone else might have data for UCF students

16:02:12 From FS Keith Koons to Everyone:
If the info from students about class modality is only anecdotal, I don't think it will be worth the time

16:11:23 From FS Keith Koons to Everyone:
I think we should move this on to the Senate agenda, and if updated numbers come available before the meeting, then it can be amended

16:12:48 From FS - Bill Self to Everyone:
I agree with Keith, Steering is supposed to steer on the agenda, not argue over the resolutions and whether they should be supported

16:24:00 From FS Keith Koons to Everyone:
This proposed resolution is out of order - there is not enough time remaining in the Senate year to properly consider it in the required two meetings

16:26:14 From FS - Bill Self to Everyone:
This is the current bylaw change procedure in our constitution:

16:26:17 From FS - Bill Self to Everyone:
A. The Faculty Senate may amend its own bylaws by the affirmative vote of a majority of Senate members present and voting at a meeting with a quorum.

1. A proposed amendment should be included on the agenda of two successive meetings of the Senate.
2. The text of a proposed bylaw or amendment to a current bylaw must be made available electronically to the members of the Faculty Senate at least thirty days prior to the first meeting.
3. The proposed amendment is subject to amendment and vote on at the second Senate meeting.
4. In cases of emergency, established by the Steering Committee, the requirement of requiring two successive meetings can be waived.

16:31:59 From FS Keith Koons to Everyone:
The idea behind the two meeting requirement (which has always been a part of our constitution) is that amending the bylaws should not be too easy!

16:35:21 From FS Keith Koons to Everyone:
We can always ask for a "bonus" report for April

16:36:06 From FS Keri Watson (she/her) to Everyone:
So, who wrote it?

16:36:25 From FS Keri Watson (she/her) to Everyone:
Joe?

16:38:16 From G-Jana Jasinski (she/her) to Everyone:
Bring back the cookies!

16:39:39 From FS - Bill Self to Everyone:
Sorry I have a phone call on BOG related business and have to go early

1 **Resolution 2021-2022-2**

2 **Continuing UCF SEED Research Funding into the Future**

3 **Whereas**, UCF is considered a highly innovative institution of higher education in part because faculty
4 are encouraged to expand their individual and university-wide research in innovative and novel
5 directions, and

6 **Whereas**, the UCF Office of Research/Office of the Provost have provided one million dollars in SEED
7 grant funding to faculty for the past 3 years, and

8 **Whereas**, there has been a positive return on investment (ROI) from this SEED funding in terms of
9 subsequent external funding, with the ROI from funded external awards based on SEED grants from the
10 first year of the program equaling 662% (\$7.62 million received; additional \$54 million in submitted
11 proposals), and

12 **Whereas**, the overhead generated from the funded external awards from first year awardees exceeds
13 the cost of the program (\$2.61 million in overhead if 52% overhead), therefore

14 **Be it Resolved** that UCF Office of Research/Office of the Provost will continue to provide SEED grant
15 opportunities for faculty at the current or higher funding levels in all future years.



Faculty Senate

Faculty Senate
Committee Reports
February 3, 2022

Budget and Administrative Committee

Chair – Tina Buck; Vice Chair – Adam Wells

Request to Speak at Senate/Steering

February 2, 2022

Tina Buck and Gerald Hector provided an update from the University Budget Committee meeting on 12/3/21 on the topic of improving auxiliary overhead charges and how they will be taxed to support the university central services under the new budget model. There was discussion on how auxiliary income will be taxed rather than current model of taxing their expenditures. It was also noted that auxiliary dollars are more flexible than other sources of revenue, due for example to high amount of regulation on state funds. Importantly, it was made clear that events like conferences and camp payments are/will be excluded; as they are not considered auxiliary and such events are not material to the financial operations of the university. Rather they are pass-throughs that UCF holds funds for another agency, and not UCF funds.

Committee also had further discussion on accommodations of J1 visiting scholars. Barriers to establishing residences for visiting scholars were discussed, including new state laws which make it extra difficult to find accommodations. A potential resolution was discussed, but will likely not occur until the fall. In the meantime, Gerald Hector made contact with housing about potential options. Additionally, the committee will solicit data from UCF global regarding international scholars to ascertain the potential magnitude of the issue.

Information Technology Committee

Chair – Glenn Martin; Vice Chair – Lee Dotson; Steering/Senate Liaison – Joseph Harrington

Request to Speak at Senate/Steering

January 25, 2022

Committee met for about an hour. Discussion about the mass e-mail policy was had with guests Joe Adams and Allison Hurtado also attending. In particular, existing policy seems to not align with current practice. Discussion about newsletters and e-mail lists including more intelligent systems that would not remind you of items you have actually already completed (e.g. training). What e-mail providers are approved? Is there a dashboard for e-mail lists? Committee will collect policies from other institutions and review them in a future meeting. Finally, continued discussion on software for the common good; committee is also requesting policies from other institutions.

Personnel Committee

Chair – Edwin Torres; Vice Chair – Adam Parrish

Request to Speak at Senate/Steering



Faculty Senate

January 19, 2022

Minutes of the November 10 2021 meeting were approved. Additional topics discussed included a presentation by the Faculty Hiring sub-committee of Adam Parrish, Luca Argenti, Karol Lucken; the Exit and Stay interview sub-committee led by Blake Scott, and the upcoming visit by SVP Hector on Feb 9, 2022. The Faculty Hiring subcommittee is currently drafting a resolution on the topic. Blake Scott summarized the subcommittee findings on the best practices used to conduct exit and stay interviews at other institutions. Blake is coordinating a meeting between HR and the Personnel Committee for a future date to discuss the viability of UCF adopting practices identified. The SVP Hector visit is expected to discuss Faculty Wage Erosion and actions taken or not taken by this administration in its past, currently, and in the future to stop Faculty Wage Erosion. Michael Proctor reported as of the Dec 2021 CPI Faculty Wage Erosion has reached 8.578% for the over 70% of the faculty who have not received a promotion, ADI, TIP, RIA, or SoT since our last across the board pay raise in September 2019. The loss of approximately \$8,578 in purchasing power per \$100,000 by over 70% of the faculty contrast sharply with only 2.29% or 20 of the 875 faculty who dropped below CPI in the 5 years of the prior administration (Faculty Salary Equity Study 2020 Compression report).

Research Council

Chair – Linda Walters; Vice Chair – Shawn Burke

Request to Speak at Senate/Steering

Research Council activity since last meeting:

1. Resolution (below) approved by all council members who responded. We are moving it now to Senate Steering Committee.
2. University Excellence in Research Award is now in a sub-committee's hands. Committee, with Linda Walters as Chair, meets next Monday to choose a winner.
3. Policy Committee: Linda Walters replaced Scot French as Chair as Scot had a teaching conflict this semester. At first meeting in January, the committee had a lively debate on the value of credit splits for grant proposals. The committee collectively decided that our small group did not agree on what credit splits represented at UCF, so we asked Winston Schoenfeld, OR, to provide us with clarification before continuing our discussion.
4. Internal Research Committee: Damla Turgut replaced Chris Emrich as Chair as Chris had a teaching conflict this semester. The committee is continuing to work on: a) faculty facilities needs/concerns and b) faculty software needs + how decisions are made to acquire new software. For the former, a meeting is scheduled with UCF Facilities on 2/18/22 to better understand issues from their perspective. For the latter, information has been provided by OR. The committee is working on preparing a survey that combines both topics to obtain faculty input.
5. Compliance Committee: Shawn Burke is the Chair of this committee. From January meeting, the committee provided updates on three items: (1) EHS action item (are faculty experiencing any issues with EHS presently?) - all survey results are in (not a huge response), but a summary of the results will be produced which combines input from survey, committee members, and those that were invited to come speak last semester. (2) Misconduct Review Committee action - committee has a suggested way forward for timely selection of committee



Faculty Senate

members that will be included in their meeting minutes; and (3) Loss of Graduate Faculty Status - committee needs further clarification from Dr. Klonoff before proceeding.

Resolution 2021-2022-2 Continuing UCF SEED Research Funding for Faculty into the Future

Whereas, UCF is considered a highly innovative institution of higher education in part because faculty are encouraged to expand their individual and university-wide research in innovative and novel directions, and

Whereas, the UCF Office of Research/Office of the Provost have provided one million dollars in SEED grant funding to faculty for the past 3 years, and

Whereas, there has been a positive return on investment (ROI) from this SEED funding in terms of subsequent external funding, with the ROI from funded external awards based on SEED grants from the first year of the program equaling 662% (\$7.62 million received; additional \$54 million in submitted proposals), and

Whereas, the overhead generated from the funded external awards from first year awardees exceeded \$2.61 million (assuming 52% overhead) and thus exceeded the costs of the initiative, therefore

Be it Resolved that UCF Office of Research/Office of the Provost will continue to provide SEED grant opportunities for faculty at the current or higher funding levels in all future years.

Graduate Council

Chair – Stacy Barber; Vice Chair – Valeriya Shapoval

Request to Speak at Senate/Steering

January 26, 2022

The Graduate Policy Committee is working on a revised course transfer policy, with the final version still to come. Previously the committee recommended that Dr. Klonoff work with the BOT in regards to an updated definition and treatment of academic misconduct.

Undergraduate Council

Chair – Jeffrey Kauffman; Vice Chair – Tina Dow

Request to Speak at Senate/Steering

No update

Ad Hoc Bylaws Committee

Chair – William Self

Request to Speak at Senate/Steering

No update

Ad Hoc Committee on Civil Discourse

Chair – William Self

Request to Speak at Senate/Steering

No update

Ad Hoc Health and Safety Crisis Response Committee

Chair – Stephen King; Vice Chair – Victoria Loerzel

Request to Speak at Senate/Steering

February 1, 2022



Faculty Senate

The committee's discussion focused on the omicron variant.

The number of cases in central Florida and at UCF are coming down from recent all-time highs. So far, this caseload data is following the models we previously discussed that predicted a steep decline in cases. While case number is decreasing, we are seeing rises in the number of hospitalizations and deaths. This trend has been present throughout the pandemic, as hospitalization and mortality peaks continue to occur a few weeks after the case load. Although case numbers are quickly dropping, they are still significantly higher than the baseline we have seen. Therefore, we saw no reason to alter mitigation measures at this time.

Two points we want to raise and to be considered as we look ahead:

- 1) Spring Break. It looks like Florida will be at lower COVID levels than much of the country by the time spring break season is here. This means that we are likely to see an influx of cases at that time due to the travel of students from other regions of the country to Florida.
- 2) Preparation for the next COVID wave. Both the Delta and Omicron waves took Florida and the country by surprise. They each occurred when many people felt the pandemic had waned and might be over. We expect that there is likely to be another wave in the near future. The committee felt it was important to be vigilant and to be mentally prepared for this. Let's not let ourselves be surprised yet again by some new variant in the coming months.

Ad Hoc Equity, Inclusion and Diversity Committee

Chair – Kristine Shrauger

Request to Speak at Senate/Steering

No update

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Resolution 2021-2022-4
Faculty Exit and Stay Interviews

Whereas, the University of Central Florida (UCF) is committed to attracting and retaining a diverse faculty, supported by a framework of inclusive excellence; and

Whereas, UCF has already invested in studies of faculty satisfaction and institutional responses to these, both of which could be usefully complemented by additional information about why faculty stay or exit; and

Whereas, UCF does not currently have a standardized and systematic process of exit interviews or resources for supporting stay interviews for faculty; and

Whereas, the current exit interview system does not adequately enable the consideration and use of information in faculty retention and other relevant efforts; and

Whereas, exit and stay interviews that follow national best practices and are integrated into the university's faculty retention and recruitment efforts have shown strong potential elsewhere for informing institutional inclusive excellence efforts, therefore

Be it Resolved that UCF explore the development and implementation of a university-wide process for exit interviews that includes the following elements:

- Collaboration among key faculty-supporting units, including Human Resources, Faculty Excellence, the Provost's Office, the Office of Diversity and Inclusion, and Faculty Senate;
- Exit interviews in which faculty are encouraged to participate before they leave the university;
- Exit interviews conducted by individuals who are not direct supervisors of interviewing faculty;
- Appropriate training for individuals who conduct the exit interviews;
- Exit interview instruments and questions informed by national models and relevant literature, and tailored to different groups of faculty leaving for different reasons;
- Mechanisms for regularly storing, merging, analyzing, reporting on, and responding to exit interview information; and

Be it Further Resolved that UCF explore the development of resources for supporting voluntary stay interviews that consider the following elements:

- Appropriate training for individuals who conduct the stay interviews;
- Stay interview resources informed by national models and relevant literature;
- Regularly occurring stay interviews in which faculty are encouraged to participate and are not part of the annual evaluation process.

Information Sheet for Resolution about Faculty Exit and Stay Interviews

Blake Scott

Exit Interviews

What are exit interviews and why are they important?

Faculty exit interviews can take place just before or after a faculty member leaves the university for any of several reasons, including retirement, being denied tenure or advised out, and leaving for another position or reason. They are designed to better understand faculty experiences at the institution and the factors and motivations that influenced their leaving.

A range of other universities have found exit interviews to be unique and useful components of their continuous improvement efforts in retaining and recruiting faculty and supporting inclusive excellence. Such interviews can provide specific and contextualized information about why faculty leave, contributing useful qualitative data to complement large-scale surveys and other types of data collection (see, for example, <https://link.springer.com/article/10.1007%2Fs11162-004-6226-6>). Further, this qualitative data can provide a more multi-scalar picture--including both the institutional and unit levels--of why faculty leave.

What is UCF doing with exit interviews?

According to UCF HR, "Exit interviews are conducted by the colleges/departments, are optional, and the format is not fully standardized" (Wolf). In some units, the chair or unit head has conducted exit interviews--an approach that is not considered best practice, as it could entail a conflict of interest and prevent open and honest responses from faculty. Other units have not been conducting exit interviews at all. HR has identified a couple of additional problems with current system, both of which could be resolved, in part, by the move from PeopleSoft to a new system: 1) "When exit surveys are completed, they are routed to central HR and logged, but they are not stored in an electronic format that enables HRIS to generate analytics that would identify key trends or themes emerging from the interviews" (Wolf), and 2) HR doesn't get notified about an existing employee "until after separation has occurred" (Binder), at which point the former employee gets a request through their personal email, making scheduling an interview less likely.

Human Resources conducts exit interviews with some staff, and it has developed a uniform exit questionnaire (<https://hr.ucf.edu/files/EmployeeExitQuestionnaire.pdf>) that it asks units to refer exiting employees to as part of the Employee Exit Checklist. This instrument asks employees to indicate their level of satisfaction, on a three-point scale, about broad categories of experience.

What are other universities doing with exit interviews?

A substantial number of leading universities have standardized, university-wide exit interview processes and mechanisms. At such institutions, faculty exit interviews are overseen by an

academic affairs unit such as the provost's office (e.g., Illinois Chicago, Penn State, Arizona State), HR (e.g., Clemson, South Carolina, UNC), an institutional equity and diversity office (e.g., Michigan Tech, Colorado State, DePaul, North Carolina State), or some combination of these.

At most universities that take an institution-wide approach, exit interviews appear to be an optional, opt-in mechanism that faculty can choose in addition to or in lieu of an exit questionnaire or survey. In other places, an exit interview is a default part of the exiting process, with faculty having the option to opt out. Across the institutions we've examined, exit interviews are conducted by various personnel who typically have some type of specialized training. At Penn State, for example, interviews are conducted by trained, college-designated "exit interview officers" who can be faculty, recently retired faculty, or ombudspersons who are not HR reps and who do not report to deans. At Colorado State, interviewers are trained volunteers who represent all employee classifications. Auburn is considering creating exit interviewing committees that include a provost appointee, a representative from the office of inclusion and diversity, and a faculty member designated by faculty senate. Notably, interviewers typically do not report to college deans, and unit heads or other direct supervisors do not typically conduct these interviews, though in some places they send faculty information about them.

Some universities use different interview instruments and questions for different groups of faculty, depending on primary reasons for leaving. Penn State, for example, uses different questions for faculty who are retiring, faculty who are denied tenure or advised out, and faculty who are leaving for another position or reason. Most university processes we've examined include the regular merging, analysis, and reporting of exit interview data and institutional responses to it. For examples of regular university reports, see <https://opair.psu.edu/project/faculty-exit-study/>. Some universities develop more focused reports that relate exit interview data to diversity, equity, and inclusion efforts; examples include:

- NC State: <https://diversity.ncsu.edu/wp-content/uploads/2016/03/Exit-Survey-Report-2013-14.pdf>
- Michigan: <https://advance.umich.edu/wp-content/uploads/2021/06/UM-ExitInterviewStudy2019ReportFinal-1.pdf>.

Best practices of exit interviews include the following (see <https://hbr.org/2016/04/making-exit-interviews-count>; <https://journals.sagepub.com/doi/10.1177/0893318910376914>):

- The process is overseen and conducted by central unit that at least coordinates other faculty support offices (e.g., DEI, HR, academic affairs);
- The process is transparent and clearly explained to faculty and other stakeholders;
- Interviews are conducted before faculty leave, while they are still engaged with university;
- The process is safeguarded against possible conflicts of interest and retaliation, with interviewers who are not faculty supervisors and who do not report to such supervisors (e.g., deans);

- Interviewers are vetted and have specialized training, including training in DEI concerns;
- Faculty are given the choice of interview type(s) and option to opt out;
- Instruments and questions are tailored for different groups of faculty leaving for different reasons;
- Instruments and questions enable faculty to articulate specific factors, motivations, and reasons;
- Data gathered from exit interviews is regularly merged, analyzed, reported on, and used in retention and DEI efforts at the institution, ideally in a multi-scalar manner;
- The exit interview process is regularly reviewed, including by faculty.

How might UCF revise its exit interview process?

Although a full-scale revision is not advisable until after Workday or another new system is in place (projected Summer of 2022), the university could begin planning a new standardized, university-wide system, with key partners in the planning process including HR, Faculty Excellence, the Office of Diversity and Inclusion, Academic Affairs, and Faculty Senate. Led by former Faculty Excellence Fellow Jennifer Sandoval, the College of Sciences is piloting a training program for college-level diversity advocates that might hold promise for the training of exit interviewers.

Key questions for a revised version of UCF's exit interview process include the following:

- What could a standardized, university-wide process look like? What unit(s) would oversee process? What unit(s) would gather, analyze, report on, and develop responses to data?
- Who would conduct the interviews and how would they be trained?
- Could departing faculty opt in or opt out, and to what extent would faculty be encouraged to participate in electronic questionnaires versus live interviews?
- To what extent would interview instruments and questions differ for groups of faculty existing for different primary reasons?
- How resources would be needed to implement a more standardized, university-level approach, and what would the potential benefits be?
- How could a revised process be factored into the university's new strategic plan?

Stay Interviews

What are stay interviews and why are they important?

Stay interviews are not as common as exit interviews but could potentially be at least as useful in identifying ways to better support and retain faculty. They typically ask employees what motivates them to remain at the university, what could be better about their work experience, and how they envision the next stage of their career. Expert Richard Finnegan defines a stay interview as “a *structured* discussion a *leader* conducts with each individual employee to learn the specific actions she must take to strengthen that employee's engagement and retention with the organization” (<https://www.finneganinstitute.com/stay-interviews/>). Finnegan and others have noted several reasons why stay interviews are an effective aspect of employee

retention: <http://www.finneganinstitute.com/5-reasons-stay-interviews-essential-employee-engagement-retention-solutions/>. Examples of “vetted” stay interview questions can be found at the following:

- <https://c-suiteanalytics.com/the-original-si5-and-why-they-still-matter/>;
- <https://www.insperity.com/blog/stay-interview-questions/>;
- <https://www.tlnt.com/stay-interviews-20-possible-questions-you-should-consider-asking/>.

What is UCF doing with stay interviews?

We are not aware of faculty or staff stay interviews being used systematically at UCF. Although some department chairs and unit heads talk to faculty about their goals for the upcoming year as a follow up to faculty annual activity reports, the questions addressed in such meetings are quite different than typical stay interview questions, and such meetings tend to be focused on assigned duties and activities rather than positive stay factors and ways to improve working conditions and help faculty feel fulfilled.

What are other universities doing with stay interviews?

Although stay interviews are more common in the business world, a growing number of universities, including the following, have begun to implement them in an institution-wide manner:

- Missouri: <https://collaborate.umsystem.edu/sites/hrpublic/documents/CAREER/CURRENT/CRMgmt-StayInterviews.pdf>;
- Iowa: https://hr.uiowa.edu/sites/hr.uiowa.edu/files/2020-02/stay-interviews-why-how_0.pdf;
- Minnesota: <https://supervising.umn.edu/keeping-high-performers-engaged-your-team-stay-interviews>;
- Nebraska: <https://its.unl.edu/hr/pdf/Stay%20Interviews.pdf>;
- Denver: https://www.du.edu/human-resources/media/documents/engage-stay_interview_toolkit.pdf.

Additionally, the EAB recommends stay interviews as one of three strategies for retaining a diverse workforce (<https://eab.com/insights/expert-insight/student-affairs/strategies-for-retaining-diverse-staff/>).

Unlike exit interviews, stay interviews are often less formal and conducted by direct supervisors, as the feedback they generate and actions they suggest are primarily at the unit level. Stay interviews can take place on a regular, perhaps rotating, schedule, such as when faculty set their annual activity goals for the year. Stay interviews can also be “triggered” by specific events, such as when a faculty member decides to stay after receiving an offer from elsewhere or when job roles or circumstances change (e.g., teaching during a pandemic). Stay interviews should not be tied to annual performance evaluations, however.

Best practices of stay interviews include the following:

- They are more informal and conducted by a supervisor who has established a relationship of trust with the faculty member (if this is not the chair, then another senior faculty member could conduct the interview);
- They are conducted regularly, at least once a year, such as when faculty set goals for the following academic year;
- They are not part of annual evaluation, CPE, or other faculty evaluation processes;
- Training and resources for conducting them are developed and provided by central university unit(s);
- They include mechanisms for supervisors to respond to faculty needs (with help from other faculty-serving units, if needed), identify patterns, and pass along patterns to colleges and other units involved in faculty recruitment and retention.

How could UCF begin to implement such a process?

UCF could begin by developing supporting resources and materials for both chairs/directors and faculty (see examples at other institutions through links above), and by offering training to the former, perhaps through Faculty Excellence's Chairs and Directors Leadership Circle or expanded workshops for chairs/directors. One or two departments/units in each college could pilot this, and this experience could inform the training, resources, and process for other departments/units.

Key questions for UCF's implementation of stay interviews include the following:

- What unit(s) would develop resources for chairs/directors and faculty?
- What unit(s) would train chairs/directors, and through what mechanisms?
- How standardized should such a process be?
- How could such a process be integrated into the workload of chairs/directors and faculty in a way that is not overly taxing?
- Could faculty opt-out?
- How could UCF develop a process for enabling chairs/directors to report on patterns in their units, and what unit(s) would assist them in supporting the reported needs of faculty?
- How could UCF ensure that stay interviews remained separate from the annual evaluation and other evaluation processes?
- How resources would be needed to develop and implement a systematic approach to stay interviews, and what would the potential benefits be?
- How could a stay interview process be factored into the university's new strategic plan?