

MEMORANDUM

Date: June 22, 2017
TO: Members of the Steering Committee
FROM: William Self
Chair, Faculty Senate
SUBJECT: **EMERGENCY STEERING COMMITTEE MEETING on July 19, 2017**

Meeting Date: Wednesday, July 19, 2017
Meeting Time: 12:00 – 1:00 p.m.
Meeting Location: Millican Hall, room 395E

A G E N D A

1. **Call to Order**
2. **Roll Call**
3. **Approval of Minutes of *April 6, 2017***
4. **Announcements and Recognition of Guests**
5. **Report of the Provost**
6. **Old Business**
 - None
7. **New Business**
 - Discuss recommendations from the University Promotion and Tenure Committee in regards to application volume.
8. **Other Business**
9. **Adjournment**

**Faculty Senate
Steering Committee Meeting
Minutes of April 6, 2017**

Keith Koons, chair, called the meeting to order at 4:00 p.m. The roll was circulated for signatures.

MINUTES

Motion to approve the minutes of March 9, 2017 was made and seconded. The minutes were approved as recorded.

RECOGNITION OF GUESTS

Ronnie Korosec, Associate Provost and Chief of Staff for Academic Affairs
Lucretia Cooney, Associate Director of Faculty Excellence

ANNOUNCEMENTS

Congratulated Robert Folger for being awarded the Pegasus Professor Award, in addition to Linda Walters and Ahmad Elshennawy for receiving the 10 year Faculty Senate Service Award at Founder's Day yesterday. Also congratulated Linda Walters and Damla Turgut for being awarded the University Excellence in Professional Service award. The Faculty Senate Service award is now a consistent part of Founder's Day.

OLD BUSINESS

None.

REPORT OF THE PROVOST

Thanked the Steering Committee members for their service. This has been an effective Senate; measured by the things that got done or were inspired that required action. Especially thanked Dr. Koons for an excellent year as both chair of the Faculty Senate and as a Trustee. The provost observed Dr. Koon's courage and clarity of analysis that really had an impact, especially at the Trustee level.

UCF Teaching Hospital

Last week the Board of Governors unanimously approved the teaching hospital. Assuming the certificate of need appeal with Florida Hospital is resolved within the next 90 days, there will be footings in the ground within 18 months. This is a turning point for UCF and for Medical City with other construction to follow. The hospital gives us a platform for inter-professional education between all the clinical sciences. If building II and III are constructed, we will be able to move the College of Nursing and eventually the allied health sciences, especially those with clinical aspects to the new location. Other university hospitals are struggling with the new healthcare laws, but they are characterized as university-owned 1,000 bed hospitals. The UCF teaching hospital will be a 100 bed hospital with a significant out-patient facility. It will only grow at the rate that the balance of in-patient, acute and preventative care grows. It has the ability to be a model hospital in terms of how out-patient, preventative care, and acute care balance. The hospital will provide great learning opportunities for students and will probably add

(in 15 years) another 100 residents. We will be at about 500 additional residencies within three years. Women's health will be one of the specialties at the hospital. Nearby Nemours and the Veteran's Administration supports mostly men and children, so there is an opportunity and need to support women's health in the area.

UCF Downtown

The groundbreaking is scheduled for May 11. All faculty are invited. We are committed to having students in the fully functional facility in the Fall 2019 semester. If finished early enough, we might offer summer 2019 courses to start testing the system.

UCF Basketball Teams

The men's basketball team made it to the National Invitational Tournament (NIT) semi-finals. The women's basketball team reached its first Women's National Invitational Tournament (WNIT).

Faculty Equity Study

The report is interesting, but not yet actionable. We are interested in knowing if we have equal pay. As the study continues, we may find we are still 5% apart on gender and 3.5% apart on ethnicity. Hopefully we will have the detailed results before negotiations with the United Faculty of Florida (UFF) are complete. We are committed to addressing the issue.

Dr. Koons indicated that Linda Sullivan has been in contact, and that the study will proceed over the summer and will involve Faculty Senate leadership. Hopefully, we will have more information by the end of the summer. The provost commented that if the report is finished in the summer, all we can do is use administrative discretionary increases (ADI) and enter into negotiations with UFF next year.

Comment: Some faculty have expressed concern that the new hires will be equitable, but not the existing faculty. Hopefully ADI can help both groups.

Response: I think we are probably spot on with new faculty. What I'm addressing is existing faculty.

Comment: It was suggested during the Senate presentation that we look at and compare the faculty hired in the last couple of years.

Response: I would be surprised if we see differences with the new hires. I won't be surprised if we see differences with faculty hired between 2005 and 2015. My hypothesis is that we have more women in lower paid fields. We want to make sure we have equity within pay groups.

Question: I thought the study already indicated that data?

Answer: I haven't seen it.

Comment: More data was in the full report.

Faculty Senate Resolutions Update

Resolution 2016-2017-12 Availability of Lactation Rooms for UCF Women was a great resolution. The resolution was not approved only due to a couple of word changes in that we will ensure that all new facilities have a lactation room and where we can construct the rooms in retrofits. Otherwise, I support the resolution in the spirit it was written.

Comment: We also don't want to lose a room already in place, which has happened.

Resolution 2016-2017-13 Fair and equal enactment of the UCF Employment of Relatives Policy was not approved. Waiting for the Office of Research and Commercialization's (ORC) conflict of interest team to complete their work and make a recommendation.

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

We also just received the resolutions approved at the March 30 Senate meeting which are under review now.

State Legislative Cycle

Right now the House budget would reduce our carryforward by \$20 million, eliminate performance and preeminence funding, take away \$5 million in preeminence funding from last year (recurring), and reduce our funding of development staff by \$10 million. Our development staff are UCF employees and this would mean they can no longer be UCF employees by reducing our recurring State budget by \$10 million. Last year, the development staff raised \$7.00 for every \$1.00 of their salary. No line items would be renewed (Dr. Phillips Celebrate the Arts or the International Consortium for Advanced Manufacturing Research). The Senate budget would result in no cuts, but reduces overall performance funding from \$100 million statewide to \$25 million. However, they are including two new funding categories which is about \$11 million for exceptional faculty (like TOPS and Faculty Cluster program) for UCF and about \$5 million to enhance graduate medical law and professional schools. The final budget will probably be somewhere in the middle.

It looks like a requirement for all universities to offer a block tuition program will pass. We are trying to make sure the flexibility is preserved to allow UCF to offer the block tuition on an annual basis instead of a semester basis. UCF students tend to take less than 15 credits a semester, but more than 30 credits in a year. Over 48% of UCF students work more than 20 hours per week. If UCF offers students to pay for 30 credits and take any number wanted, we will probably break even. This offer would be great for students with the ability to finish sooner. In addition, Amber Mariano, the youngest person elected to the Florida House of Representatives, sponsored a bill to waive all excess credit hour fees for any student that graduates within four years. The bill has no amendments and has passed out of both committees.

Question: What about the campus carry and union busting bills?

Answer: Unaware of the union busting bill and it doesn't look like the campus carry bill will be heard.

Honors College Dean Search

The candidate we were working with didn't feel it was a right fit for candidate and spouse, so the search committee will start over.

Faculty Cluster Hire 2.0

Recommendations have been made to Liz Klonoff. The recommendations will be vetted and prioritized at the Dean's meeting next Wednesday. We won't move forward until the budget is resolved.

Question: How many clusters will there be?

Answer: We budgeted for up to five clusters with 35 faculty.

NEW BUSINESS

Nomination of Faculty Senate Officers

Reid Oetjen reported the slate of officers put forward by the Nominating committee: William Self, Chair; Michelle Kelley, Vice Chair; and Kevin Coffey, Secretary.

Nominations may be submitted prior to the Senate meeting or made from the floor at the Senate meeting.

Motion and second made to accept the slate of officers for the ballot of the 2017-2018 Faculty Senate. Vote: all in favor; motion passes. Dr. Oetjen thanked the members of the committee; Bari Hoffman Ruddy, Linda Walters, and Damla Turgut.

Call for Topics for 2017-2018 Senate

Dr. Koons asked for topics for the next Senate year. Committee members made the following suggestions:

- **Insufficient notice of teaching assignment, including: summer and evening courses, changes in course mode.** Some faculty are uncomfortable teaching at night while others are caught off guard and need to make child care arrangements. Changing mode requires extensive preparation (i.e., face-to-face to mixed mode) and is made without faculty input. Faculty need to know what income to count on for the summer. This is becoming a faculty satisfaction issue.

Comments: UCF is running out of classroom space; courses are a juggling act. The Collective Bargaining Agreement requires notice of summer courses by 6 weeks prior to the start date. Administrators do the best they can, but there are a lot of challenges, including budget.

Comment: Mode changes aren't required to go through the undergraduate or graduate committees.

- **Lack of Study Abroad policy.** Need a policy that explains the expectations on number of students, salary, etc.

Taking 30 students abroad for one faculty member is dangerous and impossible to manage. Faculty are told you must take a minimum of 25 students in order to be paid. The union complains that we are giving away SCH's and the students beg for the opportunity.

- **Creative School Accessibility.** The school has a waiting list of 200. The preference is for students to get slots first. The increase in faculty has resulted in an increased need for accessibility to the Creative School. The facility is at maximum capacity.

Comment: This will also be an issue at the downtown campus for accessible child care. Maybe UCF can rent space in the adjacent building.

Comment: Faculty are willing to pay (previous survey completed), but the school is out of physical space.

- **Poor Signage.** Although new signs have been installed, for the unfamiliar visitor, it's impossible to navigate the campus. Still need better signage.
- **Traffic Pattern.** The exit from Scorpius Street is dangerous and frustrating. There are too many cars trying to exit and obstructing the shuttles. Need the light extended to allow more vehicles to exit at a time.
- **Need for Teaching Assistants and Support Staff growth.** The operating and instructional budget is not keeping pace with growth of labs, majors offered, and new faculty.
- **Senate Election Oversight.** Discuss need for oversight of the Senate nomination and election process.

Question: Are elections in the college bylaws?

Answer: It's within the purview of the resolution by bylaws, but Senate elections are at the college level, not department level.

- **Tuition Waiver Program.** Right now, we can't use the Tuition credits for market-based programs, if space is available. This issue was raised during the COACHE survey last year. Don't know if this is in the Collective Bargaining Agreement or not, but we would like to use for market-based program.

- **Teleconference Technology.** Need a better university-wide solution to connect faculty to meetings.

Comments: Skype for Business doesn't work well. Maybe Google Docs, Adobe Connect or other reliable package.

Comment: Steering committee will meet in Millican Hall room 395 next year. The room has sufficient technology to connect via phone.

- **TIP & AESP Process Improvement.** Administration is voicing the need to make a distinction for excellence, but it's not happening. We must set the bar higher than ourselves, but this is hard to accomplish. For the TIP Process, the same criticism arose that the criteria is not high enough. A culture change needs to happen.

Comment: 40 to 50 hours for faculty to invest in the application process is unreasonable.

Response: Most of the data should be automatically generated. The analysis on the generation of data should be personalized.

Comment: The process is easier after the first application.

Comment: Some innovative productive faculty have stopped applying, because the award is going to the faculty with high SCH and Student Perception of Instruction (SPoI) results. That penalizes the rest of the faculty that take the risk and don't have large enrollment.

Comment: Sounds like the change should happen at the College evaluation level.

Response: This issue impacts more than one college.

- **Out of Unit Parental Leave Policy.** Out of unit, 9-month faculty would like the same benefit as in-unit faculty. Right now, out of unit faculty do not receive this benefit.
- **Utility Vehicles.** Utility vehicles are driving too fast on sidewalks and it's dangerous.

LIAISON COMMITTEE REPORTS

Budget and Administrative – Nina Orlovskaya

No report.

Parking Advisory Committee – Bari Hoffman Ruddy

Committee has not met since last meeting. Still looking into the lack of a second appeal by faculty for parking citations. Donna Frazer has volunteered to take the issue to the University Parking and Transportation Committee. Other issues being discussed are safety regarding the College of Health and Public Affairs parking lots and signage.

Personnel Committee – Linda Walters

Meeting scheduled for next week.

Graduate Council – Jim Moharam

The Curriculum and Program Review and Awards committees have completed business for the year and the Policy and Appeals committees have one more meeting scheduled. The Policy Committee has approved a cumulative progress evaluation (CPE) for doctoral students, and a policy for zero credit hour courses. Fifty percent of the credits offered for a degree program are expected to be derived from a single field of concentration. However, exceptions may be made by the Graduate Curriculum Committee. Zero credit hour courses have no impact on the overall program hours and should not be used to add fundamental discipline content. The zero credit hours must not exceed the expected time commitment associated with one credit hour. Zero credit hour courses can include laboratory work, internships, practical, studio work, or other academic endeavors.

Undergraduate Council – Kelly Allred

Committees have not met since the last report. The next meeting has been canceled due to lack of business.

OTHER BUSINESS

None.

ADJOURNMENT

Motion to adjourn made and seconded. The committee adjourned at 5:06 p.m.

TO: Vice Provost Cynthia Young and Faculty Senate Personnel
Committee
FROM: Blake Scott and Fevzi Okumus
DATE: 3/21/17
**SUBJECT: Recommendations for University Promotion & Tenure Process,
Policies, and Best Practices**

The recommendations below have been developed by the outgoing and incoming chairs of the university promotion & tenure (P&T) committee in response to several exigencies: 1) the record number of P&T cases this year (79) and dramatic increase in cases projected for 2020 and 2021 (over 200 each year); 2) the need to align university and unit guidelines with the Collective Impact Strategic Plan; 3) the need to develop clearer policies and best practices for units and their P&T committees. In addition to observations from the committee and data/analysis from Faculty Excellence, we consulted guidelines and processes from a number of research universities, namely Cincinnati, Colorado, Kentucky, Michigan State, Minnesota, Northeastern, South Carolina, Syracuse, Texas, USC, and Washington.

The following sections present recommendations about Process, Policies, and Best Practices.

Role and Process of University Faculty P&T Evaluation

We believe that this committee is important to maintain for several reasons: 1) it provides a crucial all-university perspective that focuses, in part, on the university's P&T standards and its strategic goals for impact; 2) it can offer an assessment that accounts for conflicting reviews at other steps of the process (a particularly valuable contribution to the provost); 3) it can identify issues with cases that were overlooked or not made explicit in previous stages of the review process.

The university P&T committee determined that, ideally, the maximum caseload for a year is around 50. Our committee explored a range of strategies for managing the projected increase in caseload, including strategies for limiting the types of cases that require university committee review, expanding to multiple parallel committees or subcommittees, and focusing the committee's purview.

Note: Implementing the following recommendations would require changes to UCF Regulation 3.015.

Process Recommendation 1: Bypass University Committee for Non-Tenure-Earning Promotion Cases

Our first recommendation is to eliminate this step of faculty committee review for non-tenure-earning clinical and research promotion cases. These cases would thus move directly from the dean's evaluation to the provost. One alternative would be to bypass the university committee for clinical but not research cases. Another alternative would be to have the university committee evaluate non-tenure-earning promotion cases only at the request of the provost.

This recommendation would not be sufficient to reduce the university committee's caseload, however, as such cases are not projected to increase as much as other types and this past year comprised only 12 of 79 cases.

Process Recommendation 2: Bypass University Committee for Unanimous or Near-Unanimous Positive Cases

The most effective way to limit the university P&T committee's caseload and enable it to focus more intently on mixed-review cases would be to bypass this stage of university faculty evaluation for files that had unanimous or near unanimous positive reviews at all previous stages. Doing so for unanimous positive cases would have eliminated 38 of the 79 cases this past year and an average of around 50% of the cases over the past four years; this is a significant reduction but unlikely to get the university committee's caseload to the target of 50 or fewer cases.

Lowering the threshold percentage of positive votes would get us closer to the targeted number of cases. The table below shows the numbers and percentages of cases receiving 90%, 85%, and 80% of positive faculty votes on unit/department and college committee (therefore, not including chair and dean votes) over the past four years.

Year	# total cases	# 100% positive	% of cases	# 90% positive	% of cases	# 85% positive	% of cases	# 80% positive	% of cases
2016-2017	79	41	52%	54	68%	58	73%	61	77%
2015-2016	43	26	60%	27	63%	30	70%	33	77%
2014-2015	33	19	58%	20	61%	20	61%	20	61%
2013-2014	35	20	57%	24	69%	24	69%	25	71%

As the table above shows, routing cases receiving 80% positive faculty votes directly from the dean to the provost would eliminate over 70% of cases (an average of 71.5% of cases over the past four years) from the university committee's caseload. Importantly, we should note that *all* cases that met this 80% threshold between 2013-2016 (with the current year still pending) were approved by the provost and BOT. Thus, using this criterion would eliminate a sizable number of cases from the university committee's caseload and would not likely change the ultimate results of such cases. Because of this, and because we also think the chair's and dean's votes should be separately considered, we recommend the following combination of criteria—of which must be met—for routing cases directly from the dean to the provost:

1. Positive vote from the chair;
2. Positive vote from the dean;
3. 80% of positive faculty votes across the unit/department and college committees.

Process Recommendation 3: Form Two Parallel University P&T Committees

Either separately or in conjunction with one or both of the other two process recommendations, the university could form two parallel university P&T committees, each with elected representatives from the colleges and ORC. (Each college and ORC would therefore elect two faculty members to serve at this level.) One university committee would review tenure/promotion to associate cases, and the other would review promotion to full cases. Although the former type will constitute the largest increase in cases, we have found that mixed-review cases of the latter type took the most time to evaluate.

Policies

Note: Implementing the following recommendations would require changes to UCF Regulation 3.015.

- The university P&T committee must include an elected research representative from Centers and Institutes overseen by ORC.
- A faculty member must have at least one Cumulative Progress Evaluation (CPE) from her/his unit before applying for promotion to full professor.
- A faculty member cannot apply for promotion to full professor more than two times in a four-year period.
- Department/unit and college P&T committees should have at least five members. If a unit has fewer than five eligible members, then eligible faculty from related disciplines within the college or area will be added.
- If a member of a CPE or P&T committee has a clear conflict, she/he should recuse her/himself before the discussion of and vote on the candidate's file rather than cast an abstaining vote. Additionally, if a committee member must abstain because she/he did not review the dossier (or for some other legitimate reason), she/he should not receive a ballot rather than cast an abstaining one.
- The chair of the department/unit, college, or university committee is responsible for accurately explaining, in the written evaluation, any split vote. The dossier cannot advance to the next level of evaluation without this explanation.
- The dossier's overall summary statement should include or become an overall statement of impact, tied to the university's strategic plan. (COS already requires its candidates to include a one-page impact statement.)
- Although research, teaching, and service should remain the primary areas evaluated, and although a candidate's research contributions should still meet the thresholds specified in the university regulation, candidates with "other assignments" (e.g., administration, journal editing, clinical teaching and leadership) can also be evaluated on their performance in these areas.

Best Practices

Best Practices for Dossier Preparation

- The overall summary statement and research summary statements in CPEs should include sections on impact, tied to the university's strategic plan.

- Listings of grant funding in the cv and summary statements should specify grant sources and recipients, shares or amounts credited to candidate, and years over which grants are distributed. This information should match what is found in the ORC database. Grants not included in ORC database should be well documented in the dossier.
- In the cv and in the overall and research summary statements, peer reviewed/refereed publications should be listed separately from non-peer reviewed ones, and precise dates and stages of publication (e.g., published, in press, accepted) should be included.
- The research summary statement should include an explanation of the disciplinary and/or journal conventions for listing authors' names, if applicable.
- Citation and impact metrics should clearly specify sources (e.g., Google, ISI, Altmetrics) and use sources widely valued by the relevant field(s). The field's conventions for this can be explained in the research summary statement.
- Because professional service is one of the areas evaluated and can also indicate recognition or reputation as an expert, such contributions should be specifically documented in both the cv and service summary statement.
- If a candidate changed from a tenure-earning to a non-tenure earning position during the evaluation period, the dossier should provide a clear explanation of how, when, and why this change occurred.
- A candidate's response to an evaluation at any step in the process should be respectful, brief, fact-based, and clarifying about aspects of her/his file.

Best Practices for Units and Colleges

- A candidate's external reviewers for tenure/promotion to associate should not have been faculty in the candidate's terminal-degree-granting program.
- A candidate's external reviewers can include a professor emeritus, but not more than one; the bio of such a reviewer should explain why she/his is still a leading scholar in the field.
- Department/unit P&T Criteria should include field-specific examples of how impact can be demonstrated.
- Departments/units and colleges must have written promotion criteria for non-tenure-earning clinical and research faculty.
- Departments/units, colleges, and ORC should be consistent in designations of clinical and research faculty positions. Some research faculty have heavy teaching loads, and some clinical and research faculty have heavy administrative loads; this creates confusion about the nature of these positions.

