

Faculty Senate Meeting
Minutes of
January 26, 2017

Keith Koons, chair, called the meeting to order at 4:03 p.m. The roll was circulated for signatures.

MINUTES

Motion to approve the minutes of November 17, 2016 was made and seconded. The minutes were approved as recorded.

RECOGNITION OF GUESTS

Maureen Binder, Associate Vice President and Chief HR Officer
Shelia Daniels, Human Resources Executive Director
Ashley Longoria, Human Resources Benefits Manager
Paul Newman, Human Resources Assistant Benefits Manager
Shaun Eskamani, Senior Vice President, CAPTRUST
Alexis George, Journalism Student
Kristy McAllister, Coordinator, Academic Affairs Information and Publication Services
Lucretia Cooney, Assistant Director of Faculty Excellence

ANNOUNCEMENTS

Dr. Koons welcomed Peter Jacques as an interim senator for Spring 2017 while Myunghee Kim is on sabbatical.

Apportionment for the 2017-2018 Senate is complete. General faculty (1501) increased by 90 from 2016-2017; by 202 since 2015-2016. The call for elections was sent to each colleges last Friday.

Automatic updates to the Constitution and Bylaws have been completed to reflect Resolutions 2016-2017-1 thru -8, and -11. Title changes were also completed to reflect the official titles: vice president for Research and dean of the College of Graduate Studies, vice provost for Teaching and Learning and dean of the College of Undergraduate Studies, and vice president for Information Technologies and Resources and chief information officer. A bad link/reference was removed from Section IV. Meetings of the Senate D. Regular Meeting. The link/reference incorrectly referenced "special meetings". The updated Faculty Constitution and Bylaws are available on the Senate website.

OLD BUSINESS

None.

REPORT OF THE PROVOST

The provost sends his regrets as he was in Tallahassee today at the Board of Governors meeting and at the Central Florida Board for the individual of the year. Ronnie Korosec reporting on behalf of the provost.

Provost College Visits

The provost is enjoying the half day college visits as part of institutionalizing the Collective Impact – Strategic Plan. The provost has already completed visits at the College of Arts and Humanities, Rosen College for Hospitality Management, College of Business Administration, and the College of Health and Public Affairs. Upcoming visits include:

- Burnett Honors College – January 27
- College of Engineering and Computer Science – February 9
- The College of Sciences – February 10
- College of Education and Human Performance – March 20
- College of Medicine – April 3
- College of Optics and Photonics – April 17
- College of Nursing – April 20

Collective Impact – Strategic Plan

The implementation teams are meeting regularly. The Marchioli Collective Impact Strategic Planning Awards have been announced and are comprised of two awards in the area of innovation and ideation.

The innovation award recognizes existing ideas already making an impact. One nominee will be selected each Fall and Spring semester for the next three years. The innovation award is \$1,000 cash to any non-unit faculty or staff member, or a \$1,000 grant for in-unit faculty or staff that can be used for travel, teaching, or research. The deadline to enter is January 31, 2017.

The ideation award crowd-sources the best ideas from faculty and staff. Awards are \$2,500, \$1,000, and \$500 cash to any non-unit faculty or staff member, or a \$1,000 grant for in-unit faculty or staff that can be used for travel, teaching, or research. The deadline to enter is February 3, 2017. See the website <http://www.ucf.edu/strategic-planning/> for details.

Diversity and Inclusion Commitment

On January 10, a joint statement by United Faculty of Florida union and UCF administration was emailed by Dr. Hitt renewing our commitment to diversity and inclusion; ensuring UCF is a place where free and open exchange of ideas can thrive. Dr. Korosec quoted the email by reading:

“We all must ensure UCF’s campuses are safe and hospitable environments for all students, employees, residents, and visitors. UCF is a community that continually strives to honor the dignity of all people.”

Dr. Korosec encouraged everyone to read the full statement which can be found at <http://www.uffucf.org/>.

Deferred Action for Childhood Arrivals (DACA) Program

Dr. Hitt and approximately five hundred other presidents signed a letter directed to the incoming U.S. Presidential administration to support and encourage the administration to extend DACA. The Faculty Excellence January newsletter provides details regarding the

signed statement (<https://www.pomona.edu/news/2016/11/21-college-university-presidents-call-us-uphold-and-continue-daca>) and a listing of related support services (<http://www.sdes.ucf.edu/community>).

UCF Ranking

For the first time in UCF history, the university is ranked in the top 100 institutions in the National Science Foundation's Research and Development Expenditures ranking list. UCF is ranked 99. Research expenditures are included in three of the twelve State preeminence metric using NSF data. The provost provided an update to the Board of Governors on January 13 and would share the presentation with the Senate, if interested.

Florida Board of Governors Meeting

The Board of Governors requested the University of Central Florida represent Florida's large research universities by responding to the higher education appropriations subcommittee to address the impact of a 10% reduction in State funding. This projection is completed annually by the legislature, and no cuts have been planned. For the University of Central Florida, a 10% reduction represents about \$26 million in recurring State appropriations (not including performance or preeminence funding). Should a budget reduction occur, the provost indicated "*we would protect our students and the quality of their education first, avoiding cuts to construction and student success initiatives, such as advising and financial aid.*" Among the hypothetical cuts presented included: reductions in discretionary funding (travel, technology, lab renovations or repairs), a reduction of about 10% to legislative earmarks, on-site regional campus operations, halting faculty growth, and the reduction of non-faculty personnel (current vacancies).

NEW BUSINESS

Resolution 2016-2017-12 Availability of Lactation Rooms for UCF Women

The resolution was introduced by Linda Walters on behalf of the Personnel Committee. The university is lagging in the availability of nursing mother rooms. The resolution contains all the Federal guidelines. Including all campuses, the university currently has seven lactation rooms. To accommodate the number of faculty and staff, the university would have to triple the number of rooms, not including women students. Existing rooms are utilized, but the main campus rooms are all located near the science buildings. Increasing the number of rooms is a family friendly priority. Due to the long walk to current locations and frequency throughout the day, this is a productivity and retention issue. The goal of the resolution is to increase the number of rooms in new buildings or retrofit existing buildings.

Motion to approve Resolution 2016-2017-12 Availability of Lactation Rooms for UCF Women. Since the resolution is brought forward from the Personnel committee, no second is needed.

Vote: 1 opposed, remaining in favor; motion passes.

Resolution 2016-2017-13 Fair and equal enactment of the UCF Employment of Relatives Policy

The resolution was introduced by Stephen King, chair of the Personnel Committee. The resolution is in response to UCF Policy 3-008.2 Employment of Relatives. The Personnel Committee identified one section that singled out research and principal investigators as the only area where you can't have a direct or indirect relationship. The resolutions asks that the last sentence in section B.h. be stricken to allow the potential conflict to be submitted to the Research Conflict of Interest Committee to determine if a mitigation plan and monitoring is appropriate.

Question: The Research Conflict of Interest Committee is meeting and is currently reviewing several cases. The committee has a policy and forms to resolve issues. Maybe this resolution should wait?

Answer: The resolution goes to administration for them to handle. I don't see any reason to not go forward.

Question: Why was research singled-out?

Answer: We asked the same question in November. Still deciphering an email received an hour ago.

Comment: If the resolution is passed, a conflict can still be denied. As the language stands, a fair hearing won't be allowed.

Comment: In all cases of potential nepotism, the relationship has to be identified, a plan developed and submitted to a committee to be evaluated. As the policy stands the one category of research can't even be considered. The Personnel Committee would like potential research conflicts to be considered. Dr. King read the two sentences in section B.h. that is contradictory:

"in those instances when a research project requires unique skills or attributes of an individual that is not available in another candidate besides that of the employee's relative, a plan to mitigate and monitor the conflict of interest must be submitted to the Research Conflict of Interest Committee for review and approval. Under no circumstances will a principal investigator be permitted to directly or indirectly supervise his or her relative."

Dr. Klonoff, Vice President for Research was recognized. The policy reflects the need to respond to Federal funding agencies that require the university to have a policy by indicating the principal investors do not directly supervise a spouse. The reason why research was singled-out is because we are also regulated by external funders and this represents best practices.

Comment: We have numerous couples that work together on research projects. There are procedures for working together, it doesn't need to be banned. This is a significant recruiting issue.

Comment: If the spouses are co-principal investigators it isn't an issue. The issue is a principal investigator hiring a spouse for a different role that causes a problem.

Comment: The "unique skills" specified in the policy presents a problem when trying to establish a team and is a high standard that is hard to reach and prove.

Dr. Klonoff clarified that the issue is "supervised". This is a specific relationship where an individual has control over and makes decisions on salary or workload. This doesn't impact co-principal investigators.

Question: The supervised situations can be turned down. Why wouldn't anyone have the right to appeal?

Answer: The Research Conflict of Interest Committee will review an appeal if submitted.

Comment: Multiple people in different colleges are interpreting the sentence differently and are being enforced differently. This is preventing a potential project even going to the committee. Removing the sentence will allow a project to go forward and be submitted to the committee for decision.

Comment: Regardless of a department chairs decision, the faculty can submit the proposal to the committee for appeal and the committee will look for ways to overcome the conflict. The process has only been in place since last year. We need to follow the process.

Comment: We can't appeal if the chair denies the project in the beginning. It won't move forward.

Comment: In several areas, we don't receive Federal funds for research grants. Even though these other funding sources may have lower standards, this policy still prevents any and all from proceeding, whether Federal funds or other sources.

Comment: The sentence needs to be in the policy for Federal requirements. The issue seems to be management interpreting the sentence and handling situations differently. Maybe the resolution needs to focus on management.

Dr. Koons indicated that the resolution is focused on research. read lines 20 – 24 of the Be it Resolved: *"In particular, employment of skilled researchers on a research project should not be singled out as the sole instance in which family members cannot utilize the mitigation procedures open to all other cases involving the employment of relatives. Therefore the second sentence of paragraph h in the Employment of Relatives Policy 3-008.2 should be removed from that policy."* Dr. Koons reminded the senators that all resolutions of the Senate are advisory in nature. Since this resolution asks for a change to a university policy, there is a thorough process to add or revise a policy.

Comment: The question will never be raised if the resolution is not passed. The question needs to be raised.

Motion to approve Resolution 2016-2017-13 Fair and equal enactment of the UCF Employment of Relatives Policy. Since the resolution is brought forward from the Personnel committee, no second is needed.

Vote: 2 opposed, 1 abstention, remaining in favor; motion passes.

Resolution 2016-2017-14 Guidelines for Academic Structure at the University of Central Florida

William Self introduced the resolution. This was a joint effort with Fernando Rivera that started last year. We were asked to build a set of definitions and guidelines for academic structure to guide decision making at the university. We requested the best practices from the Education Advisory Board (EAB). The University of Central Florida has no guidelines for academic structure. We have used language that is flexible and defined an interdisciplinary school as an academic unit. The guidelines are a forward looking document and not a tool for the university to restructure. Centers and Institutes are not included in the document since the Board of Governors has set regulations and policies. The resolution asks for these guidelines to be used as a tool for administration. A previous 2004-2005-5 resolution, approved by a previous provost already indicates that faculty will have oversight on structural changes to academic units. The current administration is in support of the 2004-2005-5 resolution.

Motion and second to approve Resolution 2016-2017-14 Guidelines for Academic Structure at the University of Central Florida.

Vote: 1 opposed, remaining in favor; motion passes.

University of Central Florida Faculty Retirement Options

Dr. Koons introduced Maureen Binder Associate Vice President and Chief Human Resource Officer. A handout was provided. Ms. Binder introduced Shelia Daniels, Executive Director of Human Resources. The changes to retirement options are only the UCF voluntary retirement 403(b) plan. Changes were motivated by a low retirement readiness and the Employee Retirement Income Security Act (ERISA) changes regarding public plans fiduciary responsibilities. Discussed the typical gap in retirement funds. Reminded everyone to consider the cost of health insurance when planning for retirement, since the premium can be up to \$1,500 per month.

Informed the group that CAPTRUST helped UCF develop an investment philosophy statement, create a charter, and evaluate the plans. CAPTRUST will also offer non-bias advice to employees. A UCF 403(b) Investment Committee was formed and decided to consolidate the vendor options effective April 1, 2017 to Fidelity, TIAA, and VALIC. These vendors have each reduced fees by 1.9%. Going forward, these three vendors will be the only option for continuing contributions. Human Resources will not require employees to move their funds, but will no longer be allowed to make contributions to the vendors no longer on the list. If employees do not make a selection, the default vendor will be TIAA in April. Everyone was encouraged to go ahead and change to one of the three vendors. Transition guides will be sent by the three providers.

Question: I established an alternative account, but I make four or five contributions. I can't tell which contribution is the 403(b) on my pay stub. Can payroll make it clear which one is the 403(b)?

Answer: The name of the provider should be listed if outside of State University System Optional Retirement Program (ORP).

Question: I have a valid 403(b), can open a second one?

Answer: Yes, as long as you don't exceed the maximum contribution.

Shaun Eskamani, Senior Vice President, CAPTRUST congratulated UCF for the being the first large public institution in Florida to take action to improve fiduciary oversight and partnering with CAPTRUST. The investment offerings include four tiers based on investor experience. The last tier is self-directed funds.

Question: Self-directed funds were not going to be offered back in August, is this new?

Answer: Based on feedback we added the option for each provider. Plans across the board also offer a Roth IRA.

Question: What is the investment vehicle?

Answer: Mutual funds.

Comment: I encourage you to reconsider and open up stocks since stocks out-perform mutual funds.

Response: For legal reasons those types of investments through a 403(b) are not allowed.

Question: CAPTRUST is a fee based advisory firm. Who is paying the fee?

Answer: UCF pays CAPTRUST a level fee directly; not individual investors.

Question: What criteria was used to reduce fees?

Answer: Qualitative and quantitative based on fees, platform structures, and participant experience.

Question: There are potentially hundreds of funds available in the self-directed brokerage. The funds indicate performance, but performance of a fund is strongly connected to the performance of management. Will we have access to Morningstar or some other rating tool?

Answer: Each of the three providers provide fact sheets on the funds, but Morningstar is not available since it is a corporate or individual license.

Contact the Benefits section if your department would like a presentation. Dr. Koons thanked the team for the presentation.

LIAISON COMMITTEE REPORTS

Budget and Administrative – Pradeep Bhardwaj

The committee met twice since the last Senate meeting. We looked at the evaluation process for the Cluster Hire proposals. The evaluation is done using the Idea Rubric and the Collaboration Readiness Rubric. We also looked at staff hiring for faculty. Twenty-five positions have been budgeted with salaries and benefits up to \$60,000 each. Templates for writing proposals are available through Academic Affairs and descriptions of job specific titles can be obtained through Human Resources.

Parking Advisory Committee – Ahmed Elshennawy

Committee met in November and this past Monday. UCF is not considered a bike friendly campus. Bike routes and bike lanes will be established as road improvements are made. The League of American Bicyclists evaluate and recognize bicycle friendly universities and communities. UCF may consider applying for the Bronze level. Also discussed golf carts. UCF does not meet the requirements for a golf cart community. A draft policy is under development. Currently gym carts and agriculture vehicles are to be used only by utilities personnel. Eventually, UCF will move away from golf carts, utility vehicles and others. Committee did not approve any resolution regarding reducing faculty parking fees since it meant cutting the faculty fee by \$60 and increasing staff parking by \$60. UCF currently has three HEV charging stations; three additional stations are being purchased for \$10,000.

Personnel Committee – Stephen King

We have requested a new salary study based on gender within UCF. We have met with Paige Borden and waiting for results.

Graduate Council – Zixia Song

All committees continue to complete routine business.

Undergraduate Council – Kelly Allred

All committees continue to complete routine business.

OTHER BUSINESS

None.

ADJOURNMENT

Motion to adjourn made and seconded. The committee adjourned at 5:35 p.m.

Upcoming UCF 403(b) Plan Enhancements



UCF Human Resources Benefits Section

407.823.2771

Benefits@ucf.edu

UCF Retirement Plans

Mandatory Retirement Plans

- ✓ FRS Pension Plan
Eligible: A&P, Faculty & USPS
- ✓ FRS Investment Plan
Eligible: A&P, Faculty & USPS
- ✓ State University System Optional Retirement Program (ORP)
Eligible: A&P and Faculty
- ✓ FICA Alternative Plan (FAPLAN)
Mandatory: Post-Doctoral Associates, OPS Non-Students, Adjunct Faculty and Medical Residents

Voluntary Retirement Plans

- ✓ 457 Plan (through Bureau of Deferred Compensation)
Eligible: All Employees
- ✓ 403(b) Plan (Pre & Post Tax)
Eligible: All Employees



How We Got Here



- Future financial planning for employees
- Low participation (13% enrolled in voluntary plan)
 - **Faculty:** 38%
 - **A&P:** 36%
 - **USPS:** 25%
 - **Other** (*OPS, Post-Docs, Graduate Assistants*): 1%
- ERISA changes
- Best practices

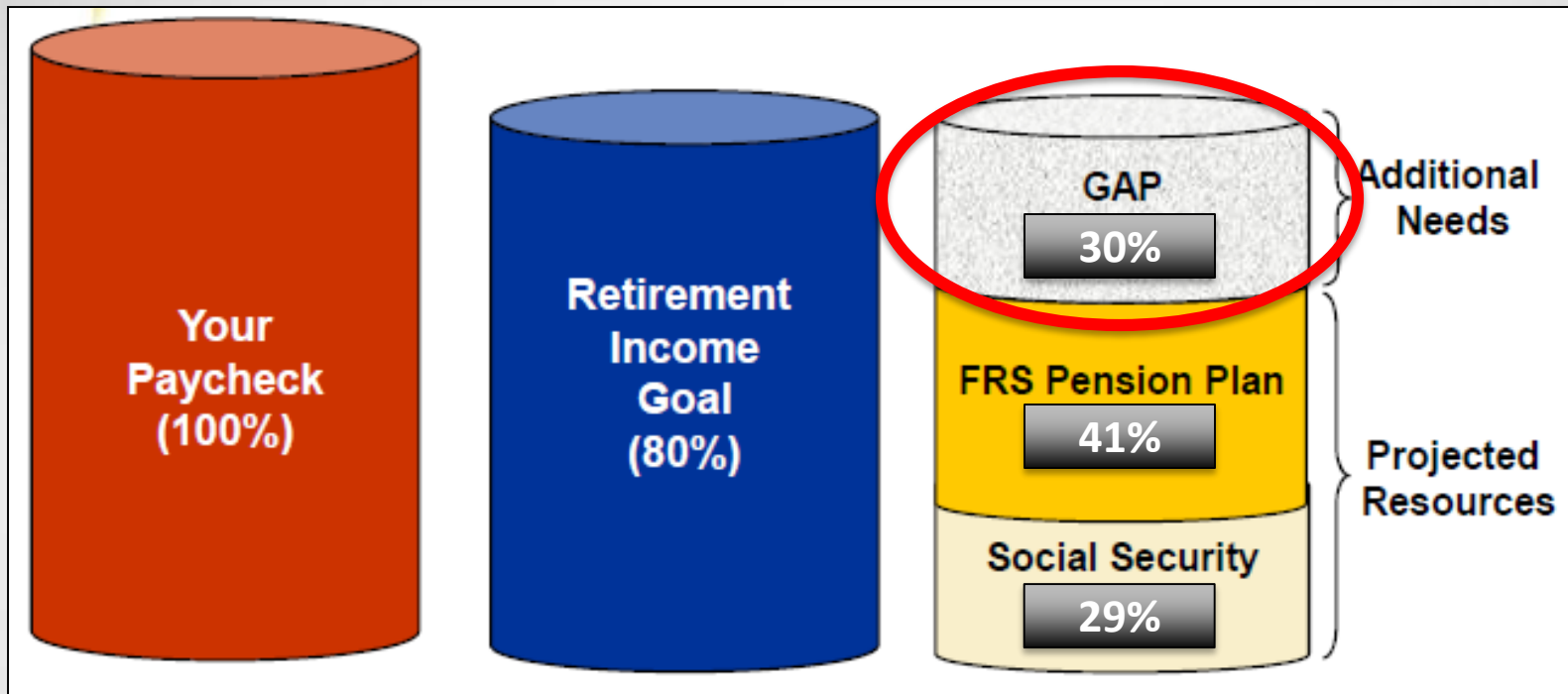


Retirement Readiness Survey

Question	Yes	No	Somewhat
Do you feel confident and knowledgeable about planning for your retirement?	18%	41%	41%
Do you have a clear understanding of the action(s) that you may need to take related to your retirement account(s) as it pertains to retirement planning?	16%	52%	32%
Do you think that retirement advice is a valuable benefit?	93%	1%	6%
Currently, do you feel as if you are on track with your retirement savings for your future retirement goal?	25%	39%	36%

**1,418 Employee Responses*

Budgeting for Retirement



Considerations:

- Benefits During Retirement

Health Insurance: Current Retiree Annual Premium (Family Plan): \$18,715.20



CAPTRUST

Functions as an on-going and engaged consultant to the UCF HR department in assisting with the UCF 403(b):

- ✓ Fiduciary Governance
- ✓ Plan Design
- ✓ Investment Management
- ✓ Plan Administration
- ✓ Participant Engagement

UCF 403(b) Plan Enhancements Summary

✓ Vendor Consolidation


- Fidelity, TIAA and VALIC will become the only three vendors for future contributions, effective April 21st 2017

✓ A reduction in the number of investment funds

- 22 fund options effective April 21st 2017

✓ Reduction in investment fees for Fidelity, TIAA and VALIC, effective April 21st 2017

Benefits of UCF 403(b) Plan Changes

- ✓ Simplified Options
- ✓ Reduction of fees may improve rate of return
- ✓ Services available through  CAPTRUST



Timeline

July 2016 – December 2016

- Campus News Email
- UCF Website Article
- Open Enrollment Informational Sessions Across Campus
- Benefits Fair

January – February 2017

- Department Presentations

February-March 2017

- Transition Guides Sent

Beginning week of April 3, 2017

- On-Site Seminars Begin

All Changes Effective

- April 21, 2017



UCF Human Resources Benefits Section
(407) 823-2771
benefits@ucf.edu

<https://hr.ucf.edu/ucf-403b-plan-changes/>

Resolution 2016-2017-12 Availability of Lactation Rooms for UCF Women

Whereas, UCF currently has 7 publicly available lactation rooms: one is on the College of Medicine campus at Lake Nona, one is in Research Park at the College of Nursing University Tower building, and five on the main campus. The main campus rooms are located in the Global UCF Building, Physical Science Building, Engineering 1 Building, COHPA, and the Recreation and Wellness Center. On the main campus, these rooms are clustered on the north and east sides of the campus; and

Whereas, UCF Human Resources procedures document entitled, "Break Times and Locations for Nursing Mothers, Effective December 2010", states that the University of Central Florida will provide a supportive environment to enable breastfeeding employees to express their milk during working hours; and

Whereas, UCF currently does not provide sufficient and equitable access to lactation rooms for large population of UCF women who may need to express their milk post-delivery, including UCF women faculty (782), UCF women staff (2363), and UCF women students (35,508); and

Whereas, this lack of lactation rooms has economic implications for UCF, as reported by the 2010 University of Rhode Island report of "College and University Lactation Programs", including a \$3 cost savings for every \$1 invested in breastfeeding support, parental absenteeism is 3X higher for formula-fed infants compared to breastfed babies, companies with an employee lactation support program experience less turnover and lower losses of employees after childbirth, and companies with lactation rooms are also rewarded with higher satisfaction, loyalty and morale; therefore

Be It Resolved that the Faculty Senate encourages the administration to follow the guidelines put forth by the U.S. Department of Health and Human Services, US Office of Personnel Management, and National Institute of Health as well as the US Department of Labor for working women which recommends 6 lactation rooms for every 1000 women employees (Attachment 1), and there be lactation room access within a 5-minute walk for the employee. At a minimum, UCF should triple the number of lactation rooms available to women employees on the main campus through designating space in planned constructions and retro-fitting rooms in existing buildings, especially on the west and south sides of campus; and

Be It Further Resolved that the Faculty Senate additionally recommends that the lactation rooms at the College of Medicine and the College of Nursing (Research Park) be maintained, a room be added at Rosen College and at regional campuses where UCF has a presence (if not currently available), and rooms be added to the new downtown campus construction designs based on expected campus enrollment and employment projections.

Attachment 1:

Recommendations from the U.S. Department of Health and Human Services and National Institute of Health for working women (womenshealth.gov)

The number of spaces needed depends on many factors. For example, companies will want to consider how many women are employed, the number and size of buildings, and the work schedule and job settings of employees. A general rule is to provide at least one permanent milk expression space for every 50–100 women employed by the company, and adjust as employee needs increase. The National Institutes of Health (NIH) compiled a formula for identifying the number of spaces needed, and estimate that at least six milk expression stations for every 1000 female employees should be the general rule. This number is based on a pregnancy rate of 5–7 percent among the female population, a breastfeeding initiation rate of 75 percent, and an assumption that most nursing women cluster milk expression periods around a similar period from 10 a.m. to 3 p.m. during a standard work day. The chart below is based on their general guide:

Milk Expression Spaces	
Number of Female Employees	Number of Stations Needed
Under 100	1
Approximately 250	2
Approximately 500	3
Approximately 750	4
Approximately 1000	6
For every additional 1000 employees	6 additional stations

Seek locations that employees can reach within a 5-minute walk. This means that spaces should be evenly distributed within large buildings, as well as evenly distributed across a large campus in easily accessed locations. Limiting an employee's travel time minimizes the overall amount of break period women need to express milk. Centralized locations also make it possible for the greatest number of employees to access the space. Within a building, spaces can be located near a central bank of elevators, the

entrance to a facility, or the employee lounge or eating areas. **Look for space near running water for washing hands and breast pump parts.**

Women will feel comfortable and safe when the door into the milk expression room can be locked. A keypad lock or electronic key provides privacy, and nursing moms can use a key, key card, or code to enter the room. If a lockable door is not possible, provide a sign outside the door with a well-communicated policy to help prevent others from entering the space. Curtains or partitions by the door might be needed to provide an additional layer of privacy when the door is opened from the outside.

Approved by the Faculty Senate on January 26, 2017.

Resolution 2016-2017-13 Fair and equal enactment of the UCF Employment of Relatives Policy

Whereas, UCF has a broad interest in maintaining an open and transparent conflict of interest policy, including disclosing the employment of relatives, to ensure all stakeholder that the actions, policies, and decisions made by UCF faculty, staff, and administrators are in the best interests of the University; and

Whereas, research projects at UCF may require the unique skill sets or attributes of research personnel that may be related to the principal investigator of the project; and

Whereas, UCF has in place a conflict of interest policy that requires all relationships to family members to be reported as part of the annual conflict of interest assessment, and for mitigation plans to be set up and enacted when potential conflicts of interest are identified; therefore

Be It Resolved that the Faculty Senate endorses fair and equal enactment of the policies for identifying and mitigating potential conflicts of interest via the employment of relatives at UCF. In particular, employment of skilled researchers on a research project should not be singled out as the sole instance in which family members cannot utilize the mitigation procedures open to all other cases involving the employment of relatives. Therefore the second sentence of paragraph h in the Employment of Relatives Policy 3-008.2 should be removed from that policy.

Approved by the Faculty Senate on January 26, 2017.

Resolution 2016-2017-14 Guidelines for Academic Structure at the University of Central Florida

Whereas, the University of Central Florida is now an emerging preeminent University in the State of Florida; and

Whereas, Interdisciplinary research has emerged as a driving force in the academe in recent years; and

Whereas, academic unit structure can enable stronger interdisciplinary research; and

Whereas, clear definitions will streamline the process for academic unit structure at UCF; and

Whereas, the attached Guidelines for Academic Structure at the University of Central Florida have been developed by Provost Fellows based on consultations with the administration and college deans; therefore

BE IT RESOLVED that the Faculty Senate supports the attached guidelines for academic unit definitions for institutionalization and to promote both traditional disciplinary academic units and the establishment of interdisciplinary academic unit structures.

Approved by the Faculty Senate on January 26, 2017.

Guidelines for Academic Structure at the University of Central Florida
Fall 2016 – Fernando Rivera and William Self
(Provost Faculty Fellows: 2015-2016)

Background

Universities are complex and integrated institutions that at their core are founded upon the faculty that carry out the research and creative activities, engage in the teaching and learning enterprise, and serve both their discipline and the broader university community to build a strong institution. Shared governance relies on strong communication between the faculty and the administration, and therefore the organization of the academic units is key to how well faculty can function and leadership can govern. UCF has grown substantially in the past fifty years and expanded its academic and research units based largely on the strengths of the community and opportunities to expand in key areas such as optics, medicine, modeling and simulation, among others. This document is forward looking and should be viewed as a general set of guidelines for academic unit structure.

Interdisciplinary research has emerged as the driving force in science in recent years (Ledford, 2015). Creating academic structures that can facilitate interdisciplinary research has been the focus of many recent studies (Sa, 2008; Gumpert and Snyderman, 2002; King, 2010). A recent best practice report from the Education Advisory Board (EAB summary) wrestles with the issues of how to support faculty who are truly interdisciplinary through traditional academic structures, silos (departments and schools) within traditional colleges. Harvard University carried out an extensive self-study that led to the recommendation of inter-school departments (at Harvard, Schools are equivalent to colleges at UCF). This analysis, entitled “Enhancing Science and Engineering Education at Harvard” was derived from a shared governance study that informed a change in academic structure (UPCSE report, 2006).

The following guidelines for academic structure attempt to bring together best practice findings from outside of UCF, as well as an internal analysis from within UCF, to guide a foundation of principles for academic unit definitions. These definitions are based upon a core principal that an academic unit is rooted in the three-legged stool of teaching, research and service, and therefore is anchored with tenured and tenure track faculty. These definitions also recognize that supporting faculty including but not limited to: instructors, lecturers, research faculty and clinical faculty are key constituents to the faculty at a very high research institution. These guidelines should be viewed as recommendations when proposing to change existing or to create new academic units. Generally the process would be initiated by the Deans and/or the Provost and would include a proposal describing the rationale for a change in existing unit(s) or establishment of a new academic unit. The Office of the Provost and the Office of the President will have the ultimate authority and responsibility for any academic structuring or restructuring.

Departments

An academic department is the basic administrative unit at the University to carry out the core missions of teaching, research and service. A department should have a general focus within a national or internationally recognized discipline. It is normally expected that a department would have both undergraduate and graduate education programs. A department should be housed within a single College or School, and have a Chair that serves as a leader who is responsible for the organization and function of the department. A department should consist of tenure-track or tenured faculty whose tenure is held within the department. Normally a department would be expected to have a critical mass of faculty in relation to the discipline and the ranks of the faculty should be balanced. With the Chair, the faculty within the department should have a role in governance of academic programs and curricula, departmental resources, and representation to the University community.

Colleges

A college is an academic unit that consists of multiple departments as defined above. Academic departments should be within a focus or foci or be in line with national structures that are historical in nature (e.g. College of Arts and Sciences). Although the number of faculty is naturally defined by the number of departments, it would normally be expected that a college would consist of multiple academic units that each have a critical mass of disciplinary faculty. The college should be headed by a Dean who serves as a leader and is responsible for oversight of the organization to achieve the goals of the college and to spearhead the core missions of teaching, research and service. In the case of the College of Medicine this overall mission is Teaching, Research and Patient care.

Schools - Disciplinary (Intra-college)

A disciplinary school is defined as a school that resides within a single college (intra-college structure). Some colleges by the nature of their diversity of disciplines could conceivably have a school that is interdisciplinary in nature but disciplinary (intra-college) in structure. A disciplinary school is, like a department, a unit at the University to carry out the core missions of teaching, research and service. A disciplinary school should have a focus within a national or internationally recognized discipline or closely related group of disciplines. It is normally expected that a disciplinary school would have both undergraduate and graduate education programs. The school should have a Director that serves as a leader who is responsible for the organization and function of the school. A school should consist of tenure-track or tenured faculty whose tenure is based within the school. Normally a disciplinary school would be expected to have significantly more faculty than an academic department, and the ranks of the faculty should be balanced. A school is different for a department as it carries a broader mission and its designation is not only a result of larger faculty numbers. A disciplinary school could have divisions and these divisions could mature into Departments. Schools may also develop academic research centers or house research centers or institutes. Divisions could be organized around research, teaching or service. A school could

have multiple academic programs at either the undergraduate or graduate level. With the Director, the faculty within the school should have a role in governance of academic programs and curricula, school resources, and representation to the University community.

Interdisciplinary Structures

Interdisciplinary Academic Research Center

An interdisciplinary academic research center is an organization of faculty that are derived from multiple existing academic units with shared research interests that hold tenure in an existing academic unit (department or school). In order to establish an interdisciplinary academic research center, faculty from multiple academic units must be integral to the mission of the center. This type of interdisciplinary center is likely to be formed from smaller interdisciplinary groups or units. Formation of a new interdisciplinary center requires approval through the Office of Academic Program Quality.

Schools – Interdisciplinary (inter-college)

An interdisciplinary school is defined as a school that resides between two or more colleges (inter-college). An interdisciplinary school is, like a department, a unit at the University to carry out the core missions of teaching, research and service. An interdisciplinary school resides at the interface of several unique disciplines. It is normally expected that an interdisciplinary school would have both undergraduate and graduate education programs that have matured through an incubation period in either the College of Graduate studies or the College of Undergraduate studies (see process below). The school should have a Director that serves as a leader who is responsible for the organization and function of the school.

Because of the unique nature of an interdisciplinary school, having faculty who hold appointments and tenure in multiple colleges, the reporting structure for the Director of the School becomes a vital component to shared governance. All Colleges involved in the School will have representation on the Council. Generally, the school Director should report to a Council that consists of: 1) each of the college Deans involved in the school; and 2) an equal number of faculty representatives from the school. The school faculty will elect these faculty representatives in at large election regardless of the structure of the units within the school. Once elected, these faculty representatives on the council shall serve a two year term, and will be limited to two consecutive two year terms. Deans are not elected but are members de facto based on the faculty present within the School. Thus an equal number of faculty and Deans will oversee the leadership of the School.

The Chair of the council, one of the Deans on the council, will be elected by the council to a three-year term. This Chair will also serve as the primary contact between the council and the Director and will facilitate the annual evaluation of the Director. The Director, or a 2/3 majority vote of the faculty of the School can request a meeting of the council for any matter that needs attention of the council.

The school should consist of tenure-track or tenured faculty whose tenure is NOT based within the school but held in a disciplinary department or school. An interdisciplinary school has in general fewer faculty than a disciplinary school, especially early in its development, yet attempts to have some balance in the rank of faculty will again be important for a healthy unit. An interdisciplinary school could have multiple academic programs at either level, and as with a disciplinary school can house divisions, departments or centers with a broader mission than would be present in a typical academic department. With the Director, the faculty within the school should have a role in governance of academic programs and curricula, school resources, and representation to the University community.

Academic program development - Interdisciplinary

The development of an academic program that resides between two or more established disciplines would normally be expected to proceed through a pilot period. This period allows for recruitment, development and expansion of a degree program, graduate or undergraduate, with direct oversight from the College of Graduate studies or the College of Undergraduate studies. For example, an interdisciplinary research center could develop an undergraduate program jointly with the College of Undergraduate studies over a period of time (likely 3-5 years), however the program would reside officially within the College of Undergraduate Studies. To move the program to the center would require the Center to mature into an Interdisciplinary School (above).

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