



Faculty Senate

Faculty Senate

Agenda for meeting of Thursday, January 20, 2022, 3:00 – 5:00 p.m.

Zoom Meeting for Senators and Guests:

<https://ucf.zoom.us/j/94501424919?pwd=cXBrdFI2SUZNSm10ZIR4cUMwcVhHdz09>

Meeting will be recorded and streamed live at: <https://youtu.be/Xbsx6EsgMo>

1. Call to Order
2. Roll Call via Qualtrics: https://ucf.qualtrics.com/jfe/form/SV_3PnRqJ8E7XjvcdE
3. Approval of Minutes of *December 2, 2021*
4. Recognition of Guests
5. Announcements and Report of the Senate Chair
6. Report of the President
7. Report of the Provost
8. Old Business
 - a) COVID 19 on Campus Update
 - i) Discussion
 - ii) Meeting Modality for Next Senate Meeting
9. New Business
 - a) Newsletter and Senate Communications Discussion – *Joseph Harrington*
 - b) Strategic Planning Update – *Stephen King*
 - c) Multi-Factor Authentication (MFA) for Faculty Email – *David Zambri, Chief Information Security Officer*
10. Committee Reports
 - a) A brief written summary of each operational and active ad-hoc committee's recent meetings is posted in the meeting materials on the website. Committee chairs or the senate liaisons may speak, and Senators may comment or ask questions on committee business at this time.
11. Other Business
12. Adjournment

Faculty Senate

Minutes for meeting of Thursday, December 2, 2021, 3:00-5:00 pm

Meeting recording available at: <https://youtu.be/-vUppuBjfvC>

1. Quorum reached and call to order at 3:03 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 Attachment A for List of Attendees*)
3. Approval of Minutes of *November 4, 2021*
 - a) Minutes are approved as submitted.
4. Recognition of Guests
 - a) Joe Adams, Senior Communications Director, Office of the Provost
 - b) Frank Allen, Associate Director, University Libraries
 - c) Theodorea Berry, Vice Provost and Dean, College of Undergraduate Studies
 - d) Rhonda Bishop, Vice President, Compliance and Risk
 - e) Alexander Cartwright, President, Office of the President
 - f) Lucretia Cooney, Director, Faculty Excellence
 - g) Adrienne Frame, Vice President, Student Development and Enrollment Services
 - h) Deborah German, Dean, College of Medicine
 - i) Matthew Hall, Vice President and CIO, UCF IT
 - j) Gerald Hector, Senior Vice President, Administration and Finance
 - k) Jana Jasinski, Vice Provost, Faculty Excellence
 - l) Michael Johnson, Interim Provost, Office of the Provost
 - m) Kristy McAllister, Communications Specialist, Office of the President
 - n) Rebeca Richards, Senior Assistant Vice President, Budget, Planning and Administration
 - o) Misty Shepherd, Senior Associate Vice President, Financial Affairs
 - p) Sean Simmons
 - q) Austin Wilson, Vice President, Student Government Association
5. [:02] Announcements and Report of the Senate Chair – *Joseph Harrington*
 - a) Chair Harrington spoke about a new communications role for the Faculty Senate, communications red flags, a Senate communications strategy to get more information out to faculty, the President's goals, strategic planning, and ways the administration is communicating with faculty and staff. For the full report, please see Attachment B.
 - b) Discussion regarding faculty workload, faculty compensation, faculty morale, IT questions, and the white paper process for strategic planning. (*See meeting chat Attachment C*)
6. [:40] Report of the President – *Alexander Cartwright*
 - a) President Cartwright reported on the new General Counsel appointment, the Stephen W. Hawking Center for Microgravity Research and Education, the Interservice/Industry Training, Simulation and Education Conference,



Faculty Senate

- Cooperative Research and Development Agreement with the U.S. Army, strategic planning and the annual Faculty and Staff Holiday Cookie party. For the full report, please see Attachment D.
- b) Discussion from chat questions regarding 2-year/4-year degree programs at state colleges, fundraising, online learning, whether tuition can be increased and faculty morale. (*See meeting chat Attachment C*)
7. [1:15] Report of the Provost – *Michael Johnson*
- a) Interim Provost Michael Johnson spoke about raises, fundraising, student teams' competitions, Ph.D. program approvals, inductions, fellowships, COVID, spring classes, student success and academic success funds, retirement of CCIE dean Sissi Carroll, and graduation ceremonies. For the full report, please see Attachment E.
 - b) Discussion regarding students that are not attending classes, preferring to attend online (*See meeting chat Attachment C*), faculty raises, and faculty morale.
8. [1:31] Motion to move Committee reports prior to item 10, second, vote taken electronically via Zoom, 48 yes/1 no, motion passes.
9. [1:33] Old Business
- a) COVID 19 on Campus Update
 - i) Discussion – no further discussion
 - ii) Meeting Modality for Next Senate Meeting – January 20, 2022
 - (1) Motion to have virtual meeting in January, second, no discussion, vote taken electronically via Zoom, 48 yes/6 no, motion passes.
10. [1:34] Committee Reports
- a) For the full list of committee reports, please see Attachment F.
11. [1:35] New Business
- a) Budget Presentation – *Gerald Hector, Senior Vice President for Administration and Finance*
 - b) For full report, see Attachment G.
12. [1:51] Motion made to extend time by 15 minutes, second, vote taken electronically via Zoom, 46 yes/6 no, motion passes.
13. Questions and discussion taken from the meeting chat, Attachment C.
14. [2:13] Other Business – none
15. Adjourned at 5:17 p.m.

Reviewed and Submitted by:

Kristine J. Shrauger

Kristine Shrauger
Secretary, Faculty Senate

12/6/2021
Date

First Name:	Last Name:	College/Unit:	College/Unit: - Other	Meeting Role:	Meeting Role: - Guest
Mason	Cash	CAH		Senator	
Lynn	Casmier-Paz	CAH		Senator	
Patricia	Farless	CAH		Senator	
Scot	French	CAH		Senator	
Tremon	Kizer	CAH		Senator	
Shannon	Lindsey	CAH		Senator	
Darlin'	Neal	CAH		Senator	
Sandra	Sousa	CAH		Senator	
Gergana	Vitanova	CAH		Senator	
Pamela	Baker	CAH	Writing & Rhetoric	Senator	
Sami	Alpanda	CBA		Senator	
Yoon	Choi	CBA		Senator	
Paul	Goldwater	CBA		Senator	
Ethan	LaMothe	CBA		Senator	
Axel	Stock	CBA		Senator	
Shannon	Taylor	CBA		Senator	
Kara	Consalo	CCIE		Senator	
Bobby	Hoffman	CCIE		Senator	
Sara	Michael Luna	CCIE		Senator	
David	Mitchell	CCIE		Senator	
Reid	Oetjen	CCIE		Senator	
Ann	Shillingford	CCIE		Senator	
Larry	Walker	CCIE		Senator	
Ladislau	Boloni	CECS		Senator	
Kevin	Coffey	CECS		Senator	
Ahmad	Elshennawy	CECS		Senator	
Jeff	Kauffman	CECS		Senator	
Kausik	Mukhopadhyay	CECS		Senator	
Sumanta	Pattanaik	CECS		Senator	
Marino	Nader	CECS	MAE	Senator	
Randall	Andrew	CECS		Senator	
Shawn	Burke	CGS		Senator	
Lori	Walters	CGS		Senator	

Ali	Amirkhosravi	CHPS	Senator
Reshawna	Chapple	CHPS	Senator
Amy	Thomas	CHPS	Senator
Adam	Wells	CHPS	Senator
Nadine	Dexter	COM	Senator
Tina	Dow	COM	Senator
Stephen	King	COM	Senator
magdalena	pasarica	COM	Senator
Dawn	Eckhoff	CON	Senator
Frank	Guido-Sanz	CON	Senator
Sarah	Barber	COS	Senator
Scott	Branting	COS	Senator
Alison	Cares	COS	Senator
Mark	Ehrhart	COS	Senator
Andrew	Frazer	COS	Senator
Martha	Hubertz	COS	Senator
Tamra	Legron-Rodriguez	COS	Senator
Daniel	Marien	COS	Senator
Piotr	Mikusinski	COS	Senator
Adam	Parrish	COS	Senator
J. Marla	Toyne	COS	Senator
Linda	Walters	COS	Senator
Xin	Yan	COS	Senator
Xin	Yan	COS	Senator
Patrick	LiKamWa	CREOL	Senator
Robin	Back	RCHM	Senator
Edwin	Torres	RCHM	Senator
Kristine	Shrauger	UL	Senator
Keith	Koons	CAH	Steering
Nina	Orlovskaya	CECS	Steering
Michael	Proctor	CECS	Steering
Bill	Self	COM	Steering
Luca	Argenti	COS	Steering
Jim	Moharam	CREOL	Steering

Kelly	Semrad	RCHM		Steering	
Rebeca	Richards	Other	Academic Affairs	Guest	Assist VP AA Budget
Frank	Allen	Other	University Libraries	Guest	Associate Director
Lucretia	Cooney	Other	Faculty Excellence	Guest	Director
Sean	Simmons	Other	Financial Affairs	Guest	Director of Financial Planning and Analysis
Alexander	Cartwright	Other	President's Office	Guest	President
Joe	Adams	Other	Provost's office	Guest	Senior Communications Director
Austin	Wilson	Other	SGA	Guest	Student Body Vice President
Jana	Jasinski	Other	Faculty Excellence	Guest	Vice Provost
Theodorea	Berry	Other	CUGS	Guest	Vice Provost and Dean
Matthew	Hall	Other	Academic Affairs	Guest	VP IT / CIO

UCF Faculty Senate Chair's Report 2 December 2022

**Prof. Joseph Harrington
Chair, UCF Faculty Senate**



New Communications Role

BOT met Nov. 18, Strategic Planning Workshop today

Senate being asked by BOT, Administration, Faculty to take on more of a communications role

Communicate what is happening in the administration to the faculty

Communicate the state of UCF. Faculty should know about our budget, internal loans, facilities situation, funding sources, financial health of auxiliaries and DSOs.

Motivate faculty to engage, generate ideas, tell our stories, hold the administration accountable, drive *our* agenda

Communications Red Flags

Most Faculty unaware of Senate's work, role in policy, access

Unaware that President and Provost report and take questions here

Don't see admin activity to fix UCF finances, free up resources for teaching and research

Don't see focus in student success, concern for faculty

Few faculty engage in strategic planning workshops

Faculty unaware of UCF/SUS/BOG governance structure, money flow

Faculty don't know metrics we're judged and funded under

Senate Must...

Communicate what's going on better to faculty

Motivate faculty engagement in university business and planning

Collect faculty feedback

Get faculty questions answered

Senate Communications Strategy

(Already doing) Short meeting summaries (in addition to minutes)

Posting these on committee blogs

Short summaries of Senate, Steering, BOT, key admin committees with video time tags posted on Senate websites

Email invitations to all faculty before Senate, with link

Monthly Newsletter sent after Senate

- 1-3 articles

- All meeting summaries

- Emailed and posted on website

Social media channels pointing to newsletter, meeting summaries

President's Goals

The BOT defines the President's goals annually

Performance on these determine how much he's paid

For the first time, the President's goals have "reduced student-to-faculty ratio" written into them

Strong support for this goal in BOT and administration

Strategic Planning

BOT workshop today

Fall 2021: 4 “Pillars”

Student Success = teaching

Knowledge Enterprise = research and scholarship

Impactful Engagement = community service and outreach

Institutional Innovation = operational efficiency, overall improvements

Basic goals and metrics under these

Spring 2022: Cross-cutting themes, scholarly strengths, etc.

Whitepaper process starts this month – **Write one or more!**

Administration

Youndy Cook confirmed as General Counsel

Encouraged administration to tell faculty what they're doing, & *listen*

Best in groups like Lecturers and Instructors vs. colleges

Upper admins to hold open forums

Dollars and \$ense – Gerald Hector, CFO

Ask Me Anything – Matt Hall, CIO

Senators need to go and encourage faculty to go

UFF leaders need to go, encourage members to go

ASK THE HARD QUESTIONS. GET or STAY ENGAGED!



00:40:30 FS-Bobby Hoffman: Let's start by paying faculty an equitable wage that is consistent with economic reality

00:42:26 FS - Marino Nader: Let's put a realistic deadline to reduce faculty-student ratio and work on it.

00:42:45 FSSandra Sousa: And not taking away their rights and consistently lower their morale

00:43:53 FS Kelly Semrad: I don't think that faculty were aware that the president gets a bonus when reaching his goals. Faculty are asked to reach goals in teaching, research and service each year. We don't get bonuses and we don't get raises that cover the increase in cost of living.

00:44:22 FS Kelly Semrad: Can we get bonuses for reaching our goals too?

00:44:54 FS--Patty Farless: Faculty morale is the lowest I've ever seen (almost 30 years).

00:45:37 FSSandra Sousa: Can we get a more than well deserved and "fair" raise?

00:45:46 FS--Patty Farless: What happened to the previous white paper submissions? Mid October was suppose to be notification.

00:45:59 FS Gergana Vitanova: We have not seen merit raises for a long time.

00:46:06 FS - Ali Amirkhosravi: How long are these union negotiations are going to take?

00:46:17 G- Matthew Hall (he/him/his): FYI - on IT questions, issues, strategy, or topics, you can always start a chat on Microsoft Teams or new UCF Discord, and I will respond and engage individually.

00:47:13 FS-Steve King: The white paper process is incorporating the information from today's BOT meeting, and will be coming out as soon as we can

00:47:56 FSSandra Sousa: @ Ali: on the administration side apparently forever because we are being treated like we are 5 year kids!

00:49:11 FS-Sara Michael Luna: Has the service load shouldered by tenure track faculty been discussed? (It is much higher at UCF than the other R1 institutions where I have been on faculty)

00:49:52 FS--Patty Farless: Service load is resting on all faculty's shoulders

00:50:55 FS-Sara Michael Luna: Agreed. At UCF, the service load is much higher with no compensation (either course release or other) than other R1s.

00:51:16 FS--Patty Farless: So not only are faculty to research, teach, do service but also fundraisers

00:51:38 FS--Patty Farless: Fundraise?

00:52:23 G- Matthew Hall (he/him/his): Text messages as well (4076645818) - just let me know who you are if it's the first time!

00:52:26 FS- Reid Oetjen: If we don't collectively fix the culture, no strategic plan will be successful. These open sessions are a good start.

00:52:28 FS--Patty Farless: First tips and rias were the way to reward faculty going above and beyond instead of reasonable raises , but these are now targeted.

00:54:16 FS--Patty Farless: The off the top cut by foundation is huuuuuggge

00:54:33 FSSandra Sousa: It is seems that the plan is also to target people in tenured track positions

00:55:25 FS Kelly Semrad: Indirect Costs

00:55:34 FS - Pamela Baker: My understanding is that the goal is to create a culture where we all take responsibility for fundraising... is Gerald Hector here to clarify?

00:55:46 FS-Kausik Mukhopadhyay: 51% currently

00:58:03 FS - J. Marla Toyne: Thank you Patty

00:58:12 FSSandra Sousa: Thank you, Patty!

00:58:20 FS-Sara Michael Luna: Thank you, Patty!

00:58:24 FS-Shannon Lindsey: Thank you Patty!

00:58:25 FS - Luca Argenti: Thank you, Patty!

00:58:32 FS Daniel Marien SPSIA: Thank you Patty!

00:58:34 FS Kelly Semrad: Thank you Patty

00:58:42 FS - Marino Nader: Thank you Patty - I agree!

00:59:08 FS - Martha Hubertz (she / her): Thanks Patty!

00:59:28 FSSandra Sousa: We are on our jobs days and nights and weekends, no vacations, no life beyond the university and what do we get?

01:00:03 FS - Marino Nader: Let's not complain, but we do seek solutions.

01:02:25 FS-Shannon Lindsey: Thank you Kelly!

01:02:32 FS-Sara Michael Luna: Thank you, Kelly!

01:02:43 FS - Luca Argenti: Thank you, Kelly!

01:02:49 FSSandra Sousa: Thank you, Kelly!

01:04:00 FS - Ali Amirkhosravi: Thank you Kelly

01:04:00 FSSandra Sousa: Thank you, Austin!

01:05:22 FS--Patty Farless: Yes, thank you Kelly and Austin.

01:07:01 FS - Martha Hubertz (she / her): Great points Kelly!

01:09:32 FS-Sara Michael Luna: The State Colleges are already moving to offer four-year degree programs. The challenge is here now.

01:09:46 FS-Lynn Casmier-Paz: Faculty would certainly be more inclined to help with fundraising if there was a guarantee that our efforts would go toward improving our experiences as faculty: raises, reduced faculty-student ratios, etc. I fear we would fundraise in order to pay for more administrator salaries or other concerns of the BOT. If faculty are expected to do the equivalent of selling Girl Scout Cookies (no disrespect to Girls Scouts intended), then we should have a voice in how the money we raise is spent.

01:10:10 FS-Sara Michael Luna: President Cartwright: Does UCF have a position on the 2-year state colleges offering 4-year degree programs. Recently, Seminole State College asked to offer a 4-year elementary education (teacher certification) degree, which directly competes with the CCIE - STE's elementary education program.

01:10:24 FS - Marino Nader: Not sure what quality degrees they will get when they learn directly from an online degree. Not sure how the future will accept them.

01:24:26 FS-Sarah Barber: I hear from my undergraduate institution weekly

01:26:30 FS Michael Proctor: Why does the administration always say, "Raising tuition is 'Not going to happen'"?

01:26:54 FS-Sara Michael Luna: Regarding the Elementary Degree at Seminole, it is in direct competition with the UCF STE Elementary Education Program. Elementary Ed has seen a decrease in student numbers.

01:30:36 FS-Shannon Lindsey: The UCF IGNITE Fundraising campaign concluded in 2019 and raised \$531 million. Can you speak to how that has been used for faculty?

01:31:29 FSSandra Sousa: Thank you, Kevin!

01:32:01 FS--Patty Farless: Thank you, Kevin!

01:32:42 FS--Patty Farless: Students had choices. Faculty did not.

01:33:49 FS-Sara Michael Luna: Also regarding Covid-19, Faculty were asked to do additional training (online teaching) and have additional service. However, we were not compensated in any way.

01:34:53 FSSandra Sousa: A thank you is more than enough for us to buy groceries at the supermarket.

01:35:08 FS-Bobby Hoffman: Can you speak to what has been done regarding organizational review to identify redundancy, inefficiency, and to evaluate ways to reduce the high staff/support to faculty ratio?

01:37:49 FSSandra Sousa: More stress for those who don't make a decent salary....

01:38:03 FS-David Mitchell: So many of the issues with faculty morale date back beyond the pandemic...we can certainly deal with those certainties.

01:38:39 FS - Ali Amirkhosravi: David is absolutely right!

01:47:07 FS Kelly Semrad: Thank you President Cartwright. We certainly appreciate all you do: I had one comment and one question regarding the info shared during your report: 1. Comment: The faculty do not feel that a 2.5% raise is adequate. 2. Question: The faculty do understand that there is a resource constraint for providing faculty with raises. Is it possible for administration to create benefits for faculty that do not cost UCF as much as significant cost of living raises? For example, at UF the Warrington College of Business has large class sizes but the courses are for 7 weeks during the semester. This condenses the amount of time the faculty member teaches. This could be a benefit to some faculty. Or, perhaps it is possible to add a component to graduate degrees where students volunteer a certain amount of hours to assist faculty in some way. My point, if UCF cannot afford raises what else can be done that is less expensive to give faculty benefits?

01:48:15 G - Joe Adams: Job prospectus for the new CCIE dean position: <https://provost.ucf.edu/news/document/ccie-dean-prospectus/>

01:49:44 FSSandra Sousa: And what about stop giving raises every year for those who already make more than 200k and actually compensate the faculty?

01:50:17 FS Ann Shillingford: It's bothersome to hear folks say we should go back to the classroom like pre-pandemic times. The reality is that's just not possible right now. A major challenge we're having in the classroom is that we're expected to function like pre-pandemic and most students are expecting pandemic type accommodation.

01:51:34 FS-Sara Michael Luna: 75% of my students also voiced preference for Zoom

01:52:17 FS - Mason Cash: In my 200 student class I have an option of remote attendance in case students need to isolate. About 75% of them participate remotely.

01:52:32 FS - Marino Nader: Towards the end of my 236 class, I am getting 50 - 60 students.

01:52:33 FS Gergana Vitanova: I experienced something very similar. Students do not come to meetings.

01:53:28 FS - Marino Nader: @Mason and @Sara, I am experiencing the same with my M-mode

01:54:02 FS-Sara Michael Luna: Thank you, Mason!

01:54:40 FSSandra Sousa: Thank you, Mason!

01:54:50 FS--Patty Farless: Union offered 3.5 without adi funds to offset

01:55:09 FS-Bobby Hoffman: Can you speak to what has been done regarding organizational review to identify redundancy, inefficiency, and to evaluate ways to reduce the high staff/support to faculty ratio?

01:55:10 FS--Patty Farless: Only 2.5 offered by the table.

01:55:28 FS-Shannon Lindsey: The UCF IGNITE Fundraising campaign concluded in 2019 and raised \$531 million. Can you speak to how that has been used for faculty?

01:55:37 FS--Patty Farless: Union asked for no ADI to allow for 3.5

01:56:02 FS--Patty Farless: It's information only. No secret

01:56:41 FS-Sarah "Stacy" Barber: Provost Johnson: I wanted to bring up a concern that Anthro and other COS departments have come across regarding the limits placed on background checks for PhD applicants. Should I send you an email or can we discuss here?

01:57:03 FS - Tina Dow: I have four sections of the same course. Three meet face-to-face. I am averaging ~20-30 students out of 450 per section. When I've asked, my students have similar comments to Kelly's students. They want the on campus experience but do not want to attend class.

01:58:09 FS - Martha Hubertz (she / her): I second

01:59:30 FS--Patty Farless: Can we move that all of the remaining f meetings be moved to virtual so it stops using time in the meeting?

02:04:10 FS - Joseph Harrington: That motion would be in order, but I didn't see it before Mr. Hector began, sorry. You can bring it under Other Business after his report. If we're at 4:55 and still in Q&A, just make the motion to end discussion and go to Other Business, and say why, in one sentence..

02:13:37 G - Michael Johnson: I am checking into Stacy Barber's question about background checks.

02:18:24 FS-Sara Michael Luna: Does this mean Colleges will have to invest more time and money into marketing and student recruitment?

02:20:40 FS-Steve King: I want to thank Gerald Hector and his team for the detail and level of understanding he is providing. He has periodic presentations covering these and other topics. The next forum is tomorrow afternoon! Please attend if you want to have more time to see what is happening at UCF and to interact further and ask questions that don't get addressed here today

02:20:54 FS - Joseph Harrington: We are a little over halfway through the slides. Should we extend time, let the presentation go to time, or end now and take questions? Discuss here, please.

02:21:24 FS - Luca Argenti: I move to extend time by 15 minutes

02:21:30 FS Michael Proctor: second

02:21:31 FS- Adam Parrish (he/him): Second

02:21:50 FS - Joseph Harrington: If we do take questions, in the interest of time, please put questions here in the chat.

02:21:53 FS-Steve King: I think its essential to continue for a first view of the information

02:24:09 FS-Shannon Lindsey: Thank you Gerald Hector, can you expand on

the service level agreements and the metrics you mentioned to grant those funds?

02:24:52 FS - Marino Nader: Thanks Gerald. Sorry, Have to go to class soon.

02:24:53 FS-Reid Oetjen: Many universities lose money on external funding. Does UCF break even on research at the current level of \$210M? If not, what level do you believe we will break even?

02:25:40 G-Alexander Cartwright: I have to run. I appreciate your continued open dialogue with us. Please take care.

02:26:12 FS - Joseph Harrington: Responding to Bobby Hoffman's comment at 4:27 in the chat: This is Gerald's main focus, and everything he's doing in budgeting, Knight Vision, SET, etc. is to reduce process inefficiencies and move funds to academic activities, notably our salaries. Some of this is straight-up efficiency, e.g., the SET project. Some is long-term, generating the information about what we do so the President and Provost can make better decisions about funding allocations, spotting inefficiency, etc.

02:26:58 FS-Andrew Randall (CECS/CECE): What does subvention mean?

02:27:39 FS Michael Proctor: With the extraordinary large and novel 18% tax on Academic Colleges unrestricted revenue, financial control and risk selection are transferred from the College Deans to the Provost resulting in the Provost and Central Support accounting for 40% of the Academic College revenues. Did any Deans or Trustees object to this unprecedented centralization of financial power? If so, who and what did they say or do?

02:29:08 FS - Mason Cash: Question: is it possible to limit student enrollment growth, given 2 year colleges guaranteeing students admission? (A previous provost promised at Senate about 15 years ago that Ucf would not grow to more than 45000 students.)

02:29:37 G - Michael Johnson: The 18% tax allows the provost to "subvent" colleges that would otherwise not have enough money to operate - that is, give them more money. All universities operate by this kind of revenue transfer. At UCF this has not been visible; it will be in this model.

02:29:40 FS Michael Proctor: While this year, in your words (SVP Hector), Colleges are "held harmless", apparently based on Budget Chair Trustee Mills words, next year and in future years Colleges can expect "harm" in they are in deficit using this new budget model. In the past to remedy University deficits, class sizes were increased in Colleges, College summer class offerings were cut, or funds were taken from College and Faculty accounts. Should budget deficit Colleges of the future expect these forms of "harm" until they conform to the New Budget Model? If other forms of "harm" exist, what are they?

02:30:15 FS Kelly Semrad: It seems the success of this model depends deans' abilities. Many deans were hired prior to this new finance model. What if they do not possess the skills necessary to make this model work for their colleges?

02:32:17 G - Michael Johnson: Michael Proctor, the model will not result in more money taken from colleges. Subvention will keep them whole at this year's budget. The provost and president can increase or decrease funding to some units (as has always been the case). But this would be a decision, not a consequence of the model.

02:33:01 FS-Shannon Lindsey: Thank you!

02:38:27 FS - Luca Argenti: Are there any residual funds we received for the COVID emergency? Will we be able to use all of those?

02:40:30 FS - Bill Self: Thank you Vice President Hector for coming to the Senate and for your transparency in the budget, as well as your openness to be transparent with our Budget and Administrative committee

02:41:50 FS-David Mitchell: Can the remaining COVID funds be used for one-time faculty bonuses?

02:42:25 FS-David Mitchell: A bonus that is essentially a recognition of hazard pay for serving on the COVID frontline

02:42:27 G - Michael Johnson: David Mitchell, unfortunately, no. That is not permitted.

02:43:18 FS-Sara Michael Luna: Sincerest thanks

02:43:25 FS-Nadine Dexter: Thank you

02:43:30 FS - Martha Hubertz (she / her): Thanks!

02:43:31 FS-David Mitchell: Thanks, Provost Johnson

02:43:38 FS--Patty Farless: Thank you.

02:43:49 FS - Ali Amirkhosravi: Thank you

02:43:58 FS - Luca Argenti: Thank you for the detailed report

02:44:08 FS - Jim Moharam: Thank you.

UCF - Faculty Senate President's Report

Time/Date: Thursday, December 2, 2021 | 3 to 5 p.m.

Location: Via Zoom

- Thanks to you and all of our faculty for a terrific fall semester and for being a crucial part of the team that successfully brought students back to campus.
- I am grateful for our tremendous faculty and I value the incredible teaching, research and creative works that make this institution great for our students and state.

REPORT

New General Counsel Appointment

- I am pleased to announce that after a robust national search and a rigorous interview process, Youndy Cook was confirmed by the Board as Trustees this morning as our next Vice President and General Counsel.
- Youndy has been serving as the interim in this position for the last year and has been with UCF since April of 2002. I hope many of you were able to watch her speak at her open candidate forum during the hiring process and heard the level of expertise she brings to the position and her passion for this institution and its students.
- In addition to almost two decades of outstanding contributions to UCF and the institutional knowledge she possesses, Youndy was a key member of the team that negotiated our invitation to the Big 12, a member of the emergency issues and crisis response team that has managed the pandemic for us, and a valued member of my cabinet, showing impeccable judgment, ethics, and counsel.
- Prior to joining our university, she practiced labor and employment litigation at law firms in Tampa.
- Youndy is also one of the few Board-certified Specialists in Education Law as certified by the Florida Bar.
- Youndy's appointment had to be approved by the Board of Trustees because the position dual reports to both me and the Board.
- The next leadership position we will work to fill is the new Vice President of Advancement and Partnerships. That committee will be co-chaired by

Provost Johnson and Gerald Hector, Sr. Vice President for Administration and Finance. After that, we will begin searching for a Senior Vice President of Student Success.

Naming for Dr. Stephen Hawking

- Last month, UCF became the first U.S. university to have a research center named after the late, world-renowned theoretical physicist Stephen W. Hawking. The UCF Center for Microgravity Research is now known as the Stephen W. Hawking Center for Microgravity Research and Education.
- The only other university in the world to have one is the University of Cambridge in the UK where he studied as a student and eventually held an endowed chair.
- We worked with Dr. Hawking's family members, who share our passion for educating the next generation of scientists, and we had their blessing to honor him with this naming.
- The Hawking Center for Microgravity Research and Education is a joint venture with Space Florida, and under the leadership of Dr. Josh Colwell, it houses experiments related to planetary rings; small bodies like comets, asteroids and moons; and planetesimals, the building blocks of planets.

I/ITSEC and UCF/Army CRADA

- Earlier this week, I attended The Interservice/Industry Training, Simulation and Education Conference (called I/ITSEC), the world's largest modeling, simulation and training event.
- At I/ITSEC, UCF hosted a breakfast for military leaders to discuss UCF as a university for the future, to highlight the many areas where we have shared interests with them, and to spotlight our Institute of Simulation Training.
- UCF and its faculty have a long and productive history of partnerships with the Department of Defense, military, and DoD partners.
- We are the #1 supplier of talent to the defense and space industry, and our graduates are some of the most preferred by these employers.
- In addition, 25% of UCF's research funding is DoD-related. Our faculty and staff are currently working on 67 active projects with 52 different DoD partners.

- UCF's Institute of Simulation Training is the epicenter of our DoD cooperation, capitalizing on Orlando's unique ecosystem of world-class research faculty and facilities in the same place as the full spectrum of military partners.
- While at I/ITSEC, I signed a new, five-year Cooperative Research and Development Agreement with the U.S. Army. Through this agreement, we will share lab space, capabilities and equipment, and other resources.
- In addition to the benefits of sharing facilities, the Army will have access to innovative science and technological solutions to challenges they face in our nation's defense. UCF students will have opportunities to intern with the Army, where they can get practical experience in science, engineering, mathematics, and information technology.

STRATEGIC PLANNING UPDATE

- This morning, UCF's Board of Trustees held a Strategic Planning retreat to:
 - build consensus around a strategic framework that moves UCF forward toward becoming the world's leading metropolitan public research university.
 - discuss the metrics we will use to measure success.
 - and to assess the investments needed to realize the vision.
- In preparation for this retreat, this body, the Faculty Senate, held 10 faculty forums to gather input from faculty. I would like to thank Steve King for his leadership and investment of time in leading those gatherings. And thank you to all faculty who participated.
 - Those sessions helped clarify faculty priorities and concerns. Through those sessions, we identified themes that included:
 - UCF's competitive advantages
 - student enrollment
 - infrastructure and systems
 - and work environment.
 - I am grateful for the thoughtful insight faculty shared with us in this process and it underscores what I already knew: that UCF is home to outstanding faculty who are not only incredible teachers and researchers – they are wonderful people who care deeply about their students, each other, and this institution.

- Today the trustees identified four Strategic Pillars our strategic plan will be shaped by:
 - Student Success
 - Knowledge Enterprise (which includes research and creative works)
 - Impactful Engagement and
 - Operational Excellence.

CLOSING

- And finally, Melinda and I would like to invite you all to our home, Burnett House, for the annual Faculty and Staff Holiday Cookie party on Friday, December 10 from 10 a.m. to 12:30 p.m. I hope you will come celebrate with us.
- I wish all of you luck as you wrap up your semesters, grade final projects and give exams. Thank you again for all you have done for our students and campus community this fall.
- Happy Holidays and I hope you are able to relax and enjoy time with friends and family over winter break.

Provost Remarks

Thursday, December 2, 2021, 3 p.m. to 5 p.m., Zoom

- UCF has again won the U.S. Department of Energy Cyber Defense Competition
 - Collegiate teams from across the country compete against each other as they thwart a simulated cyberattack
 - UCF beat out 119 other teams that represented 105 universities from 33 states and the District of Columbia
 - This is the fifth time UCF has competed in the CyberForce Competition, earning first or second place each time
 - Tom Nedorost, associate lecturer, CECS, is team's coach and faculty advisor
- Our Hack@UCF's Knightsec team recently captured 2nd place in the Fall 2021 National Cyber League competition
- BOT recently approved our new Ph.D. program in Biomedical Engineering
 - Now moves to BOG for approval
 - Fall 2022 is proposed implementation
 - Department of Mechanical and Aerospace Engineering
 - Originated from talent of faculty, student demand and industry needs
- UCF Pegasus Professors Deborah Beidel and Sudipta Seal Inducted into Academy of Science, Engineering and Medicine of Florida
 - This a group that brings together the nation's most distinguished scholars who live and work in Florida
- Physics Professor Humberto Campinis has been named Jefferson Science Fellow
 - He's a global expert on asteroids and is the fourth UCF professor to receive the national honor
 - He will spend a year advising the U.S. Department of State

COVID

- The Delta wave peaked as the semester began.
- We managed to avoid runaway infection, and cases are relatively low
- Florida currently has the lowest transmission rates in the nation, CDC says
- Orange County transmission rate is low, CDC says
 - We expect to hit 75% vaccination rate among students (one shot rate is 76.1%)

- We think it is much higher with faculty and staff
- The Omicron variant has emerged; first U.S. confirmed case in California reported yesterday; travel bans and fears rise
 - Still much we don't know
 - suspect Omicron is more transmissible than Delta, but needs confirmation
 - how it affects immune defenses such as from vaccines
 - or causes more severity
- We will know more from South Africa in coming weeks; continue to monitor trends closely
- Spring classes are being planned like a pre-pandemic semester
 - Some faculty still receiving accommodations under AMA; otherwise, teach as normal
- Currently, protocols for fall remain as we look to spring, such as:
 - Genomic surveillance, wastewater testing
 - COVID line
 - No cost testing at Garage A through Aventus
 - Vaccines and booster shots available based on supply at Student Health Center
 - UCF continues to emphasize that the campus community follow CDC guidelines
 - Currently, the CDC says unvaccinated folks should wear masks in public gatherings and indoors; people who are vaccinated and live in low transmission communities do not need to wear masks indoors)
- We'll make determinations later on any spring protocols should be adjusted; we must remain prepared for the possibility of another wave

A brief summary of student success and enrollment

- Positive news on fall FTIC retention rate, just below 92 percent at 91.9
 - That's up from 91.5 percent in 2019, down slightly from last year (92.2)
 - The fall 2020 rate was boosted artificially by our decision in spring 2020 to allow students to select S/U grading, and also later withdrawals, to help them deal with the sudden move to remote learning
- Fall enrollment settled at 70,406
 - Down from 2020, up slightly from 2019
 - You may recall we purposefully reduced FTIC admissions to pull back from the bump in enrollment from last fall; transfers also decreased

President Strategic Investment Program

- Decisions pending for the Academic Excellence and Student Success funds.
 - For instance, considering whether some proposals should be combined.
- The first category, Jump Start, resulted in \$5M nonrecurring awarded to 17 projects selected from 70 applicants

Deans and Searches

- A nationwide search is underway for the next dean of the College of Community Innovation and Education
 - Firm hired, search committee named, co-chaired by Deans Mary Lou Sole and Sheila Amin Gutiérrez de Piñeres
- Founding Dean Pamela “Sissi” Carroll retires at the end of this semester.
 - Has done an outstanding job, and she has my deepest thanks
 - Glenn Lambie becomes interim dean beginning December 20. Currently serving as associate dean of Graduate Affairs and Faculty Excellence at CCIE
- Searches also underway for FCTL director and the Associate Provost for UCF Downtown

Fall Graduation Ceremonies

- Next commencements are December 17-18, Friday and Saturday,
 - Three ceremonies on Friday (9 a.m., 2 + 7 p.m.), one Saturday (9 a.m.)
 - Approximately 6,200 degrees to be awarded
 - A crowning achievement, and reminder of how we elevate lives and enhance society

Closing

- Our semester is coming to an end. Hope it goes well for faculty and students. Thank you for all you do to advance UCF, and may you have an enjoyable holiday break.
- This concludes my report.



Faculty Senate

Faculty Senate
Committee Reports
December 2, 2021

Budget and Administrative Committee

Chair – Tina Buck; Vice Chair – Adam Wells

☐ Request to Speak at Senate/Steering

December 1, 2021

The committee hosted a presentation from the UCF team that is implementing Workday. The team provided an in-depth look at various aspects of the system including personnel, travel, and other faculty-facing applications. Committee members offered questions during the presentation but will more fully discuss the initiative at its next meeting.

Information Technology Committee

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

☐ Request to Speak at Senate/Steering

No update

Personnel Committee

Chair – Edwin Torres; Vice Chair – Adam Parrish

☐ Request to Speak at Senate/Steering

November 10, 2021

The committee met to discuss issues akin to its mission. During this meeting, the emphasis was on the issue of “faculty involvement in hiring” which was submitted to the Senate by a faculty member and assigned to us by the steering committee. We invited guests for the Office of Institutional Equity at UCF and engaged in a conversation concerning the protocols set in place by the institution to hire new faculty members. The committee pondered what would be the best way to get faculty involved in the process with different members expressing their viewpoints. It was also clear that the various colleges follow slightly different processes regarding the involvement of faculty in the search process. During our next meeting in January, we will resume discussion on this topic. Additionally, we are scheduled to continue discussion on the process of exit and stay interviews at UCF.

Research Council

Chair – Linda Walters; Vice Chair – Shawn Burke

☐ Request to Speak at Senate/Steering

November 15, 2021

The three committees of the Research Council met together on November 15, 2021 to update all members, discuss ideas, and distribute tasks for the upcoming months. Dr. Klonoff and Dr. Schoenfeld also attended the meeting.

Policy Committee (Chair: Scot French): This committee has completed their work on two draft policy documents (Research Misconduct, International Travel for Faculty). The upcoming agenda items for this group will be 1) understanding the faculty perception of credit splits associated with grant proposals and sunseting centers/institutes which are no longer active.



Faculty Senate

Compliance Committee (Chair: Shawn Burke): This committee has sent out a survey to ADRs (Associate Deans of Research) to determine if the move of EHS to UCF Compliance has impacted faculty research. They have also been working on a plan to have faculty "on call" to assist with Research Misconduct investigations to speed up the process. Upcoming agenda items include establishing a plan to have faculty "on call" to serve on a Graduate Faculty Status Inquiry Committee.

Internal Research and Facilities Committee (Chair: Chris Emrich): This group has provided OR input on the SEED grant rfp; potential for writing resolution to change from one UCF Excellence in Research award to 3 awards; Software survey to understand faculty needs and workflow on how UCF determines what software to purchase on campus-wide licenses; how to deal with aging or broken large pieces of equipment/space used in faculty research that is not covered by grants. New items for the committee include how best to communicate to faculty all the services that OR provides and if/how OR should distribute all the RFPs they receive to faculty. All 3 committees have been requested to discuss faculty compliance issues and how to get all faculty "into compliance" with their effort certification, COI, other required trainings.

Graduate Council

Chair – Stacy Barber; Vice Chair – Valeriya Shapoval

☐ Request to Speak at Senate/Steering

November 4 and December 2, 2021 - Graduate Appeals Committee (Anthony Byrd, chair)
Committee met on 11/4 and 12/2. Their next meeting is not yet scheduled.

November 17, 2021 – Graduate Curriculum Committee (Valeriya Shapoval, chair)
Committee met on 11/17 and their next meeting is scheduled for 1/19/2022.

November 17, 2021 - Graduate Policy Committee (Sarah Barber, chair)
Committee met on 11/17. The committee voted to revise catalog language regarding late withdrawals and to add catalog language clarifying student use of catalog year. The committee also asked (via formal vote) Dr. Klonoff to request that the BOT revise regulations regarding academic misconduct. The committee declined to change Graduate Policies regarding same until university regulations are updated. The next meeting is scheduled for 12/15/2021.

Graduate Program Review and Awards Committee (Reid Oetjen, chair)
Committee will not be meeting again until February 2022.

Undergraduate Council

Chair – Jeffrey Kauffman; Vice Chair – Tina Dow

☐ Request to Speak at Senate/Steering

November 9, 2021 – Undergraduate Policy and Curriculum Committee (UPCC)

The UPCC met and approved a few program revisions. Bob Read (Digital Learning) presented and answered questions about the revised Distributed Learning Guidelines. The response to COVID required two revisions to accommodate synchronous video delivery and the proliferation of emergency faculty development and credentialing for online teaching. For those interested, the revised guidelines are at <https://cdl.ucf.edu/about/cdl/distributed-learning-guidelines/>

November 2, 2021 – Undergraduate Course Review Committee (UCRC)

As Kuali is up and running, the UCRC had a Consent Agenda of six items and Action Agenda of three. All items except for two on the Action Agenda were approved. Two courses were tabled until the December meeting so that Committee concerns/questions could be addressed.



Faculty Senate

Ad Hoc Bylaws Committee

Chair – William Self

☐ Request to Speak at Senate/Steering

The Ad Hoc Bylaws Committee will be meeting again on December 8th to consider potential changes to the bylaws for the 21-22 Senate year.

Ad Hoc Committee on Civil Discourse

Chair – William Self

☐ Request to Speak at Senate/Steering

October 25, 2021

Ad Hoc Committee on Civil Discourse met on October 25th and discussed the overall environment here at UCF on civil discourse, both in the classroom and on campus in general. The discussion was constructive, and the committee talked about the process by which we will propose inviting speakers to campus as a committee and as a faculty senate. We will be meeting again in early January to consider bringing a speaker pair coordinated by the Village Square in Spring of 2022. The committee feels strongly that there are already several speaker series that are occurring on campus and that these should be better advertised to faculty (many of us on the committee were unaware of some events being held on campus that contribute to civil discourse).

Ad Hoc Health and Safety Crisis Response Committee

Chair – Stephen King; Vice Chair – Victoria Loerzel

☐ Request to Speak at Senate/Steering

November 2, 2021

An update from that meeting was provided for the November Senate meeting and focused on encouraging messaging from UCF administration about vaccines, boosters, and the need to maintain vigilance with an expected infection spike sometime in the colder months.

Since that time, the omicron variant has appeared and has the potential to be a significant concern. Discussion of the omicron variant, and any impact it could have on campus and in the UCF community, will be the main focus at our meeting next week on Tuesday December 7th.

Ad Hoc Equity, Inclusion and Diversity Committee

Chair – Kristine Shrauger

☐ Request to Speak at Senate/Steering

No update



Faculty Senate

December 2, 2021

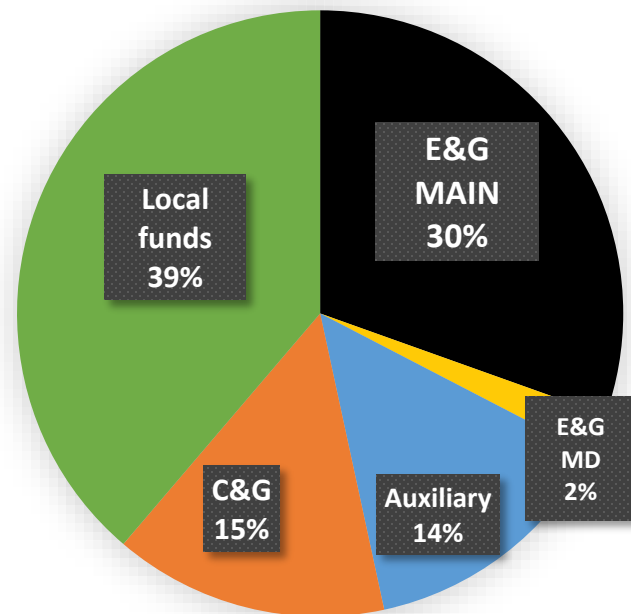
Gerald L. Hector
Senior Vice President for Administration and Finance



2021-22 Operating Budget

2021-22 Operating Budget

Budget Entity	2021-22	% of Total
Education & General – UCF Main	\$665,982,351	30.46%
College of Medicine (E&G)	47,106,174	2.15%
Auxiliary Enterprises	305,999,077	13.99%
Contracts and Grants	319,991,191	14.63%
Student Financial Aid	727,540,204	33.27%
Student Activities	24,197,328	1.11%
Technology Fee	11,863,810	0.54%
Concessions	800,000	0.04%
Intercollegiate Athletics	74,209,459	3.39%
Faculty Practice Plan	8,246,368	0.38%
Self Insurance Plan	563,167	0.03%
2021-22 Operating Budget	\$2,186,499,129	100%



University of Central Florida
2021-22 Proposed Operating Budget
All Budget Entities

<u>Education and General (E&G) Budget Entities¹</u>	2020-21 BOT Approved Operating Budget	2020-21 Final Operating Budget	2021-22 Proposed Operating Budget	% Increase (Decrease)	\$ Increase (Decrease)
E&G, Main					
State Appropriations	\$ 336,391,302	\$ 329,001,670	\$ 335,794,312	2.1%	\$ 6,792,642
Student Tuition and Fees	304,640,516	304,640,516	318,133,474	4.4%	\$ 13,492,958
Interest and Other Revenue	3,070,000	3,070,000	3,070,000	0.0%	\$ -
Total E&G Main	644,101,818	636,712,186	656,997,786	3.2%	20,285,600
E&G, College of Medicine					
State Appropriations	30,773,894	30,995,142	30,781,275	-0.7%	(213,867)
Student Tuition and Fees	15,708,657	15,708,657	16,024,899	2.0%	316,242
Interest and Other Revenue	300,000	300,000	300,000	0.0%	-
Total E&G, College of Medicine	46,782,551	47,003,799	47,106,174	0.2%	102,375
E&G, Florida Center for Students with Unique Abilities (FCSUA)					
State Appropriations	8,984,565	8,984,565	8,984,565	0.0%	-
Total E&G, FCSUA	8,984,565	8,984,565	8,984,565	-	-
Total E&G Budget Entities	699,868,934	692,700,550	713,088,525	2.9%	20,387,975
<u>Non-E&G Budget Entities</u>					
Auxiliary Enterprises	302,385,900	302,385,900	305,999,077	1.2%	3,613,177
Contracts and Grants	188,528,000	271,000,000	319,991,191	18.1%	48,991,191
Local Funds					
<i>Student Financial Aid</i>	659,877,204	659,877,204	727,540,204	10.3%	67,663,000
<i>Intercollegiate Athletics</i>	68,086,641	65,781,150	74,209,459	12.8%	8,428,309
<i>Student Activities</i>	24,760,828	24,760,828	24,197,328	-2.3%	(563,500)
<i>Technology Fee</i>	10,028,400	10,028,400	11,863,810	18.3%	1,835,410
Self-Insurance Plan	576,878	576,878	563,167	-2.4%	(13,711)
<i>Concessions</i>	400,000	400,000	800,000	100.0%	400,000
Total Local Funds	763,729,951	761,424,460	839,173,968	10.2%	77,749,508
Faculty Practice Plan	9,603,362	9,603,362	8,246,368	-14.1%	(1,356,994)
Total Non-E&G Budget Entities	1,264,247,213	1,344,413,722	1,473,410,604	9.60%	128,996,882
Total Proposed FY 2021-22 Budget	1,964,116,147	2,037,114,272	2,186,499,129	7.3%	149,384,857



University Operating Budget – Funding Sources

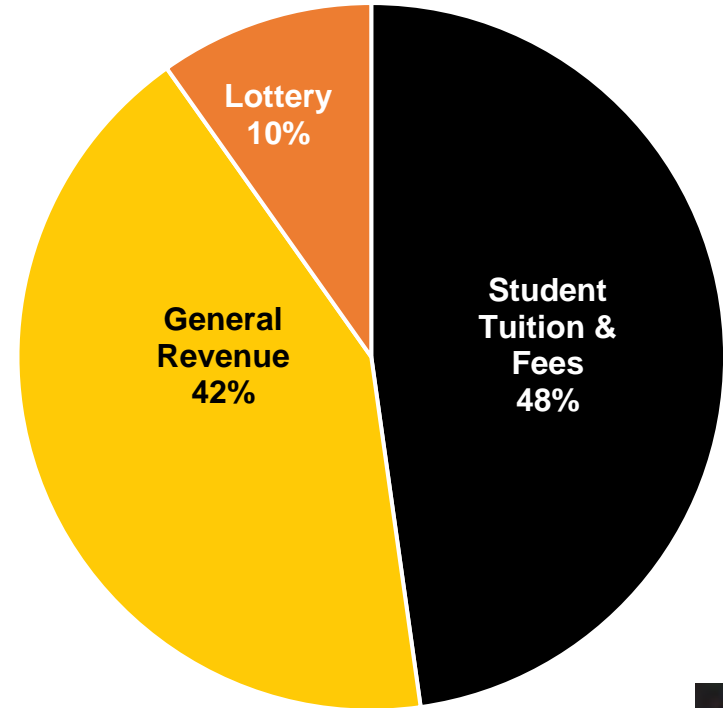
Budget	Activities, Constraints	Funding Source
Education & General	Must be spent on for general instruction, research, public service, plant operations and maintenance, furniture, fixtures, equipment, student services, libraries, administrative support, and other enrollment-related operations of the university.	General revenue (taxes), lottery, tuition, differential tuition, and out of state fees
Auxiliary Enterprises	Includes areas such as housing, parking services, bookstore, dining services, and computer store. These activities must be self-supporting. Revenue generated must cover all expenses, including salaries, utilities, and payments on debt (bonds).	Housing rent, transportation access fees, student health center income and fees, dining services, bookstore and computer store income, distance learning fees, other auxiliary income
Sponsored Research	Represents activity of grants provided for specific purposes. The funds must be spent for the intended purpose.	Federal, state, local grants
Student Financial Aid	Includes activity from loans, scholarships, grants, and financial aid fees collected from students. Funds must be spent on aid.	Federal, state, local funds; financial aid fees
Student Activities	Represents student government, clubs, and operation of the Recreation & Wellness Center and the Student Union. These activities must be self-supporting.	Activity & service fee paid by students, income from Student Union and Recreation & Wellness Center

University Operating Budget – Funding Sources

Budget	Activities, Constraints	Funding Source
Technology Fee	Includes expenditures of the technology fee paid by students. Expenditures are defined by Florida statute.	Technology fee paid by students
Concessions	Represents expenditure of funds from vending and the pouring rights contract.	Proceeds from vending machines and pouring rights contract
Intercollegiate-Athletics	Includes the revenues and expenditures associated with maintaining the UCF NCAA sports programs.	Athletics Fee, ticket sales, game guarantees, corporate sponsorships, NCAA distribution, private support and gifts
Faculty Practice Plan	Supports the clinical and education missions of the UCF Medical School. Clinical faculty must have a practice to remain current in the field of medicine, while simultaneously teaching medical students.	Clinical revenues for patient services
Self-Insurance Plan	The UCF College of Medicine program provides comprehensive professional and general liability protection in connection with delivery of health care services.	Fees billed to those covered by the self-insurance plan.

2021-22 E&G Revenue Sources

E&G Funding Source	2021-22 Budget
State Appropriations – General Revenue	\$ 282.5 M
State Appropriation – Lottery	65.4 M
Tuition & Fees	318.1 M
Total	\$ 666.0 M





Redesigned Budget Model Framework

Guiding Principles

1. Ensure the resource management, planning, and allocation **decisions are aligned with the institution's mission** as a public multi-campus, metropolitan research university.
2. **Ensure transparency, accountability, and fiscal responsibility** by requiring that all aspects of resource management are supported by data-informed decisions.
3. **Align** budgetary **authority** with **responsibility** and **accountability**.
4. Provide **significant incentives** for promoting efficiency, innovation, responsiveness and entrepreneurship using data-based decision-making.
5. **Balance** complexities of the **economic realities** with a methodology that is **financially viable** and easy to understand.
6. Distribute resources using a **predictable** and **consistent** methodology that allows for multiyear planning.

Redesign Element Overview

Element	Description
1. Organizational Framework	<ul style="list-style-type: none">▪ Categorization of organizational units-based role in model revenue management (Academic, Self-Supporting, and Central Support Units)▪ Identification of how hybrid units (e.g., units that have auxiliary and service-provider components) fall into organizational unit categories
2. Devolution of Revenue	<ul style="list-style-type: none">▪ Sources of revenues and methodology for allocation (formula vs. direct)▪ Specific incentives for: tuition and fee revenues, appropriations revenues, indirect (F&A) research revenues▪ Overall local vs. central management of revenue streams
3. Allocation of Costs	<ul style="list-style-type: none">▪ Approach to sharing indirect costs to units to reflect full costs of activities▪ Categorization of costs into cost pools and selection of allocation mechanism (i.e. driver) to share costs
4. Use of Subvention Pools	<ul style="list-style-type: none">▪ The provision of resources for strategic initiatives benefits the whole of the institution, including a “tax” on revenues or central retention of select revenue streams▪ Allocations from central sources to units called “subventions” to offset mission-critical units with high operating costs

Organizational Framework: Model Structure

Academic Units		Non-College Self-Supporting	
	<ul style="list-style-type: none">• College of Arts & Humanities• College of Business Administration• College of Community Innovation & Education• College of Engineering & Computer Science• College of Health Professions and Sciences• College of Medicine• Biomedical Sciences• College of Nursing• College of Optics and Photonics• College of Sciences• Rosen College of Hospitality Management	Academic	<ul style="list-style-type: none">• Florida Center for Students with Unique Abilities• Florida Solar Energy Center• Florida Space Institute• Institute for Simulation and Training• NanoScience Technology Center
		Auxiliary	<ul style="list-style-type: none">• Business Services• Housing & Residence Life• Parking Services• Student Health Services• Continuing Education

Devolution of Revenues

Historical Practice

Undergraduate, graduate tuition, and state appropriations were received centrally, then allocated to campus units as spending authority through a mostly incremental budgeting process

Budget Model Practice

Undergraduate, graduate, and online tuition would be allocated to the Colleges based on share of student credit hours (SCHs):

- **80%** to academic units based on instructed SCHs (i.e., College of Instruction)
- **20%** to academic units based on enrolled SCHs (i.e., College of Record)

State Appropriations would be divided into three pools for allocation to the Colleges in alignment with both the University's core strategic functions and the state's metrics utilized for allocations

- **42.5%** for instruction based on number of SCHs instructed
- **42.5%** as an incentive for student completion based upon degrees completed
- **15.0%** as an incentive for research based on 3-year average of total grants and contract revenue

Allocation of Support Unit Costs

Topic	Commentary
Allocation Metrics	<ul style="list-style-type: none"> Support unit net expenditures are allocated formulaically using allocation metrics. While the allocation metrics are intended for alignment with service use to determine directional consumption, they are not expected to identify a precise cost for each activity based on actual consumption (e.g. tickets, direct bill, etc.).
Cost Allocation Transparency	<ul style="list-style-type: none"> The current cost pools provide transparency into the cost of each operation as well as component costs of the operation (e.g. Academic Support has five sub-units).
Validity	<ul style="list-style-type: none"> Figures are based on fiscal year activity to reframe the past activity within model to visualize and inform on past budgeting decisions. Additional conversations are expected during the parallel year regarding potential budget alignment and service expectations.
Stakeholder Input / Governance	<ul style="list-style-type: none"> Committees are often formed to review the relationship of service levels and cost to the primary units.
Service Level Agreements/ Expectations	<ul style="list-style-type: none"> Central support units should consider developing service level agreements to clarify base level services associated with cost pool allocations.

Allocation of Costs: Allocation Methods

Central Support Unit	Allocation Metric
Academic Affairs	Faculty Headcount
Academic Support	Total Student FTE
Administration	Direct Expense
Facilities	Assignable Square Feet
Public Safety	Faculty, Staff, and Student Headcount
President and Government Relations	Direct Expense
Finance	Direct Expense
Compliance	Direct Expense
Communications and Marketing	Direct Expense
University Development	Direct Expense
Human Resources	Employee Headcount
UCF IT	Faculty, Staff, and Student Headcount
Office of Research	Grants & Contracts Distribution
Student Development & Enrollment Services	Undergraduate Headcount
University Libraries	Faculty, Staff, and Student FTE

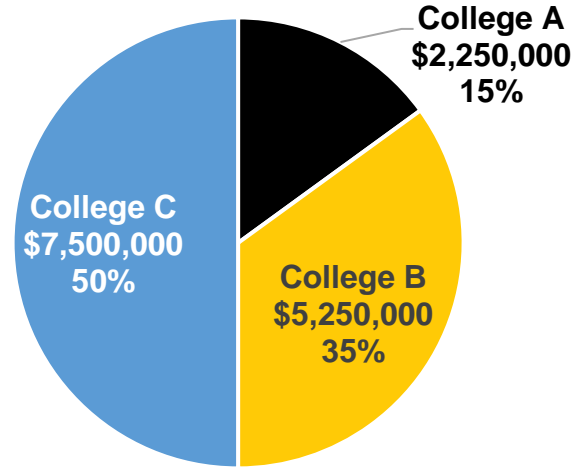
Allocation of Costs: Illustrative Example

Illustrative Student Development and Enrollment Services (“SDES”) Allocation

SDES Net Expenditures \$15 MM

College	Total Headcount (HC)	HC %
College A	300	15%
College B	700	35%
College C	1,000	50%
College Total	2,000	100%

Illustrative SDES Net Expenditures



- In this example, the SDES allocation would generate a \$7.5K per institutional headcount within the academic units

Note, in future years, this amount will vary depending on the approved budget of the SDES organization

Use of Subvention Pools: Central Funding Mechanism

One of the most critical elements of an incentive-based budget model is the creation of a Central Funding Pool, to address mission-subsidies, university priorities, and revenue growth strategies.

Central Funding Mechanism Overview	
Rationale	<ul style="list-style-type: none">The sum of the parts is not optimal for the whole therefore the university needs the ability and flexibility to act as one entity with respect to key initiatives
Funding Source	<ul style="list-style-type: none">Central funds are centrally retained and/or generated revenues purposed for mission and strategic investment
Fund Principles	<ul style="list-style-type: none">The Strategic Initiative Pool can be a useful management tool to help fund long-term initiatives by advancing capital, provide critical subsidies to kick-start initiativesFunding size should enable leadership to “steer,” which will ultimately benefit the university mission as a wholeFunds provided to any unit should never be viewed as an annual entitlement only as a way to kick-start initiativesThe model uses a participation fee to generate the central fund, applying a participation rate to selected revenues. Having a diverse revenue portfolio rather than a single source allows for stabilityParticipation fees need to ensure “neutral starting points” at implementation; thus the rate needs to be high enough to ensure surpluses are available to fill all Revenue Unit deficits

Example: Individual Unit Statement (1 of 2)

FY20 Model Pro-forma		FY20 Preliminary Baseline Model		
		College of XYZ		
		Unrestricted	Restricted	Total
1	Revenues			
2	Undergraduate Tuition	40,401,932	-	40,401,932
12	Graduate/Doctoral Tuition	3,655,600	-	3,655,600
24	Other Tuition	5,621,336	-	5,621,336
29	Scholarships, Fellowships, and Student Financial Aid	(7,649,719)	(10,343)	(7,660,334)
39	Waivers	(5,084,502)	(1,552)	(5,086,054)
47	Net Tuition	36,944,647	(12,166)	36,932,481
48	Other Fees	(1,650)	532,436	530,786
69	E&G Appropriation	34,627,348	-	34,627,348
70	E&G Appropriation_Student Credit Hours	16,708,494	-	16,708,494
71	E&G Appropriation_Research Activity	106,853	-	106,853
72	E&G Appropriation_Student Completion	17,812,002	-	17,812,002
76	Grants And Contracts	-	112,171	112,171
82	Indirect Cost Recovery Revenue	-	33,235	33,235
84	Auxiliary Revenue	32,081	-	32,081
89	Investment Revenue	-	-	-
93	Other Revenue	-	337,471	337,471
101	Revenue Adjustments	-	-	-
107	TOTAL REVENUE	71,602,426	1,003,148	72,605,573
110	Direct Expenses			
111	Salary, Wages, And Benefits	36,285,238	1,043,022	37,328,260
121	Supplies And Services	1,371,024	94,279	1,465,303
132	Repairs And Maintenance	5,304	-	5,304
134	Utilities	149,884	1,583	151,467
140	Rent	2,143	-	2,143
142	Debt Service	-	-	-
144	Furniture And Equipment	587,151	61,088	648,239
149	Insurance	179	-	179
151	Travel	303,226	37,241	340,467
156	Investment Expense	-	-	-
158	Other Expense	(10,061)	-	(10,061)
160	Indirect Cost Recovery Expense	-	34,302	34,302
162	Expense Adjustments	(440,911)	-	(440,911)
167	TOTAL EXPENSES	38,233,176	1,271,515	39,504,691
169	DIRECT MARGIN BEFORE TRANSFERS	33,369,250	(268,368)	33,100,882
171	Transfers Revenue	-	12,331	12,331
173	Transfers Expense	46,929	-	46,929
178	TOTAL TRANSFERS	(46,929)	12,331	(34,599)
180	DIRECT MARGIN AFTER TRANSFERS	33,322,321	(256,037)	33,066,284

**Allocated
Revenues**

Direct Revenues

Direct Expenses

**Net Transfer
Activity**

Example: Individual Unit Statement (2 of 2)

FY20 Model Pro-forma		FY20 Preliminary Baseline Model			
		College of XYZ			
		Unrestricted	Restricted	Total	
182	<u>Central Support Unit Allocation</u>	<u>Allocation Method</u>			
183	Academic Affairs	Faculty Headcount	697,535	-	697,535
185	Academic Support	Enrollment FTEs	6,331,194	-	6,331,194
186	Burnett Honors College	Enrollment FTEs	517,734	-	517,734
187	Division of Digital Learning	Enrollment FTEs	199,730	-	199,730
188	College of Graduate Studies	Enrollment FTEs	1,977,891	-	1,977,891
189	Division of Student Learning and Academic	Enrollment FTEs	3,210,898	-	3,210,898
190	UCF Global	Enrollment FTEs	424,940	-	424,940
191	Administration	Direct Expense	276,810	-	276,810
192	Communications and Marketing	Direct Expense	630,391	-	630,391
193	Facilities	Unweighted Space Assigned	3,183,978	-	3,183,978
194	Finance	Direct Expense	1,585,991	-	1,585,991
195	Compliance	Direct Expense	797,979	-	797,979
196	Human Resources	Employee Headcount	374,746	-	374,746
197	Information Technologies & Resources	Student and Employee Headcount	3,111,931	-	3,111,931
198	Office of Research	Grants and Contracts Revenue	36,475	-	36,475
199	President and Govt. Relations	Direct Expense	1,101,970	-	1,101,970
200	Public Safety	In-Person Student and Employee Headcount	2,607,940	-	2,607,940
201	Student Development & Enrollment Services	UG Enrollment Headcount	1,759,644	-	1,759,644
202	University Development	Direct Expense	849,659	-	849,659
203	University Libraries	Student and Employee FTE	2,303,257	-	2,303,257
204	University Financing	Direct Expense	931,166	-	931,166
205	Self-Supporting Central Charge	N/A	-	-	-
206	Total Central Support Allocations		26,580,666	-	26,580,666
208	TOTAL MARGIN POST CSU ALLOCATIONS		6,741,654	(256,037)	6,485,617
210	Participation Fee (Outflow)	18%	12,888,437		12,888,437
211	Margin Post Participation Fee		(6,146,782)	(256,037)	(6,402,819)
212	<u>University Investment</u>				
213	Subsidy Inflow (Subvention)		6,146,782	-	6,146,782
214	Strategic Funding		-	-	-
216	MARGIN POST SUBVENTION DISTRIBUTION		-	(256,037)	(256,037)

**Central Support
Unit Allocations**

Participation Fee

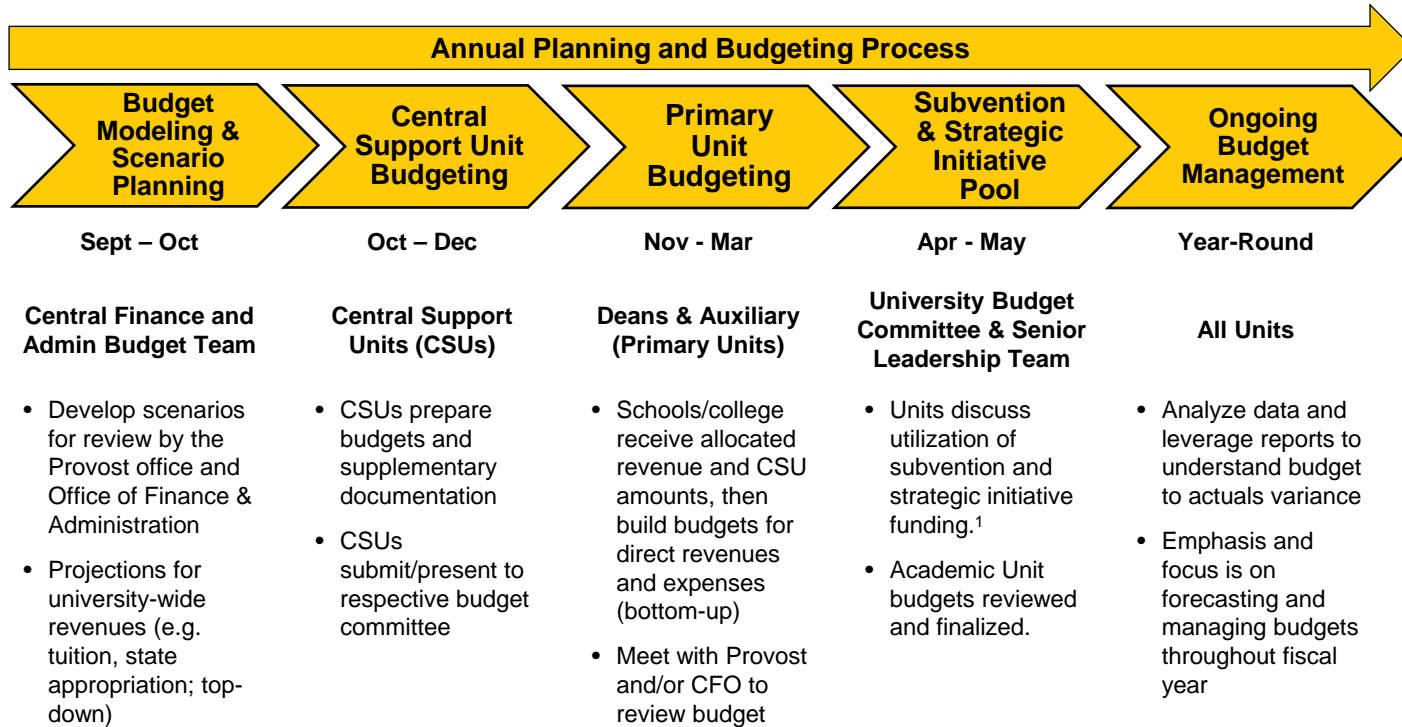
**Subvention
Distribution**

Strategic Funding

Process and Timelines

FY23 Budget Development Process Overview

The illustration below outlines the budget development process milestones and the groups with primary accountability and responsibility for their completion.



¹ The process for strategic initiative funding has not yet been determined

UCF Budget Model Redesign

The redesigned budget model implementation timeline featured stakeholder review and decision making throughout the design process and continues the momentum into the parallel year for providing time for additional engagement, infrastructure development, and training.

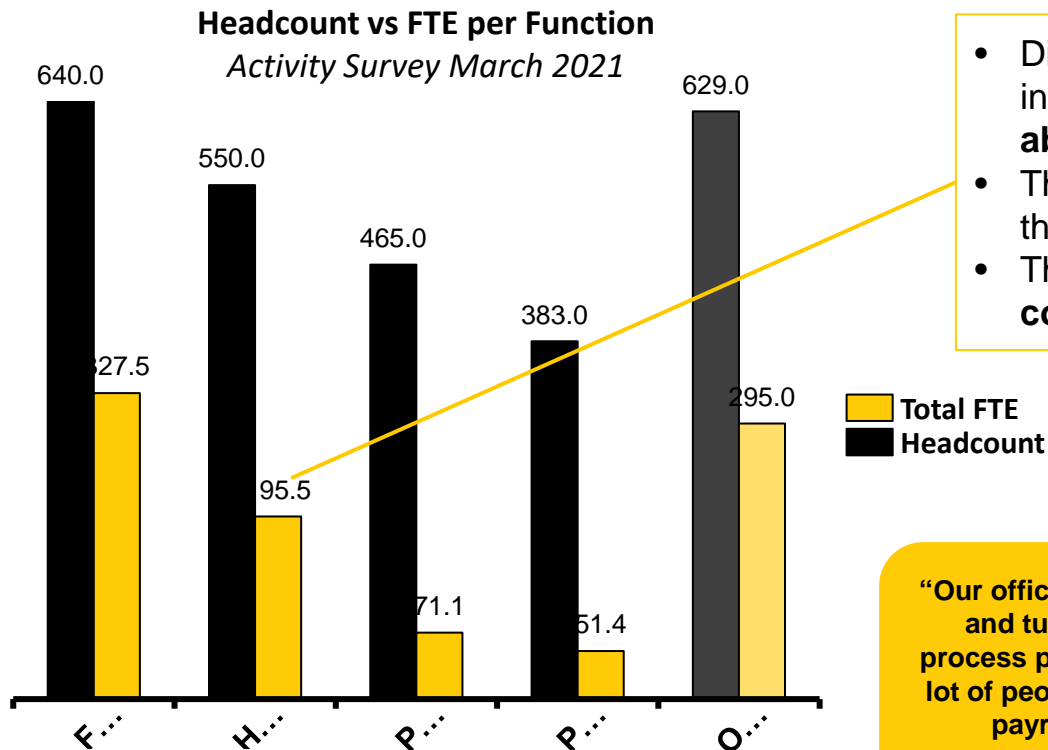
	FY20				FY21				FY22				FY23			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Proposed Implementation Timeline			Budget Model Development		Parallel Year				"Live" Model Year 1 / Hold Harmless				"Live" Model Year 2			

- Budget Model Development in FY2020 provides foundation for next steps in Budget Redesign Roadmap
- Parallel Year allows time for any final tweaks to the model and additional stakeholder engagement
- Project momentum should be maintained to build key infrastructure (**governance**, processes, policies, **training**, **planning tool**)
- Implementation timeline allows benefits of the model to be realized sooner, while still allowing a Parallel Year



Service Enhancement Transformation (SET) Project

Staff Lacking Specialization



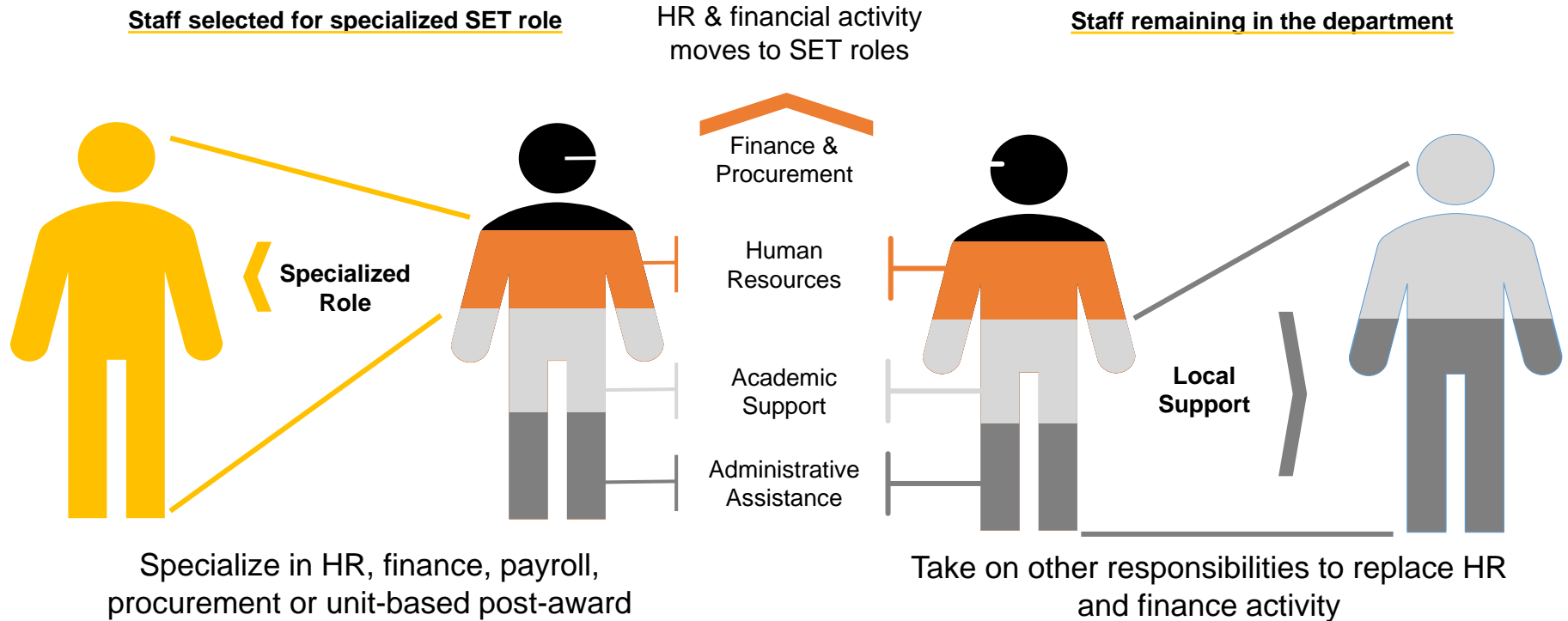
- Difference between headcount and FTE indicates a **lack of specialization and ability to focus** on any given activity.
- The majority of distributed staff spend less than 25% of their time on any given function.
- The total FTE indicates **more than enough combined effort** to support the function.

“Our office manager gets called to move tables and turn lights on but is also required to process payroll in a timely manner. There are a lot of people unclogging toilets and approving payroll and it shouldn’t be like that.”

- College Interviewee

Reorganizing work

The respective Business Center Directors will hire staff into the SET positions. However, the Transition Teams will support the reallocation of responsibilities for staff remaining in the departments.



SET Objectives

SET will align resources for new processes; SET is not designed to reduce staff.

Benefits to our People

1. Creating defined, uniform **roles, responsibilities** and **competencies** for staff and supervisors.
2. Providing staff with more effective **training opportunities**.
3. Providing **service coverage** so staff have specialist backup in their absence.
4. Reducing duplicative work by **simplifying** and **standardizing processes**.

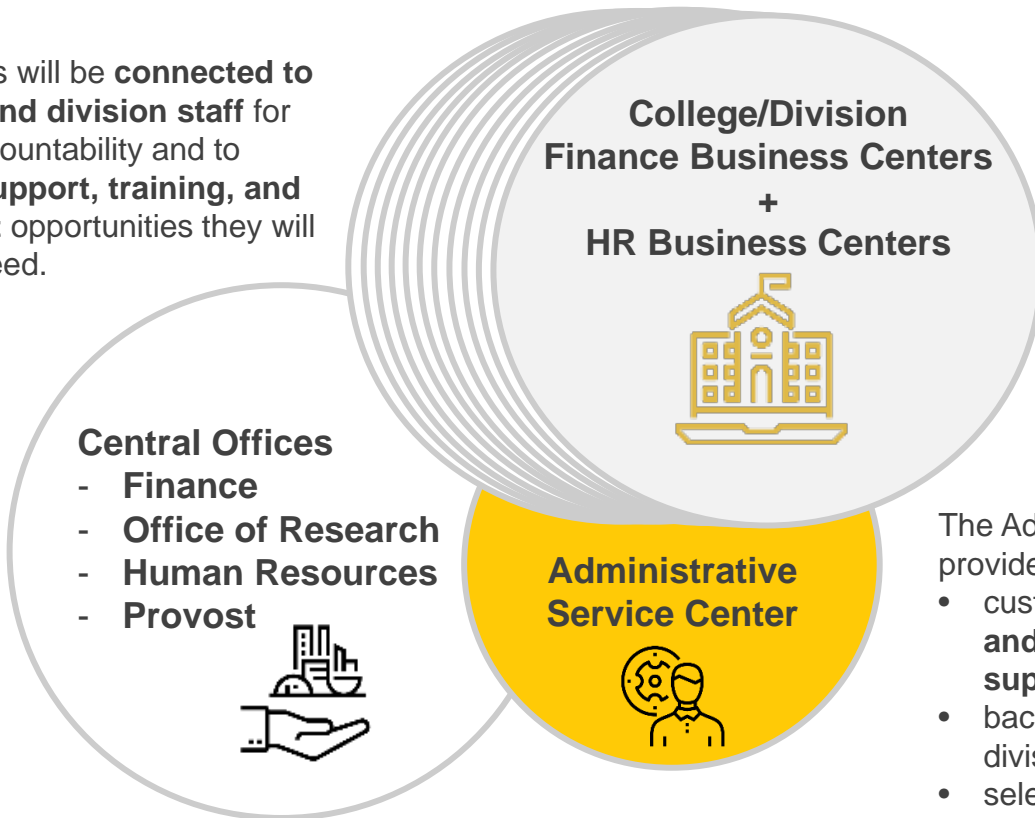
Benefits to our University

5. Increasing service **speed, quality and consistency**.
6. Reducing **risk** from non-compliant processes and practices.
7. Using **modern, state-of-the-art technology** to improve upon outdated processes, providing uniform, high-quality customer experience.
8. Aligning with **Workday** to simplify processes, reducing approvals and oversight.

SET Operating Model

The SET design for UCF will unify most of the finance and HR activity at the college and division level.

Central offices will be **connected to the college and division staff** for functional accountability and to provide the **support, training, and development** opportunities they will need to succeed.



The **College/Division** Finance Business Centers and HR Business Centers will

- unify the HR and Finance work being done in departments at the college/division level.
- provide **specialized support to departments** within the college or division.

The Administrative Service Center will provide

- customer **support for employees and Workday self-service support.**
- backup support for colleges and divisions.
- select high volume transactions for the institution

Finance Business Center

FINANCE BUSINESS CENTER

Finance/Budget Director



Finance/Budget Analyst(s)
Post Award Grant Specialist(s)



Travel Coordinator(s)
Procurement Coordinator(s)



HR Business Center

HR BUSINESS CENTER

HR Director



HR Partner(s)

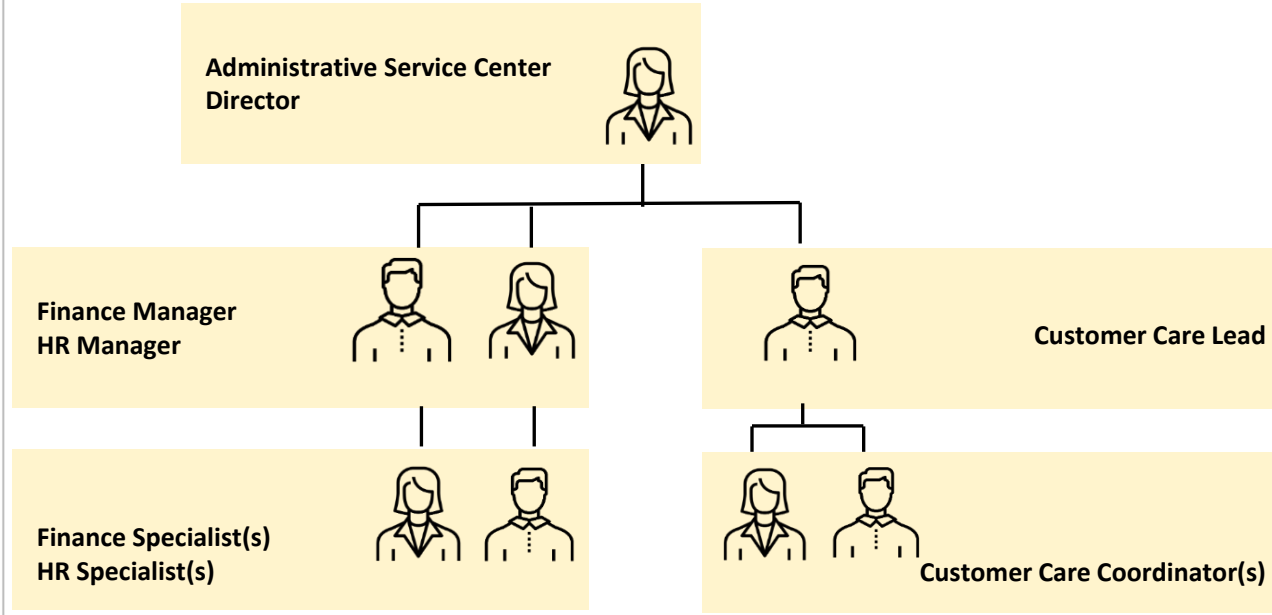


HR Coordinator(s)



Administrative Service Center

ADMINISTRATIVE SERVICE CENTER



Where We've Been, Where We Are, Where We're Going

DECISIONS MADE

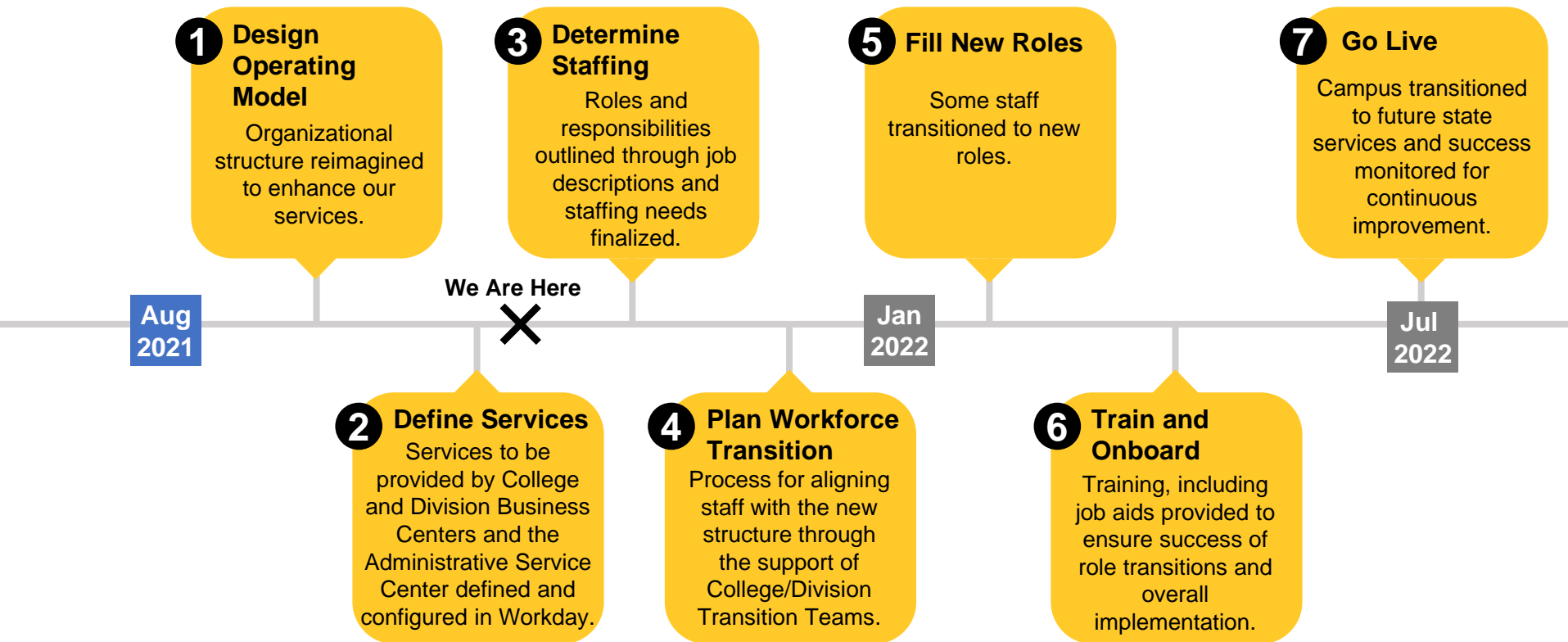
OPTIONS FOR DISCUSION

- Identify the director roles for each business center
- Meet with Deans and Division Leaders to discuss the number of roles allocated to each business center
- Review job description
- Finalize the services provided within the Business Centers and Administrative Service Center
- Determine membership of the Transition Teams

ON OUR RADAR

- Refine the detailed Workforce Transition Plan
- Train the Transition Team members
- Outline a communications plan through next July
- Hold a job fair for employees and define approach to capturing their interest
- Form the Training Work Team and build a robust training plan
- Form the Logistics Work Team and start to identify space and equipment needs
- Continue configuring technology to support SET

SET Road Map



How to Get Involved



Keep up to date by visiting the **SET page** on the Knight Vision website:

knightvision.it.ucf.edu/service-enhancement-transformation/



Email: knightvision@ucf.edu



Subscribe to our monthly newsletter:

knightvision.it.ucf.edu/get-involved

Provide feedback:

<https://tinyurl.com/KnightVisionFeedback>





Questions?

Thank you.