Steering Committee

Agenda for meeting of Thursday, March 11, 2021, 4:00 pm

Zoom Meeting for Steering members and guests:
https://ucf.zoom.us/j/92699671092?pwd=M2crVWkwWldBVVVTMGUxdFNQeURmZz09
Meeting will be recorded and streamed live at: https://youtu.be/hqE-mz8p4uk

1. Call to Order

2. Roll Call via Qualtrics: http://ucf.qualtrics.com/jfe/form/SV_bdYZsQc3P3At0we

3. Approval of Minutes of *February 11, 2021*

4. Announcements

5. Recognition of Guests

6. Report of the Provost
   a) Legislative Update – *Janet Owen, Vice President for Government Relations*
7. Committee Reports
   a) Ad Hoc Budget and Labor Crisis Response – *Reid Oetjen*
   b) Ad Hoc Health and Safety Crisis Response – *Steve King*

8. Old Business
   a) COVID Discussion

9. New Business
   a) Appointment of Nominating Committee (Three Steering Members plus Past Chair of Faculty Senate)
   b) Resolution 2020-2021-7 Library Funding – *Nina Orlovskaya*
   c) Resolution 2020-2021-8 Faculty Senate Bylaw Change Parking, Transportation and Safety Committee– *William Self*
   d) Resolution 2020-2021-10 Centralizing the Budget for Staff and Faculty Accessibility Services – *Nina Orlovskaya*
   e) Resolution 2020-2021-11 Faculty Senate Bylaw Change Composition of Information Technology Committee – *William Self*
   f) Discussion – Towards Faculty-Driven Institutional Goals – *Joseph Harrington*
10. Committee Reports, continued
    a) Budget and Administrative Committee – *Nina Orlovskaya*
    b) Information Technology Committee – *Jim Gallo*
    c) Parking, Transportation and Safety Committee – *Adam Wells*
    d) Personnel Committee – *Steve King*
    e) Research Council – *Vicki Loerzel*
    f) Graduate Council – *Jim Moharam*
    g) Undergraduate Council – *Bill Self*
    h) Ad Hoc Equity, Inclusion and Diversity Committee – *Kristine Shrauger*
11. Other Business
12. Adjourn

Faculty Senate

Steering Committee

Minutes for meeting of Thursday, February 11, 2021, 4:00 pm

YouTube Link to access recording: https://youtu.be/vAP-St2LYW4

1) Quorum reached and call to order at 4:00 pm

2) Roll Call via Qualtrics – Faculty Senate Chair Joseph Harrington, Vice Chair Blake Scott, Secretary Kristine Shrauger and Past Chair William Self were present. *(see meeting materials for list of participants)*

3) Approval of Minutes of *January 14, 2021*
    a) Motion to approved minutes by Senator Zaho, second.
    b) Vote taken electronically via Zoom, Motion passes with 12 yes, 0 no.

4) Announcements – *Joseph Harrington*
    a) **Livestreams:** The Faculty Senate will be sending out communications publicizing the Senate and Steering Committee livestreams. **Faculty Senate Budget:** The Faculty Senate Leadership is in the process of putting together a budget for activities of the Faculty Senate, which may include buyouts for the chairs of the committees with high workloads. Chair Harrington has requested of the university administration that faculty appointments to university wide committee and search committees should come through the Faculty Senate. A question was asked in the chat: What are buyouts? Buyouts are funding so that a person's teaching assignment for a course can be replaced with another instructor so that they can do service work. The Faculty Senate Chair gets a buyout each semester and Vice Chair gets one for the year. Another item that he would like to add to the budget is web support and live streaming funds. **BOT Meeting:** The UCF Board of Trustees committees met yesterday. Several new trustees joined. They were so new they had not received enough information about what was being voted on and so the library building funding and Performing Arts building project allocations were tabled to April meeting as a result. [Correction: Some initial Performing Arts funding was approved.]

5) Recognition of Guests
    a) Joe Adams, Senior Communications Director, Academic Affairs
    b) Lucretia Cooney, Director, Faculty Excellence
    c) Carly (McCarthy) Hollowell, Social Media Communications Manager, Communications and Marketing
    d) Jana Jasinski, Vice Provost, Faculty Excellence
    e) Michael Johnson, Interim Provost, Academic Affairs

6) Report of the Provost
    a) The Provost stated that he is thrilled to report that a colleague was named this week to the National Academy of Engineering: Peter Delfyett, a Pegasus Professor in the College of Optics and Photonics. Other National Academies

members have been hired at UCF, but Dr. Delfyett is the first to gain this honor for work done here. He has a joint appointment in Physics, and this year also won the American Physical Society's Arthur L. Schawlow Prize in Laser Science. The Provost said he is a wonderful human being and you could not ask for a warmer, kinder colleague. He sent his congratulations to Peter. **COVID-19 update:** No short-term news on COVID. The vaccines give us hope. But we are not past the pandemic. The faculty's concern for our students has been crucial for their success. He asks that they continue to be as flexible as possible for students who fall ill or are quarantined. The behavior of our campus community in the coming weeks will determine how well the spring semester goes. If everyone is diligent with wearing masks and distancing, the outlook is positive. It is known that this approach is highly successful in limiting transmission. The Provost sent faculty a repeat of last fall's message – about what to do if students in on-campus classes fall ill or are quarantined. The key here is that faculty will receive clear instructions and must not decide for themselves the appropriate steps. COVID cases reported at UCF are staying reasonably low – down last week after a small increase the previous week. The cases recently are in the middle range of what we saw leading up to last Thanksgiving. **Summer and Fall Planning:** In the next couple of weeks, planning will be completed for summer and fall courses. Summer A is likely to be like spring in the blend of face-to-face and remote courses and will include all the COVID precautions. By Summer B and fall, the current plan is a return to a normal term. Scheduling will be done according to this plan, but of course the university is prepared to pivot back to more remote teaching if the projections are wrong and more protection is needed. **COVID Relief Package:** More information has not been received yet about how the more than $85 million coming to UCF from the new COVID relief package can be used. The funding includes more than $25 million in financial aid to eligible graduate and undergraduate students and they are in the process of applying now. Distribution will be early next month. It is not known exactly how the rest can be used. Need of these funds will be solicited campus-wide and the University Budget Committee will be used to make recommendations to the president on spending decisions. More information is coming soon. **About state cuts:** In addition to the 6 percent already withheld from this year's budget, legislative budget committees have begun meeting to deal with a projected $2.7 billion state budget shortfall. It is possible that this year's cuts will stop at the 6 percent already withheld and additional cuts are anticipated next year. The university grew unexpectedly this fall in student numbers – basically because the door was opened wider based on forecasts that fewer students would go to college. That didn't happen in Florida, although it did in most of the country. As a result, the student population grew unexpectedly. To reverse this, the plan for fall admissions is to admit about 200 students fewer than two years ago. The bump in enrollment from fall will take several years to graduate. In the meantime, a very different enrollment plan is being worked on that seeks to be strategic about numbers of undergraduate vs. graduate students, in-state and out-of-state students, or international students, FTIC vs. transfer students, and more. This must be done carefully, thinking about revenue, and in conjunction with a hiring plan for faculty. This will take some months, both to formulate possibilities and

discuss them around campus. **Planning for new degree programs:** Historically this has largely been entirely bottom-up: a department or college that felt ready for a new degree could propose it. That was effective during our decades of growth; however, a new era has begun where more strategic thinking is needed. Curriculum is the part of shared governance that lies most completely in faculty hands. The Provost assured the senators that it would be very unlikely that there would be interference with the desire to add or delete a course, nor meddle in the content. But new degree programs really are a shared decision. They cost money, require hiring the necessary faculty, as well as other investments. These decisions do not lie purely in faculty hands. Therefore, UCF needs a different approach to new degrees that seeks to combine the flexibility or nimbleness that programs need to make changes, but that also takes into account the university's strategic direction and the needs of the region and state – and that will make sense to the Board of Trustees. This is in its beginning stage and not yet ready for much discussion. **Searches:** The searches are beginning for a new library dean and deans for the College of Sciences and the College of Optics and Photonics. Search committees and chairs have been named and a search firm is assisting with the library and COS openings. The Provost will be charging committees very soon. **New CIO and Vice President:** This is the first week on the job for the new CIO and Vice president for Information Technology, Mr. Matthew Hall. He joins us from the University of California, Santa Barbara, where he was the senior associate vice chancellor for information technology and the cyber risk responsible executive. The Provost said that Matt is a real believer in shared governance and should be a valuable partner. **Open Educational Resources:** As mentioned at the last full Senate meeting, the good work of some 30 faculty this fall saved about $750,000 for students by working on open educational resources. It turns out that since 2016, the commitment by many to provide free and low-cost course materials has saved students nearly $11 million! To celebrate this achievement, there will be at an "Aim High" event this Wednesday. The President and Provost invite everyone to meet on Zoom from 2 to 3:30 p.m. to celebrate their colleagues. More information can be found on the Division of Digital Learning website. **Founder's Day:** Founder's Day will be held on April 7 as a virtual celebration of the very best among our faculty for outstanding teaching, advising, mentoring, and service, as well as the announcement of the newest Pegasus Professors and Reach for the Stars honorees. **Questions from Steering Committee members:** How was the number 200 arrived at to reduce enrollment? The plan is to reduce enrollment to what it was two years ago (erase the fall growth) plus reduce it by another 200 students. A full plan will be forthcoming. Chair Harrington said that he will be using chat questions, as well as calling on people who have not spoken yet first. A senator asked about the colleges that need to increase their enrollment. The Provost said that UCF has historically been a growing university and relied on growth and the administration knew that some programs grow faster than others. He said that a new era is beginning in which the student population should remain fixed or even reduced. This would cause students to move to other programs causing some programs to be reduced and some to be increased. This can cause the whole budgeting system to adapt to those changes because

resources will have to leave the places with diminishing enrollment and go to the places with increasing enrollment. This is only applicable to undergraduate programs. Graduate programs will largely remain as they are now. **From the chat:** With the new CDC recommendation for "double masking" giving such good protection, will there be any official statement from UCF to encourage that on campus? The provost said yes, there will be a communication coming out tonight about improved masking. Chair Harrington said the N95 masks are now readily available again and are just as good or better than the double masks and wanted to know if those should be encouraged or required. He said that with the new variants of COVID coming out, it is important to be more diligent. He wanted to know if there will be more testing in the classrooms. The Provost said that the tracing shows where the students are getting the infection. From the chat: Another factor creating a negative effect on student/faculty ration is the hiring freeze which has cut down the number of searches for adding faculty. When will there be an end to the hiring freeze and what is the plan for diversity in hiring? The provost said that he understands that colleges and departments need to make hiring decisions. Originally the freeze was implemented because of concerns about the budget. He had heard that sometime in January or February the legislature may be making these decisions. He understands that it is causing delays in faculty searches. There is a process to seek exceptions to the freeze. Jana Jasinski, Vice Provost for Faculty Excellence, said that for the Inclusive Excellence Program there were five lines available this year and five lines will be available next year. Six different units have made inquiries. They have not submitted any candidates yet. Chair Harrington asked whether these positions were filled in previous years? She said no. He then asked how many were filled out of how many.   She said they have filled seventeen since the program has begun, but it is a rolling number in that sometimes people stay or leave or move to different positions. Chair Harrington said that there are some places that have had to lay off or let go and there are a lot of unemployed university faculty available for hire. He suggested that, for next year, the administration look at the student/faculty ratio from last year and at the number of faculty who are retiring and departing for other reasons and aim for admitting a number of students that would not raise that number. The Provost said that in some cases the salary of a retiring faculty member comes from a TIP or RIA and that cannot be replaced. That money needs to be recycled back into the system. This makes it more difficult for colleges or departments to replace senior faculty. From the chat: Is there any deliberate target for the long-term student/faculty ratio, as part of the current leadership vision? The provost said it is too soon to know the answer to that.

7) Announcements, continued
    a) Chair Harrington said that a new athletic director has been hired. The COACHE survey is out and he encouraged all faculty to complete it, noting that it is very important and helps university administration to make significant changes. The first year there was over a 50% return rate. Senate elections are being organized and he asked that the Steering Committee members encourage those

who are interested in doing service to run for these positions, be active on committees and bring ideas to the senate.

8) Committee Reports
   a) Ad Hoc Budget and Labor Crisis Response – *Reid Oetjen*
      i) The committee has not met since the last Steering Committee meeting. They are looking forward to working with Gerald Hector, the new Senior Vice President for Administration and Finance when the new state budget information is released. They are hoping to meet before the next senate meeting.
   b) Ad Hoc Health and Safety Crisis Response – *Steve King*
      i) The committee discussed questions raised at the previous meeting and that had been asked to the Provost or other administrators at the previous Steering and full Senate meetings. **Further questions and ideas from the committee:** development of a vaccination dashboard with appropriate information; updated policy and messaging on masks and PPE based on updated CDC guidelines; resend information to faculty about what to do if classroom bullying occurs due to masks etc.; concerns about inconsistent communication for students and faculty: when a student in a classroom later turns out to be COVID-positive - Was contact tracing done? Why are faculty told to quarantine, yet students not informed of a COVID positive student? The Provost asked whether the committee that is dealing with tracing is still meeting. Senator King said that it is and that this problem has been brought up in their meetings. He said he thinks it may be an inconsistency in the messaging from the Student Health COVID line. Jana Jasinski said it depends on the situation as to what the message is from the COVID line.

9) Old Business
   a) COVID Discussion – no further discussion.

10) New Business
    a) Resolution 2020-2021-7 Libraries Funding – *Nina Orlovskaya*
       i) Motion made by Senator Orlovskaya to discuss the resolution with the Steering Committee. The library gave a presentation to the Budget and Administrative Committee regarding subscriptions and availability of journals. They were concerned that they would need to cancel subscriptions if there were significant budget cuts. A past resolution was discussed in committee. Two members of the committee drafted a new resolution based on the previous resolution after consulting with Joe Trubacz, Interim Chief Financial Officer. Senator Orlovskaya shared the most current version of the resolution from the committee and asked the Steering Committee to read and discuss. She said that Committee Chair Steve Collins contacted Provost Johnson about the resolution and was advised that it would be vetoed as is. Chair Harrington said that he strongly supports the Libraries. He is hopeful for language being added to the resolution so the Provost can sign it. He said that the options are for amendments to be discussed and made at Senate or that it to be sent back to committee for re-submitting at the March Steering

Committee meeting with adjustments. A senator said that this is a resolution that would not be signed by the Provost and did not support it. Question from chat: Why was the 1992-1993-5 resolution never put in place? A senator said it was because of budgetary constraints. He said he feels it is fine to send to the senate floor and supports it. Vote taken electronically via Zoom, motion passes 13 yes/1 no.

b) Advance Notice of Bylaw Change - Resolution 2020-2021-8 Faculty Senate Bylaw Change Parking, Transportation and Safety Committee for Discussion at March 11, 2021 Steering Meeting – *William Self*

   i) The Ad hoc committee on Bylaws met and discussed the importance of faculty time for our committees as a whole, and the fact that Operational Committees are expected to meet monthly or more often, and are typically dealing with key issues that are important to faculty. While parking, transportation and campus safety are very important issues, the Bylaws Committee felt it appropriate that this committee be moved back into joint committee status, and that it not be altered in any way in terms of membership. Chair Harrington said that this is an advance notice and no discussion should be had at this time. It will be voted on in March. A senator said that the Steering Committee should vote whether to send the resolution to the full senate. Motion to include in senate materials for reading at the February senate meeting and to have full discussion at March meeting, second. Vote taken electronically via Zoom, motion passes with 16 yes/0 no

c) Resolution 2020-2021-9 Eligibility Requirements for the Teaching Incentive Program – *Steve King*

   i) The Personnel Committee reviewed and amended a Resolution that addresses the eligibility criteria for Teaching Incentive Program (TIP) awards. The committee had a lively discussion about the current eligibility requirements not being inclusive to those faculty assigned to relatively small classes compared to the average class size of their unit. The approved resolution asks for the eligibility criteria to be adjusted to provide more open and equal opportunity for all faculty to apply. The committee understood that this would have to be bargained, but it was felt a senate resolution may significantly help this item move forward at bargaining. Because this resolution addresses an item that must be bargained, Senator King made a motion is made to send resolution to the senate to be approved and sent to the Provost as "For Informational Purposes", second. A senator said that she didn't feel that it would be fair to those teaching large courses. Senator King said that this resolution is meant to provide an opportunity for all faculty to apply for the award. The senator wanted to know if the unit of analysis could be changed. Another senator explained the reason for those who were opposed. Tenure-earning can get RIAs, also TIPs. Lecturers can only get TIPs. He said that tenure-earning faculty have an option to teach larger classes to be qualified to apply for these awards. He is opposed to reducing the opportunities for lecturers and instructors. He feels there is a problem with reimbursement at the university. There was a salary equity study done and of 875 teachers here in 2004, 199 have not kept up with cost of living. Full professors have out-drawn peers at other Koopa institutions, while 90

Associate Professors fell behind their Koopa peers. He felt that they should have put forward a more comprehensive resolution based on the recent salary equity study. Another senator said that the job of the Steering Committee is not to answer the question or solve the problem directly, but to determine whether to send the resolution to the senate floor. He said these are not the only examples of restrictions in TIP and that there are also in-unit faculty that cannot apply. Senator King said they purposely did not bring solutions, because it should be bargained with the union. Items read from Chat: Lowering the threshold of productivity would not prevent college TIP committees from considering productivity in additional ways. Has there been any discussion of tiers? So that there are awards for over median and for under. Also, class size does not necessarily equal effort. Senator King said that these items would be considered part of the bargaining and could not be discussed in this resolution. Vote to move to senate agenda taken electronically via Zoom, motion passes with 12 yes/3 no.

11) Committee Reports, Continued
   a) Budget and Administrative Committee – *Nina Orlovskaya*
      i) Committee will be meeting next week. The previous meetings were devoted to the resolution on the library.
   b) Information Technology Committee – *James Gallo*
      i) Committee has not met since last meeting and will be meeting on Tuesday.
   c) Parking, Transportation and Safety Committee – *Adam Wells*
      i) Committee has not met since senate meeting and will be meeting next week.
   d) Personnel Committee – *Steve King*
      i) The committee determined that one positive way to help tenure clock concerns was to develop and then publicize guidelines outlining how to best describe the repercussion COVID-19 had upon individual faculty. A draft version of the guidelines was reviewed and amended in committee with the goal that it would be sent to Faculty Excellence to help with messaging. The Document "Optional Statement of COVID-19 Repercussions" was approved by the committee to be a starting point for Faculty excellence to address this issue. The committee also made the following recommendations: that the document can utilize an existing page in the tenure dossier; that it be optional and have the ability to be individually tailored to individual faculty; that online workshops or other means be used to help educate pre-tenure faculty; that review committees and review administrators would need education on this process; that this style statement should be allowed in all cases where a faculty member is being evaluated, including tenure, promotion, annual evaluation, periodic review, or any similar situation. A senator stated that in their CPE committee meeting it came to light that some faculty members are suffering because their productivity is being affected by the COVID restrictions. Another senator said that they noticed other universities have been allowing faculty to use the extension for multiple years. Other universities are allowing faculty to use a range of years rather than a tenure clock extension. Question from chat: This should/would be extended to

Deans/Directors who are in process of 5-year review? Chair Harrington reminded the Steering Committee that tenure is a bargained item.

e) Research Council – *Vicki Loerzel*
   i) The Research Council will convene in full on February 22, 2021 and get reports from the subgroups at that time.
f) Graduate Council – *Jim Moharam*
   i) The four committees have met and/or have scheduled meetings.
g) Undergraduate Council – *Bill Self*
   i) The UPCC and UCRC have been meeting regularly and are moving normal curriculum business forward. No issues of significance to report from these committees at this time to the Faculty Senate.
h) Ad Hoc Equity, Inclusion and Diversity Committee – *Kristine Shrauger*
   i) The Ad-hoc for Equity, Inclusion and Diversity Committee delved into its first topic at their 2nd meeting. They are working to find a date and time in which the majority of members are available for a meeting. Trying to find time for 20 people to meet is challenging. Chair Harrington asked which topic they were working on and Senator Shrauger said it was the Prohibited Conduct Policy topic.

12) Other Business
   a) Senator Orlovskaya made a motion to have a Campus Climate Report at the next Senate meeting from UFF, second. Vote taken electronically via Zoom, motion passes with 14 yes/0 no.
   b) Chair Harrington called for Campus Climate Report topics for the senate meeting. He suggested conflict of interest. A senator made a motion to have a Campus Climate Report on Conflict of Interest from Rhonda Bishop, Vice President for Compliance and Risk and Debopam Chakrabarti, Chair of the Conflict of Interest Subcommittee, second, vote taken electronically via Zoom, motion passes with 14 yes/0 no.
   c) A senator suggested that the new Athletic Director, Terry Mohajir, be invited to the March Faculty Senate meeting to be introduced to the senators. Chair Harrington would like the new CIO, Matthew Hall, invited to the next Senate meeting.
   d) Chair Harrington asked that any amended PDFs of any resolution be sent to Faculty Senate office at least 24 hours prior to the meeting for circulation prior to the senate meeting and that they should coordinate any discussions with the chairs/co-chairs of the involved committees.
   e) A senator made a motion to have a Campus Climate Report from Faculty Excellence regarding the status of tenure clock discussions. Motion is seconded. The previous senator said it would be a discussion to review what is in place and then follow with a discussion for plans for further extension. Vote taken electronically via Zoom, motion passes with 14 yes/0 no.
   f) Motion to invite Matthew Hall to senate meeting under the President Report to introduce him to the senate, second. Vote taken electronically via Zoom, motion passes with 14 yes/0 no.
   g) Senator King mentioned that the tenure clock discussion will be discussed in the Personnel Committee report. It was suggested by Chair Harrington to mention in

his report that a Campus Climate Report is coming up later in the meeting that will be covering the tenure clock topic.

13) Meeting adjourned at 5:58 pm

Name:	College/Unit:	Meeting Role:	Title: - Guest
Jana Jasinski	Faculty Excellence	Guest (provide title below):	Vice Provost
Joe Adams	Office of the Provost an	Guest (provide title below):	Senior Communications Director
Lucretia Cooney	Faculty Excellence	Guest (provide title below):	Director
Michael Johnson	Academic Affairs	Guest (provide title below):	Interim Provost
S. Kent Butler	ODI	Guest (provide title below):	Interim Chief Equity, Inclusion and Diversity Officer
Adam wells	CHPS	Steering Committee Member	
Bill Self	COM/BSBS	Steering Committee Member	
Blake Scott	CAH/Writing and Rhetor	Steering Committee Member	
CHRISTA DIERCKSEN	Sciences	Steering Committee Member	
Jim Moharam	Optics and Photonics	Steering Committee Member	
Joseph Harrington	Sciences	Steering Committee Member	
Keith Koons	CAH/School of Performi	Steering Committee Member	
Kelly Semrad	RCHM	Steering Committee Member	
Luca Argenti	Sciences/Physics	Steering Committee Member	
Margaret Zaho	SVAD CAH	Steering Committee Member	
Michael Proctor	CECS	Steering Committee Member	
Nina Orlovskaya	CECS/MAE	Steering Committee Member	
Rebecca Murphey	libraries	Steering Committee Member	
Reid Oetjen	CCIE/HMI	Steering Committee Member	
Shawn Burke	Graduate Studies	Steering Committee Member	
stephen King	Medicine	Steering Committee Member	
Vicki Loerzel	Nursing	Steering Committee Member	

Resolution 2020-2021-7
Libraries Funding

Whereas one of the most important hallmarks of a university is a quality library, and

Whereas library quality depends on funding that keeps pace with academic programs, enrollment, and the inflationary growth of collection materials pricing, and

Whereas subscriptions to journals, a mainstay of academic research, rise in cost at an average of 5-6% annually and the Library's collection budget has been flat for many years, and

Whereas quality undergraduate and graduate teaching, and faculty research efforts require sustained quality in library collections and services,

Therefore, be it resolved that the UCF Library be sufficiently funded and reasonably protected from across the board budget cuts.

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Resolution 2020-2021-8
Faculty Senate Bylaw Change Parking, Transportation and Safety Committee

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Whereas, for many years Parking and Transportation issues for faculty were significant and challenging; and

Whereas, substantial improvements in Parking, Transportation and Campus Safety have been achieved in the past ten years; and

Whereas, the Parking, Transportation and Safety committee is capable of doing its work as a joint committee with the University; and

Whereas, faculty time spent on operational committees is substantial and represents a key resource that should be used appropriately; therefore

BE IT RESOLVED that the *Bylaws* for the *Faculty Constitution* be amended to remove the Parking, Transportation and Safety Committee from a Senate Operational Committee and reinstate it as a Joint Committee without any change to its Duties and Responsibilities or Membership as follows:

1. Duties and Responsibilities.
    1. To evaluate and recommend policies and procedures concerning parking, transportation, and campus safety and security that will foster a mutually beneficial environment for faculty, staff, students, and visitors in the university community.
    2. To make recommendations to the Steering Committee of the Faculty Senate.
2. Membership.
    The committee shall consist of at least one faculty member from each academic unit, the vice president for Administration and Finance or his/her designee (ex officio), and the UCF Police Chief or his/her designee (ex officio). Committee members shall be selected by the Committee on Committees. The committee chair and vice chair shall be elected annually by its membership at the first meeting of the committee after the new Faculty Senate is elected, normally in the early fall term. The chair of the Faculty Senate Parking, Transportation and Safety Committee or designee will serve as an ex officio member on the University Parking and Transportation Committee. Terms of service are two years, staggered.

1
2   **Resolution 2020-2021-10**
3   **Centralizing the Budget for Staff and Faculty Accessibility Services**
4
5   **Whereas**, the University of Central Florida (UCF) strives to provide a fully accessible
6   and inclusive UCF campus for people with disabilities; and
7
8   **Whereas**, UCF has a requirement to ensure equitable access for staff and faculty with
9   disabilities so that they have the ability to complete their assigned duties and may
10 participate fully in the activities of their department(s), unit(s), college(s), and the
11 University; and
12
13 **Whereas**, UCF's Office of Institutional Equity (OIE) has the primary responsibility of
14 supporting equitable access through reasonable accommodations or otherwise for staff
15 and faculty through an interactive process, but the burden of any funding required for
16 access and accommodations is the responsibility of the department; and
17
18 **Whereas** the current budget model unnecessarily creates a high cost to departments
19 for having a diverse and inclusive staff and faculty; and
20
21 **Whereas**, the University's 2016 Strategic Plan promises to "attract and cultivate
22 exceptional and diverse faculty, students, and staff whose collective contributions
23 strengthen us"; and
24
24 **Whereas**, UCF is an equal-opportunity institution that does not discriminate based on
25 the basis of physical or mental disability as set forth in the Prohibition of Discrimination,
26 Harassment and Related Interpersonal Violence Policy (No. 2-004.1) (Nondiscrimination
27 Policy),; and
28
28 **Whereas**, UCF is committed to providing an educational and working environment free
29 from discrimination and harassment; and
30
31 **Whereas**, other universities have promoted accessibility and equity by establishing a
32 centralized budget from which all departments can draw from to pay for staff and faculty
33 accommodations; and
34
35 **Whereas**, establishing a centralized budget from which all departments can draw from
36 the same, centralized budget to pay for staff and faculty accommodations would further
37 UCF's mission of attracting and cultivating a diverse staff and faculty; and
38
39 **Whereas**, OIE has the infrastructure for a centralized determination of accommodations
40 without the centralized budget to financially support those accommodations; therefore
41
42 **Be it Resolved** that University departments should not be required to pay for
43 reasonable accommodations for staff and faculty from their department budgets; and
44

45   **Be it Further Resolved** that the University establish a centralized university budget
46   operated by OIE, or some other central administrative unit, from which departments can
47   use funding to pay for staff and faculty accommodations; and
48
49   **Be it Further Resolved** that the University promote centralized university budgetary
50   resources in all job advertisements to strengthen hiring practices and incentivize hiring
51   people with disabilities in order more fully to achieve the university's goals of diversity
52   and inclusion.
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1	**Resolution 2020-2021-11**
2	**Faculty Senate Bylaw Change Information Technology Committee Membership**
3	(Upon passage, to be submitted for information to the Provost.)
4	**Whereas,** information technology (IT) support at UCF lags peer institutions in a variety of respects,
5	including in the areas of system support, email services, research computing infrastructure and support,
6	helpdesk hours, timeliness of response to user service requests, support for research and departmental
7	websites, and third-party services available, among many others, and
8	**Whereas,** to address these issues, the Information Technology Resource Advisory Committee was
9	elevated from a Joint Committee to an Operational Committee in 2017, to become the current
10	Information Technology Committee, and
11	**Whereas,** many problems have been resolved or are now recognized, with improvements expected, but
12	numerous issues remain unresolved, especially related to research, and
13	**Whereas,** there have been numerous informal meetings of faculty to attempt to solve their IT problems
14	outside the structure of shared governance, in part because the current structure in the Senate lacks the
15	expertise to address their needs, and with little attempt to ensure the broad input and balancing of
16	needs demanded by shared governance, and
17	**Whereas,** the Senate's usual one-per-college committee structure ensures that UCF's IT-intensive
18	researchers, working mostly in the largest colleges and in unrepresented research centers, have the
19	least representation on the current IT committee, and
20	**Whereas,** the committee cannot effectively address research-related problems without relevant
21	technical and research expertise on the committee, and
22	**Whereas,** the current college-based membership does not readily provide for such expertise, and
23	Whereas, there is a need for some other representation, including the voices of inexperienced users and
24	students, UCF's customers, and
25	**Whereas,** the Graduate and Research Information Technology group is a principal IT contact points for
26	both faculty and students, and the Libraries are key consumers and producers of information technology
27	resources, yet neither has an ex-officio representative on the current committee,
28	**Be it therefore resolved** that Section VI.4.2 of the Bylaws of the UCF Faculty Constitution be amended to
29	replace:
30	The committee shall consist of at least one faculty member from each academic unit selected by the
31	Committee on Committees, the vice president for Information Technologies and Resources or designee
32	(ex officio), and the vice provost for Digital Learning or designee (ex officio).
33	with:
34	The committee shall consist of an Instructional Designer from the Center for Distributed Learning; a
35	Librarian from the UCF Libraries; faculty whose work in the areas listed here requires high IT resource or
36	support levels and who are engaged in teaching (two members, one teaching primarily online and one

37   teaching primarily in the classroom), physical or non-human biological research (four members,
38   including mathematical and information sciences), research on humans or human populations (four
39   members, including commerce, social sciences, health, politics, and communication), other research and
40   scholarship (one member, including arts, music, letters and other humanities); an undergraduate
41   student; a graduate student engaged in research requiring high IT resource or support levels; two faculty
42   whose use of and expertise in IT is not above the norm; the Vice President for Information Technology
43   or designee (ex officio); the Vice Provost for Digital Learning or designee (ex officio); the Vice President
44   for Research or designee (ex officio); the Dean of the Libraries or designee (ex officio). At least two of
45   the faculty representatives must work primarily on campuses other than the Main Campus. Student
46   representatives will be selected by the Student Government Association. Faculty will be selected by the
47   Committee on Committees, which will attempt to achieve broad representation among colleges and
48   departments, within the constraints of expertise, above.

Presidential Goals
2020-2021

UCF aspires to be one of the nation's leading innovative research universities, with a focus on student success and contributing to the betterment of society. A different kind of university driven by its entrepreneurialism and optimism, UCF will not be defined by its contemporaries, and rather seeks to forge a new path with the potential to be a leading metropolitan research university that will help to define the future of higher education.

Following years of growth, the university will now focus on building the critical infrastructure that will support its pursuit of excellence. UCF will have a national, and in key areas, international reputation as a new kind of metropolitan public research university that is tightly coupled with its community and can work toward quickly becoming a top 50 public national university and ultimately be considered for membership in the prestigious Association of American Universities.

Goals for 2020-2021

1. **Build a strong leadership team with a focus on improving administrative infrastructure and systems that drive operational excellence, efficiency and effectiveness.**

2. **Invest in academic excellence to drive greater student success and research outcomes.**

3. **Deliver action on diversity, equity, and inclusion initiatives and become an example for how a community fully commits to inclusive excellence.**

4. **Build a culture of trust, engagement and accountability that also makes UCF one of the best places to work for our faculty and staff.**

5. **Elevate and promote UCF's excellence and its national reputation through our efforts in advancement, government and community relations, and communications and marketing efforts.**

Presidential Goals
2020-2021

Objectives

1. **Build a strong leadership team with a focus on improving administrative infrastructure and systems that drive efficiency and effectiveness.**
   - Recruit executive leaders in key areas with the experience and expertise to drive strategy and action in the areas of operational and inclusive excellence.
   - Review organizational structure and alignment of key service units to deliver quality service to our students, faculty and staff efficiently and effectively.
   - Improve financial planning and reporting tools that will drive stronger enterprise decision-making while also improving business processes across the university.
   - Complete strategic plans for the Academic Health Sciences Center and Enterprise Enrollment Planning.
   - Ensure organizational alignment, process improvements, and efficiency and effectiveness efforts result in savings that can be reallocated to support instruction and the academic mission of the university.

2. **Invest in academic excellence to drive greater student success and research outcomes.**
   - Develop data driven programs and interventions that drive student success and eliminate achievement gaps.
   - Begin taking action to reduce UCF's student to faculty ratio by investing in new faculty hiring initiatives.
   - Assess and develop investment strategies for graduate programs to continue to expand on our scholarly excellence.
   - Increase UCF's capacity to scale our research enterprise and grow research expenditures starting with an external review of our research and economic development activities and partnerships.
   - Re-envision strategic priorities and strategies for expansion of research and scholarly excellence

3. **Deliver action on diversity, equity, and inclusion initiatives and become an example for how a community fully commits to inclusive excellence.**
   - Finalize and adopt a comprehensive Diversity, Equity and Inclusion Action Plan that includes a requirement that all units and colleges demonstrate their own commitment to inclusive excellence through dedicated resources and actions.
   - Review current policies and operating procedures to ensure they align with diversity, equity and inclusion priorities and enable progress towards established goals.
   - Begin the process of working with academic affairs and student affairs to incorporate inclusive excellence into our academic and support programs to continue to improve student experiences and outcomes across all student populations.

Presidential Goals
2020-2021

- o Increase institutional resources that are dedicated to the work of diversity, equity, and inclusion across campus.
- o Launch required diversity, equity and inclusion trainings for all employees in leadership positions.
- o Develop and launch required search committee training with immediate emphasis on key leadership hires occurring in 2020.
- o Expand critical conversations and public discussions around diversity, equity and inclusion.

4. **Build a culture of trust, engagement and accountability that also makes UCF one of the best places to work for our faculty and staff.**
   - o Create new structures that facilitate inclusive decision-making and ensure engagement in university-wide planning and critical initiatives.
   - o Improve internal communications methods and channels to provide timely, relevant and transparent information to faculty and staff.
   - o Launch a leadership development training program for all employees in leadership positions.
   - o Develop additional mental health and well-being programs and support for our faculty, staff and students.
   - o Prioritize the hiring of executive leadership who are committed to this culture.

5. **Elevate and promote UCF's excellence and its national reputation through our efforts in advancement, government and community relations, and communications and marketing efforts.**
   - o Develop a comprehensive strategy to coordinate engagement and partnership activities across the entire institution.
   - o Create a communications plan that highlights program, faculty and student excellence across all levels of the institution.
   - o Develop a comprehensive philanthropic strategy that focuses on the academic mission of the institution and will increase investment in student success, research and scholarly activity.
   - o Increase alumni engagement with a focus on scalable programs that leverage technology and lead to philanthropic engagement.
   - o Begin planning for UCF's next philanthropic campaign.
   - o Sustain momentum and support for UCF Athletics to be a top 25 program in the nation.