



Faculty Senate

Faculty Senate

Agenda for meeting of Thursday, March 17, 2022, 3:00 – 5:00 p.m.

Zoom Meeting for Senators and Guests:

<https://ucf.zoom.us/j/96404384343?pwd=ai9qbWVwTmR5Sm9iVzdDcjA5Yzkxdz09>

Meeting will be recorded and streamed live at: <https://youtu.be/sVgOe8oD7QM>

1. Call to Order
2. Roll Call via Qualtrics: https://ucf.qualtrics.com/jfe/form/SV_9HT4Bufb2CuDuJl
3. Approval of Minutes of February 17, 2022
4. Recognition of Guests
5. Announcements and Report of the Senate Chair
6. Report of the President
7. Report of the Provost
8. Old Business
 - a) COVID 19 on Campus Discussion
 - b) Resolution 2021-2022-2 Continuing UCF SEED Research Funding into the Future –
Linda Walters
9. New Business
 - a) Resolution 2021-2022-4 Faculty Exit and Stay Interviews – *Blake Scott*
 - b) COACHE Report – *Jana Jasinski, Vice Provost for Faculty Excellence*
10. Committee Reports
 - a) A brief written summary of each operational and active ad-hoc committee's recent meetings is posted in the meeting materials on the website. Committee chairs or the senate liaisons may speak, and Senators may comment or ask questions on committee business at this time.
11. Other Business
12. Adjournment

Faculty Senate

Minutes for meeting of Thursday, February 17, 2022, 3:00-5:00 pm

Meeting recording available at: <https://youtu.be/Vr8ekevB-9g>

1. Quorum reached and call to order at 3:01 p.m.
2. Roll Call via Qualtrics – Faculty Senate Chair Joseph Harrington, Vice Chair Stephen King, Secretary Kristine Shrauger and Past Chair William Self were present. (*See Attachment A for List of Attendees*)
3. Approval of Minutes of *January 20, 2022*
 - a) Minutes approved as submitted.
4. Recognition of Guests
 - a) Joe Adams, Senior Communications Director, Office of the Provost
 - b) Theodorea Berry, Vice President and Dean, College of Undergraduate Studies
 - c) Lucretia Cooney, Director, Faculty Excellence
 - d) Matthew Hall, Vice President for Information Technology and Chief Information Officer
 - e) Gerald Hector, Senior Vice President, Administration and Finance
 - f) Allison Hurtado, Director, Communications, Faculty Excellence
 - g) Jana Jasinski, Vice Provost, Faculty Excellence
 - h) Michael Johnson, Interim Provost, Office of the Provost
 - i) Elizabeth Klonoff, Dean, College of Graduate Studies
 - j) Cyndia Muniz, Director, HSI Culture and Partnerships
 - k) Andrea Guzman Oliver, Vice President, Diversity and Inclusion
 - l) Winston Schoenfeld, Associate Vice President, Office of Research
 - m) Misty Shepherd, Senior Associate Vice President, Financial Affairs
 - n) Amanda Turko, Reporter, NSM Today
5. [00:05:00] Announcements and Report of the Senate Chair – *Joseph Harrington*
 - a) Chair Harrington spoke about the agenda packet, deadlines for submitting agenda items, COVID, Board of Trustees, Knight Vision, University Budget Committee, staff resignations, faculty feedback requests, and legislation. For the full report, please see Attachment B.
 - b) [00:20:00] Question and Answer: Senators expressed concerns over the staffing changes due to Service Enhancement Transformation (SET) and resignations, faculty feedback requests, and faculty turnover rates (see Meeting Chat Attachment C).
6. [00:29:00] Report of the President – *Alexander Cartwright*
 - a) President Cartwright was traveling, so Provost Johnson gave a combined report. Please see next agenda item.
7. [00:29:00] Report of the Provost and President – *Provost Michael D. Johnson*
 - a) Provost Johnson spoke about the new Transfer Center, UCF Downtown dedication, *U.S. News and World Report* rankings, faculty awards and recognitions, COVID, future plans, search updates and Founders' Day. For the full report, please see Attachment D.
 - b) [00:43:00] Question and answer: Senators asked about attendance policies, student enrollment, and the appointment of the provost. (See Meeting Chat, Attachment C)
8. [01:05:00] Old Business
 - a) COVID 19 on Campus Update
 - i) Discussion – concerns expressed regarding contact tracing and the COVID call line



Faculty Senate

9. [01:09:00] New Business

- a) Resolution 2021-2022-2 Continuing UCF Seed Research Funding into the Future – *Linda Walters*
 - i) Senator Walters gave an overview of the resolution brought forward by the Research Council. (Attachment E)
 - ii) Senator Proctor made a motion to amend the resolution (Attachment F), second, discussion,
 - iii) Motion to table resolution and send back to Research Council, second, vote taken electronically via Zoom, 49 yes/4 no, motion passes.
- b) [01:29:00] Strategic Planning Update – *Stephen King*
 - i) See Attachment G.

10. [01:34:00] Committee Reports

- a) For the full list of committee reports, please see Attachment H.

11. [01:35:00] Campus Climate Report

- a) Diversity, Equity and Inclusion (DEI)/Hispanic Serving Institution (HSI) – *Dr. Andrea Guzmán, Vice President for DEI and Dr. Cyndia Muñoz, Director of HSI Culture and Partnerships*
 - i) Vice President Guzman gave an overview of her first six months at UCF. See attachment I.
 - ii) Director Muniz gave an update on HSI. See attachment J.
 - iii) Question and Answer: Discussion ensued regarding where funds raised are distributed. Clarification given by Vice President Guzman and Senior Vice President Gerald Hector.

12. [05:02:00] Other Business - None

13. Adjourned at 5:03 p.m.

Reviewed and submitted by:

Kristine J. Shrauger

3/10/2022

Kristine Shrauger
Secretary, Faculty Senate

Date

Steering Committee Attendance
February 17, 2022

First Name:	Last Name:	College/Unit:	College/Unit: - Other	Meeting Role:	Meeting Role: - Guest
Pamela	Baker	CAH		Senator	
Mason	Cash	CAH		Senator	
Lynn	Casmier-Paz	CAH		Senator	
Patricia	Farless	CAH		Senator	
Scot	French	CAH		Senator	
Tremon	Kizer	CAH		Senator	
Shannon	Lindsey	CAH		Senator	
Darlin'	Neal	CAH		Senator	
Blake	Scott	CAH		Senator	
Sandra	Sousa	CAH		Senator	
Gergana	Vitanova	CAH		Senator	
Sami	Alpanda	CBA		Senator	
James	Gallo	CBA		Senator	
Vladimir	Gatchev	CBA		Senator	
Paul	Goldwater	CBA		Senator	
Axel	Stock	CBA		Senator	
Kara	Consalo	CCIE		Senator	
Dr. Bobby	Hoffman	CCIE		Senator	
Karol	Lucken	CCIE		Senator	
Lisa	Martino	CCIE		Senator	
Sara	Michael Luna	CCIE		Senator	
David	Mitchell	CCIE		Senator	
Ann	Shillingford	CCIE		Senator	
Larry	Walker	CCIE		Senator	
Ladislau	Boloni	CECS		Senator	
Kevin	Coffey	CECS		Senator	
Ahmad	Elshennawy	CECS		Senator	
Jeff	Kauffman	CECS		Senator	
Marino	Nader	CECS		Senator	
Sumanta	Pattanaik	CECS		Senator	
Andrew	Randall	CECS		Senator	
Shawn	Burke	CGS		Senator	
Lori	Walters	CGS		Senator	

Steering Committee Attendance
February 17, 2022

Ali	Amirkhosravi	CHPS	Senator
Susanny	Beltran	CHPS	Senator
Martine	Vanryckeghem	CHPS	Senator
Adam	Wells	CHPS	Senator
Nadine	Dexter	COM	Senator
Nyla	Dil	COM	Senator
Tina	Dow	COM	Senator
Stephen	King	COM	Senator
Stephen	Lambert	COM	Senator
Dawn	Eckhoff	CON	Senator
Sarah	Barber	COS	Senator
Scott	Branting	COS	Senator
Alison	Cares	COS	Senator
Mark	Ehrhart	COS	Senator
Andrew	Frazer	COS	Senator
Martha	Hubertz	COS	Senator
Tamra	Legron-Rodriguez	COS	Senator
Daniel	Marien	COS	Senator
Piotr	Mikusinski	COS	Senator
Adam	Parrish	COS	Senator
Jennifer	Toyne	COS	Senator
Linda	Walters	COS	Senator
Xin	Yan	COS	Senator
Patrick	LiKamWa	CREOL	Senator
Robin	Back	RCHM	Senator
Edwin	Torres	RCHM	Senator
Keith	Koons	CAH	Steering
Keri	Watson	CAH	Steering
Reid	Oetjen	CCIE	Steering
Mike	Proctor	CECS	Steering
Bill	Self	COM	Steering
Luca	Argenti	COS	Steering
Joseph	Harrington	COS	Steering
Jim	Moharam	CREOL	Steering

Steering Committee Attendance
February 17, 2022

Kelly	Semrad	RCHM		Steering	
Missy	Murphey	UL		Steering	
Kristine	Shrauger	UL		Steering	
			Office of the Provost and		Senior Communications
Joe	Adams	Other	Academic Affairs	Guest	Director
Theodorea	Berry	Other	CUGS	Guest	Vice Provost and Dean
					VP for Diversity, Equity
Andrea	Guzmán	Other	Office of the President	Guest	and Inclusion
					Director of
Allison	Hurtado	Other	Faculty Excellence	Guest	Communications
Jana	Jasinski	Other	Faculty Excellence	Guest	Vice Provost
			Research and Graduate		VPR and Dean, College of
Elizabeth	Klonoff	Other	Studies	Guest	Grad Studies
			Office of Diversity and		Director of HSI Culture
Cyndia	Muñiz	Other	Inclusion	Guest	and Partnerships
					Interim Associate VP for
Winston	Schoenfeld	Other	Office of Research	Guest	Research
Austin	Wilson	Other	Student Government	Guest	SG Vice President

UCF Faculty Senate Chair's Report 17 February 2022

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



Announcements

Did everyone read the packet and committee reports?

Keeping the committee reports principally written depends on it!

Reminder to report to units on Senate meeting each month!

Use newsletter and augment it with anything relevant to unit

Next meeting is last of 2021-2022 session, unless we split April meeting

Resolutions to Senate office ASAP!

Steering agenda packet goes out in 1 week, 24 Feb

Pandemic, not Endemic

Omicron variant: UCF COVID cases dropping fast, still high.

Mid-November, early December: 20/week

Omicron peak: 796/week in mid-January

Mid-February: 122/week

It's much better, but it's still **6x** higher than Fall.

We are still (and will be for a few years at least) subject to new variants

These may be more or less severe and contagious

Please stay vigilant!

Committees and BOT

BOT will be mostly routine business, degree conferrals, updates from “related entities” (auxiliaries and direct support organizations).
Presentation on student wellbeing.

Knight Vision (Workday and SET) is on track, though heating up for July 1 go-live date. Asked for preview of changes faculty will see. Coming in March.

UBC discussed new RCM budget model, carryforward policy changes.

Staff resignations at 16% for USPS, usual is ~9%. Many going to much better-paid jobs. “Deferred maintenance” of staff and faculty salaries.

NEED FEEDBACK!

Both Senate and administration asking for a lot of feedback

Strategic planning white papers

COACHE results

SET and Workday

Senate bylaws and constitution

Should we hold annual elections electronically and make April meeting a regular meeting? In which session?

Do we have the right set of operational committees?

Send your thoughts to fsenate@ucf.edu!

Legislation

SB 7044 would force SUS and Colleges to change accrediting agencies every accreditation cycle (3 years).

Major cost problem: Applications are voluminous, including data on every faculty member, every course, every degree program, etc., cost millions to produce. Updates are much cheaper.

Major reputational problem: Changing accreditation agencies frequently looks like you're hiding something.

Unclear that other agencies would want to take us if they knew we were not going to stay.

Only about 5 agencies accredit R1s.

SUS, Colleges, ACFS, BOG, all concerned and lobbying



14:42:24 From G-Laurie Carroll/Faculty Senate to Everyone:

Good afternoon and welcome to the Faculty Senate meeting! Please remember to rename yourself with an FS in front of your name if you are a senator or a G in front of your name if you are a guest, as well as your unit after your name. Thank you!

15:12:06 From FS Kelly Semrad to Everyone:

What does USPS stand for?

15:12:47 From FS - Kristine Shrauger to Everyone:

USPS = staff

15:13:00 From FS Kelly Semrad to Everyone:

Thank you

15:13:16 From G-Jana Jasinski (she/her): Faculty Excellence to Everyone:

University Support Personnel System

15:13:26 From FS Kelly Semrad to Everyone:

Thank you Jana

15:14:06 From FS-Bobby Hoffman to Everyone:

Why makes you believe that we are at the appropriate staffing levels?

15:19:17 From FS Kelly Semrad to Everyone:

What are legislatures trying to achieve with SB 7044? Does anyone know their perspective as to why the bill would be a good idea?

15:19:40 From FS - Mason Cash to Everyone:

I had the same question as Kelley

15:20:37 From FS-Keri Watson (she/her) to Everyone:

There was a Chronicle of Higher Ed article on this recently

15:20:50 From FS Kelly Semrad to Everyone:

Can you share the link Keri?

15:26:26 From FS-Patty Farless to Everyone:

Exhaustion is real.

15:26:39 From FS-Keri Watson (she/her) to Everyone:

They've done a whole series, but here are some:

15:26:40 From FS-Keri Watson (she/her) to Everyone:

<https://www.chronicle.com/article/the-accreditation-system-is-broken>

15:26:45 From FS Daniel Marien SPSIA to Everyone:

We have a terrific assistant prof leaving our School of Politics this year for another job...

15:26:49 From FS-Patty Farless to Everyone:

Thank you, Keri!

15:27:01 From FS - Martha Hubertz (she / her) to Everyone:

Thanks Keri!

15:27:02 From FS-Keri Watson (she/her) to Everyone:

<https://www.chronicle.com/article/u-of-floridas-accreditor-will-investigate-denial-of-professors-voting-rights-testimony>

15:27:04 From FS-Patty Farless to Everyone:

Thank you, Kelly!!

15:27:04 From FS - Sandra Sousa to Everyone:

Thank you, Kelly! Well said!

15:27:16 From FS-Bobby Hoffman to Everyone:

Well said Kelly!

15:27:20 From FS Nadine Dexter to Everyone:

Thank you Kelly

15:27:32 From FS - Martha Hubertz (she / her) to Everyone:
Thanks Kelly

15:27:43 From FS-Keri Watson (she/her) to Everyone:
Here's an article on resignations:
<https://www.chronicle.com/article/how-to-keep-your-staff-from-leaving>

15:28:51 From FS-Keri Watson (she/her) to Everyone:
There may be a paywall but you can sign up for free and get the Chronicle news everyday and have free access to articles

15:28:56 From G-Jana Jasinski (she/her): Faculty Excellence to Everyone:
<https://ikm.ucf.edu/facts/interactive-facts/faculty-staff/>

15:31:24 From FS-Keri Watson (she/her) to Everyone:
About a 1,000 person decline from Fall 2018 to Fall 2021

15:32:07 From FS-Patty Farless to Everyone:
Staff, faculty and A&P?

15:32:18 From FS-Keri Watson (she/her) to Everyone:
Sorry -that was 2019 to 2021 faculty and staff

15:32:18 From FS - Mike Proctor to Everyone:
Total Faculty & Staff Fall 2019 13,442 Fall 2021 12,512

15:32:27 From FS - Reid Oetjen to Everyone:
A couple of faculty members have reached out to me regarding the beginning-of-semester guidance to ease up on attendance guidelines, etc. in light of omicron. At that time, the guidance from the university was to do this for "the first few weeks of the semester". We have reached that point in the semester with no further word from the provost and the faculty are caught in the middle. Can you please provided the faculty with updated guidance?

15:33:27 From G -Joe Adams to Everyone:
<https://www.ucf.edu/news/associate-provost-for-ucf-downtown-named/>

15:33:46 From G-Jana Jasinski (she/her): Faculty Excellence to Everyone:
Faculty only: Fall 2018=1935, Fall 2021=1870- there was a hiring freeze that impacted new faculty (this is clear in the fall 2020 number of new faculty)

15:34:19 From FS - Mike Proctor to Everyone:
A&P and Exec Service Fall 2019: 2,203; Fall 2021: 2,162

15:34:26 From FS - Kevin Coffey to Everyone:
Faculty have dropped from 2018 to 2021, fairly modest drop, but not an increase.

15:35:55 From FS - Mike Proctor to Everyone:
Faculty drop from 1935 to 1870

15:36:31 From FS-Patty Farless to Everyone:
<https://www.bestcolleges.com/features/top-online-history-degree-programs/>

15:36:43 From FS - Kevin Coffey to Everyone:
Jana,

15:36:48 From FS - Joseph Harrington to Everyone:
Beware of total staff numbers. There are about 2000 full-time non-adjunct faculty. There are over 10,000 full and part-time staff, which includes OPS hourly students

15:37:25 From FS - Kevin Coffey to Everyone:
Jana, the drop of faculty numbers is 3.5% of the 2021 number. That a larger drop than recent raises !

15:37:38 From FS - Joseph Harrington to Everyone:

(to a physicist, 1870 ~ 2000!)

15:45:14 From FS - Joseph Harrington to Everyone:

We will lose Matt Hall, our CIO, at around 4:15 or so to a Workday meeting.

You can direct-chat him with questions now, and he would like me to let you know you can text him on Teams or at 4076645818

15:47:57 From FS Kelly Semrad to Everyone:

There seems to be a disconnect between the goal to reduce enrollment and the efforts of Colleges to grow in student enrollment. Are all deans aware that the Growth era is over?

15:48:24 From FS - Marino Nader to Everyone:

nothing wrong with growth, if we get more faculty to support this effort

15:52:09 From FS - Joseph Harrington to Everyone:

Yes, deans are deeply involved in these conversations. They will be competing with each other to attract students. The students vote with their feet, and dollars will flow accordingly.

15:52:20 From FS - Joseph Harrington to Everyone:

accordingly

15:52:49 From FS Kelly Semrad to Everyone:

Thanks Joe.

15:55:30 From FS-Lynn Casmier-Paz to Everyone:

Could someone spell out what the SIP program is?

15:56:05 From G-Jana Jasinski (she/her): Faculty Excellence to Everyone:

<https://provost.ucf.edu/initiatives/presidents-2021-22-strategic-investment-program/>

15:56:28 From FS-Lynn Casmier-Paz to Everyone:

Thanks, Jana

15:56:57 From FS-Keri Watson (she/her) to Everyone:

Has there been a formal response to the UFF's letter?

16:00:06 From G - Dr. Andrea I. Guzman (she/her/hers/ella) to Everyone:

As his cabinet, it is our job to challenge the president when we don't agree with decisions. We wouldn't be doing our jobs if we didn't.

16:02:30 From G - Dr. Andrea I. Guzman (she/her/hers/ella) to Everyone:

Not to my knowledge.

16:02:40 From FS-Keri Watson (she/her) to Everyone:

Thank you.

16:07:43 From G - Michael Johnson to Everyone:

Kelly, about growth: we know that majors will go up in some colleges and down in others. In the new model, growing colleges will get more revenue and shrinking colleges will lose revenue.

16:10:19 From FS - Bill Self to G-Laurie Carroll/Faculty Senate(Direct Message):

Hi Laurie,

16:10:47 From FS - Dawn Eckhoff to Everyone:

February 7, 2022 CDC

update:<https://www.cdc.gov/coronavirus/2019-ncov/if-you-are-sick/steps-when-sick.html>

16:11:35 From FS Kelly Semrad to Everyone:

Thank you Provost Johnson. I understand UCF's goal.

16:12:13 From FS-Keri Watson (she/her) to Everyone:

It's hard to follow without seeing both versions together

16:12:26 From FS-Patty Farless to Everyone:
Agreed, Keri!

16:14:07 From FS Keith Koons CAH to Everyone:
Point of order - the amendment needs a second before discussion

16:16:04 From G - Gerald Hector to Everyone:
That is not accurate.

16:17:07 From FS-Patty Farless to Everyone:
Can we see them side by side?

16:17:13 From FS - Mason Cash to Everyone:
That was The text of the proposed amendment

16:19:24 From FS-Patty Farless to Everyone:
Thank you!

16:19:52 From FS - Mason Cash to Everyone:
There are a couple of typos in the proposed amendment.

16:21:29 From FS - Mason Cash to Everyone:
"Growth" instead of "grow era" and "UCF's ability to grow"

16:21:38 From FS - Mason Cash to Everyone:
Need to be a possessive

16:22:13 From FS - Karol Lucken to Everyone:
Is there any information on how many faculty have been recipients of this seed funding annually?

16:22:13 From FS-Patty Farless to Everyone:
I'm sorry but investing in research by the university has been a phenomenal step in supporting faculty.

16:22:48 From FS - Scott Branting to Everyone:
Question for Linda - Were these potential modifications raised and discussed at the committee level while the resolution was being developed?

16:22:49 From FS - Shannon Lindsey to Everyone:
Thank you for the information Provost Johnson. I want to clarify - the new budget model incentivizes increasing enrollment for graduate programs (and develop new programs). So, is the limitation on incoming students only going to apply only to undergraduate students and we will be free to accept as many grad students as we wish?

16:23:42 From FS- Linda Walters to Everyone:
No, we are all seeing this mod for the first time

16:23:56 From FS - David Mitchell to Everyone:
Am I wrong in recollecting that Joe had a process for submitting amendments prior to the meeting to avoid this type of delay in the meeting?

16:25:27 From FS-Patty Farless to Everyone:
Please let him finish

16:26:55 From FS - Scott Branting to Everyone:
It would seem that rather than rushing into a decision with potential financial ramifications that have not been fully explored, that it might be better to have this discussed within the committee before bringing it to the Faculty Senate.

16:27:20 From FS-Patty Farless to Everyone:
This should be tabled for future consideration.

16:27:36 From FS Gergana Vitanova to Everyone:
I agree about the need to table it.

16:27:57 From FS - Scott Branting to Everyone:

I motion to send this back to the committee.

16:28:02 From FS-Patty Farless to Everyone:
Second

16:28:05 From FS - Martha Hubertz (she / her) to Everyone:
I second that

16:28:14 From FS-Lisa Martino to Everyone:
Yes, send back to committee please

16:28:47 From FS-Keri Watson (she/her) to Everyone:
Don't we need to vote on the seconded amendment first?

16:28:55 From FS-Patty Farless to Everyone:
Yes

16:29:11 From FS-Keri Watson (she/her) to Everyone:
Okay – thanks!

16:32:06 From FS - Mason Cash to Everyone:
Where do we find info about this suggested framework? It does not seem obvious on the SP website <https://www.ucf.edu/strategic-plan/>

16:59:37 From G- Austin Wilson Student Body VP to Everyone:
Great presentations from you both! We are fortunate to have you both championing our DEI and HSI efforts

17:01:28 From FS-Tremon Kizer to Everyone:
Agreed. Thank you Dr. Guzman and Dr. Muniz.

17:02:15 From FS-Patty Farless to Everyone:
Please let her finish her answer.

17:02:43 From FS-Lisa Martino to Everyone:
Thank you.

17:02:48 From FS-Patty Farless to Everyone:
Thank you Dr. Guzman!

17:03:08 From FS - Martha Hubertz (she / her) to Everyone:
Thanks Dr. Guzman! Great presentation.

17:03:11 From FS - Blake Scott to Everyone:
Great point Joe

17:03:17 From FS Nadine Dexter to Everyone:
Thank you

17:03:36 From G - Dr. Andrea I. Guzman (she/her/hers/ella) to Everyone:
Please feel free to email me questions, comments, ideas.
andrea.guzmanoliver@ucf.edu

17:03:42 From FS - Ali Amirkhosravi to Everyone:
Thank you for the great presentations!

17:03:50 From FS - Scot French to Everyone:
Thank you!

17:03:52 From G - Dr. Andrea I. Guzman (she/her/hers/ella) to Everyone:
Thank you!

Faculty Senate Steering

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

- New Transfer Center opened on Tuesday in Trevor Colbourn Hall (2nd floor); allows a focus on transfer student onboarding and full-service support
 - Half of UCF undergrads this fall were transfer students
 - A much stronger focus on student success will be a key component of the strategic plan and our efforts in the coming few years. You will be hearing much more; this center is an example
- We finally held a belated dedication for UCF Downtown last week – delayed by COVID. It is an opportunity for UCF to be tied very strongly to the downtown communities – residential, business, governmental, and more. Our intention is to be a vibrant part of city life. The start of this campus has been slowed by the pandemic. We will rev this up in coming years.
 - This will be helped by Dr. Ross Wolf, who I am happy to say is now associate provost for UCF Downtown, look forward to his leadership in forging partnerships and elevating success of a diverse student body
- UCF ranked 7th in the nation for Best Online Bachelor's Programs in *U.S. News & World Report* rankings (tied with Ohio State and U Arizona). First time in top 10.
 - (FYI: University of Florida & Embry Riddle tied for No. 1 nationally)
 - Also top 10 in some specific programs: Psychology and Business online bachelor's degrees (really Rosen's Restaurant & Foodservice Management program), and a category of Best Online Bachelor's Programs for Veterans
 - A set of online Master's programs also rose in rankings: CJ, Digital Forensics (listed as Info Tech), Nursing, and Education
 - For first time, UCF ranked among the Best Online Master's in Engineering Programs
- This is of course because we have many faculty who have worked very hard at quality online courses for many years, with support from the remarkable team at Center for Distributed Learning
- Also, some faculty awards and recognitions:
 - Mubarak Shah named a fellow of the Association of Computing Machinery;
 - Jiyu **[Gee-you]** Fang **[Fong]** a fellow of the International Association of Advanced Materials;

- Ali Gordon a fellow of the American Society of Mechanical Engineers;
- and Jun Wang and Greg Welch fellows of IEEE
- Kelly Miller was named the Florida Music Education Association's 2022 College Music Educator of the Year
- Timothy Hawthorne has been selected as a 2022 National Geographic Explorer by the National Geographic Society
- **Congratulations to these and all faculty with notable accomplishments**

COVID

- Little more to say about COVID. We managed to begin the semester successfully, despite the Omicron surge.
- Florida's cases are dropping rapidly; this is also true on campus
- Hospitals never hit the high seen in the Delta wave, even though there were many more cases
- More cycles are likely, but have to wait to see what comes next.

Future

- Since I was named provost, people ask me about my vision for the future. As provost, unlike dean, you don't get to have independent goals for the institution. Provost must carry out the goals of the president and the strategic plan. Briefly address 4 very important short term steps that are under way:
 - Next strategic plan will define both long-term goals and our path over the next several years.
 - Address key issues, including strategic enrollment plan, student-faculty ratio, improved student success with a very diverse student body, growing research, valuable partnerships with the region, state, and nation
 - Equally important is our recognition that the growth era is ending, and as a result our approach to budgeting must change.
 - We have been developing a new budget model
 - Modified RCM model that is more transparent and gives incentives for developing other revenue sources; e.g., colleges that can develop professional master's programs or attract out-of-state students will benefit
 - Model isn't well understood across campus yet
 - Gerald Hector and I will offer a public session for faculty and others: How UCF budgeted in the past, why changing, what the new approach is, and the consequences for colleges in moving forward
 - New revenues and cost containment are critical as growth ends

- Revamping our business practices for improved effectiveness and efficiency, this is the KnightVision project: replacing Peoplesoft with Workday, and a business process reorganization under the label of SET (Service Enhancement Transformation).
- Fourth, Matt Hall is working to transform our IT structure to improve security and support
- Each of these efforts is big piece of work that's taken months of efforts by many people. These changes cause stress, not so much with faculty but with staff worried about what they will mean to their jobs. But we always need good people.
- The latter three are the nuts and bolts work that needs to be done to support the vision captured in a strategic plan: improving business operations to be more effective and efficient, have a functioning budget, contain costs, capture savings for reinvestment in advancing our academic enterprise.
- As this gets finished, more of the president's and my conversations with you will be forward looking and focused on where we are trying to go

Wrapup

- Dean of the College of Community Innovation and Education: finalist forums expected in be mid-March; details to come
- President's Investment Program is wrapping up now. Public announcements next week.
- Please mark your calendars for Founders' Day on Wednesday, April 6. Back in person this year at 3 p.m. in the Pegasus Ballroom.
 - Event celebrates the very best among our faculty for outstanding teaching, advising, mentoring and service
 - Also announcing new Pegasus Professors and Reach for the Stars honorees
 - And an important opportunity to honor years of service and retirees
 - Adult beverages will be served!
- The semester rushes along – Spring Break is right around the corner (week of Monday, March 7). Enjoy your time away ...
- This concludes my report.

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Motion to Amend resolution 2021-2022-2, Feb 17, 2022

Michael D. Proctor, Ph.D., Member, Faculty Senate and Faculty Steering
Committee

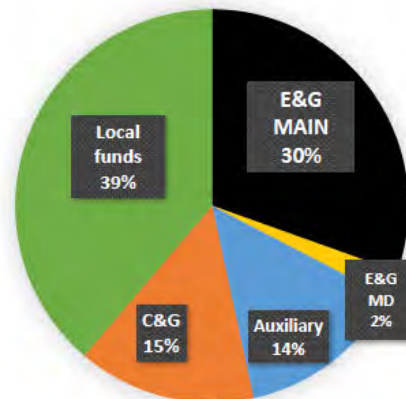
Modifications to Resolution 2021-2022-2

- After Line 14 insert
- Whereas, the SVP for Administration and Finance indicates historically that the growth model of approximately 2% year-over-year addressed demands on E&G funds, and
- Whereas, with respect to E&G funds the Provost states, “the growth era is ending”, and
- Whereas, UCF currently has insufficient reoccurring E&G funds to offset significant faculty wage erosion caused by inflation, and
- Whereas, UCF’s ability to grow E&G revenue has not yet met wage erosion, and
- In Line 20 modified
- After “higher funding levels”
- Add
-“from Contract and Grant overhead, not E&G funds”

2021-22 Operating Budget

2021-22 Operating Budget

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



Supporting discussion,
the resolution states

“the overhead generated from the funded external awards from first year awardees Exceeds the cost of the program (over \$2 million in overhead generated if 52% overhead),”

Contract and Grants had an Operating Budget of approximately \$320 Million.

Clearly, Contracts and Grants can pay for The one million dollars asks for in the Resolution.

Further, this would be inline with the President’s directive to diversify funds.

Source: SVP Hector, presentation to the Faculty Senate, December 2, 2021

University of Central Florida
E&G expenditures, 2015 and 2021
excludes carry forward expenditures

Functional Category	2015 (rounded)	2021 (rounded)	% Change
<i>Instruction and Student Success:</i>			
Colleges	231	336	46%
SDES, SLAS, Financial Aid	67	75	13%
Academic Administration	57	57	0%
Instruction & Student Success Total	355	468	
Percentage of Total E&G	73%	73%	
<i>University Administration:</i>			
Administration	99	121	22%
Office of Research	15	24	62%
UCF IT	17	29	70%
University Administration Total	130	173	
Percentage of Total E&G	27%	27%	
Grand Total	485	642	
Colleges as a percentage of total E&G	48%	52%	
SDES, SLAS, Financial Aid as a percentage of total E&G	14%	12%	
Academic Administration as a percentage of total E&G	12%	9%	
University Administration as a percentage of total E&G	20%	19%	
Office of Research as a percentage of total E&G	3%	4%	
UCF IT as a percentage of total E&G	3%	4%	

Given the shortfall in E&G funds to address wage erosion, the President and the Provost state that UCF needs to diversify funding sources.

Yet from 2015 to 2021 the Office of Research has actually INCREASED reliance on E&G funds by \$9 million (62%). In terms of percentages, the Office of Research has increased the proportion of the E&G budget approximately 33%, from 3% to 4%.

Had the Office of Research diversified their funding stream, millions of reoccurring E&G funds could have been available to address the massive faculty wage erosion shortfall.

Source: SVP Hector, presentation to the Faculty Senate Personnel Committee, February 9, 2022

Strategic Planning Update
Vice Chair Stephen King
February 17, 2022

The Strategic Planning working group developed an initial framework for the UCF Strategic Plan in the fall semester, culminating in the presentation to the Board of Trustees. As a member of the working group, one critical goal that I have is for us to have effective communication and feedback from stakeholders on campus including faculty, staff, and students. Furthermore, I want to make sure that those groups, especially faculty, know that their ideas and thoughts are being seriously considered in the development of the strategic plan.

To increase our ability to interact with faculty this spring semester, Ron Piccolo, the chair of the Working group, and I have two sets of meetings in progress. First, we are meeting with the deans of all the units on campus to discuss the development of the strategic plan and how each unit can be a part of the plan. We will complete these shortly. Second, we are now beginning to schedule meetings with a wider range of faculty from those same units so that we hear those voices too. The exact mechanism for our subsequent meetings depends on nature and size of each unit, and we are working in consultation with the deans to facilitate this process. Please come when we visit your own units, and please share this information with your fellow colleagues as we discuss the future of UCF.



Faculty Senate

Faculty Senate
Committee Reports
February 17, 2022

Budget and Administrative Committee

Chair – Tina Buck; Vice Chair – Adam Wells

☐ Request to Speak at Senate/Steering

No update

Information Technology Committee

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

☐ Request to Speak at Senate/Steering

February 8, 2022

Committee met for about an hour. Discussion primarily focused on the mass e-mail policy and a process/policy for evaluating software in the common good with a review of information collected from other institutions. In addition, the committee discussed opportunities for training and workshops available with existing software licenses to maximize use and the impact of the Open Records Law on few-seat software purchases.

Personnel Committee

Chair – Edwin Torres; Vice Chair – Adam Parrish

☐ Request to Speak at Senate/Steering

February 2022

The Personnel Committee met twice over the past four weeks (January 19 and February 9) to discuss issues akin to its mission. During the January 19 committee the committee engaged in a discussion on the exit and stay interviews at UCF and members voiced several suggestions on how to improve the process. A draft resolution has been prepared and will be given consideration towards the end of February. The committee also talked about the process of faculty involvement in hiring. Following relevant discussions with stakeholders, a resolution is being drafted (separate from the resolution on exit interviews) and will be given consideration towards the end of February. During our last meeting (February 9), we invited the SVP Hector and Provost Johnson to discuss budget-related issues and their impact faculty salary increases, the impact of inflation on wage erosion, and the prospect for the university to raise its revenues in the coming years. The session took the format of a question-and-answer session. The committee will reflect on the information given and continue discussion in the coming meetings. The next meeting of the personnel committee is scheduled for February 23, 2022.

Research Council

Chair – Linda Walters; Vice Chair – Shawn Burke

☐ Request to Speak at Senate/Steering

February 2022



Faculty Senate

Overall,

1. All committees have reviewed and approved the SEED grant funding resolution.
2. Subcommittee reviewed and selected the University-wide Excellence in Research winner for 2022.

Policy Committee:

1. Worked on wordsmithing the SEED grant resolution.

Internal Research Committee:

1. Working on faculty survey to understand needs/concerns/gain faculty perspective on large pieces of equipment in individual labs and shared labs in regard to safety, maintenance, financial costs (insurance, upkeep) as well as making sure the spaces/buildings themselves are safe.

Compliance Committee:

1. Dr. Klonoff has requested help in setting up 2 committees so there is a faculty voice in both. The first would be a general Research Misconduct committee. The second would be a committee to determine if a faculty member should lose graduate faculty status based on repeated issues with students.

Graduate Council

Chair – Stacy Barber; Vice Chair – Valeriya Shapoval

☐ Request to Speak at Senate/Steering

February 2022

I. The Appeals Committee (Anthony Byrd, chair) has not met in 2022.

II. The Curriculum Committee (Valeriya Shapoval, chair) met on 2/16 Their next meeting is scheduled for 3/2/2022.

III. The Policy Committee (Sarah Barber, chair) met on 2/16. The committee voted to revise catalog language regarding dissertation defenses. Virtual defenses will now be allowed, and the Chair will not be required to be on campus in case of a virtual defense. The next meeting is scheduled for 3/2/2022.

IV. The Program Review and Awards Committee (Reid Oetjen, chair) met on 2/11/2022 and 2/25/2022.

Undergraduate Council

Chair – Jeffrey Kauffman; Vice Chair – Tina Dow

☐ Request to Speak at Senate/Steering

February 2022

On Tuesday, 1 February, the UCRC held its monthly meeting. During that time 51 Consent Agenda and 11 Action Agenda items were approved. The UPCC held its monthly meeting Tuesday, 8 February. During that time, the committee approved 18 program/certificate/minor revisions, 1 new certificate, 1 new program, and 1 program termination. In addition, there was continued discussion of an academic archive containing syllabi that students could access as they select courses.

Ad Hoc Bylaws Committee



Faculty Senate

Chair – William Self

☒ Request to Speak at Senate/Steering

February 9, 2022

Members of the committee discussed the mechanisms by which we will use a Teams folder to manage edits and/or proposals to amend or change the constitution and bylaws over the next few months. A Teams folder and a word document (using track changes) will be used to prepare edits. The committee will use Robert's rules to vote on potential changes once they have been inserted into the document.

One committee member suggested that we re-establish a 'pre-amble' for the constitution, or at least to revise the one we have had in the past. It was noted that the preamble that was previously present in the UFF bargaining agreement was removed several years ago in collective bargaining, so this kind of important shared governance language is likely needed in the faculty senate constitution.

The members of the committee will have access to all the faculty senate constitutions, bylaws, faculty handbooks and similar documents during the revision process. The ACFS recently (2020) compiled all this information and so this is available to the group, again through the use of a Teams folder.

Several questions were edited (in real time in the meeting) that will enable 'bottom up' feedback from our current committees in the faculty senate. These are the following:

Questions for all committee chairs: (DRAFT)

a) If you could suggest a change to your committee membership, what would it be and why (e.g., committee membership outlined in the bylaws)

Note to add to communication - Please review both section (a) and section (b) for your committee in answering this question

b) Is there enough faculty representation on your committee?

c) Do you have the right mix of expertise between the faculty and the staff members to support the work of your committee?

d) Do you have a sufficient range of representation across units and faculty job titles?

e) Is there a productive relationship between you and the principal administrator (ex officio) that is assigned by the bylaws to enable the committee's work?

f) Is there a change to your Duties and Responsibilities (b) in the bylaws that you feel could improve your ability to support UCF's mission?

g) How could the senate leadership and/or office help your committee do your work?

h) Is there a way to improve communication or support for your work from the senate leadership?

i) How could the faculty senate website support your mission better?

These questions are going to be distributed to all committee chairs (operational and joint committees) in the coming week to gain feedback for the revision process.

The committee discussed several ideas, including one to add a council/committee that includes both current steering members as well as operational committee chairs that might meet monthly. This larger group could potentially better communicate to enable more efficient work in the operational committees moving forward. This kind of structure, as one example, is moving



Faculty Senate

forward in future committee meetings and may result in changes to our bylaws and/or constitution.

The committee will review the materials and meet again later in February to consider these ideas and others in a revision targeting Fall 2022.

Ad Hoc Committee on Civil Discourse

Chair – William Self

☐ Request to Speak at Senate/Steering

January 10, 2022

Members of the ad hoc committee discussed one potential set of speakers, a pair of speakers, through the organization Village Square (Tallahassee, FL). In this discussion, the committee also discussed that we need as a group to first establish a Mission statement for the ad hoc committee so that we will be better able to defend our initial and/or subsequent speaker requests to the Faculty Senate. Questions were raised such as, who is the audience for this event? Is this aimed at the entire UCF community or just the academic community? What other groups invite speakers and how to they pay for it?

Further questions were raised on the long-term goals of having the Faculty Senate invite guest speakers, including (but not limited to) what budget would there be to pay for these kinds of speakers? Some ideas were raised (i.e., fundraising and non-profits) but again concerns centered around the long-term goal of having the Senate invite speakers on behalf of the faculty as a whole and how best to do this to support the Faculty Senate's mission overall.

The consensus of the group was to first establish a mission statement prior to bringing recommendations to the Steering Committee or the Senate floor. The chair of the committee is currently working on said mission statement.

Ad Hoc Health and Safety Crisis Response Committee

Chair – Stephen King; Vice Chair – Victoria Loerzel

☐ Request to Speak at Senate/Steering

February 1, 2022

Discussion focused on the omicron variant.

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

Two points raise and to be considered looking ahead:

- 1) Spring Break. It looks like Florida will be at lower COVID levels than much of the country by the time spring break season is here. This means that there will likely be an influx of cases at that time due to the travel of students from other regions of the country to Florida.



Faculty Senate


- 2) Preparation for the next COVID wave. Both the Delta and Omicron waves took Florida and the country by surprise. They each occurred when many people felt the pandemic had waned and might be over. It is expected that there is likely to be another wave soon. The committee felt it was important to be vigilant and to be mentally prepared for this. Let's not let ourselves be surprised yet again by some new variant in the coming months.

Ad Hoc Equity, Inclusion and Diversity Committee

Chair – Kristine Shrauger

☐ Request to Speak at Senate/Steering

No update

A photograph of three diverse students walking on a campus path. On the left, a young woman with long, curly brown hair is smiling and looking towards the center. In the middle, a young man with short dark hair and a beard is smiling and looking towards the right. On the right, a young woman with long brown hair is smiling and looking towards the center. They are all walking towards the right. In the background, there is a brick building with a large, stylized 'U' logo. The sky is blue with some clouds. The overall mood is positive and welcoming.

Diversity: A distinctive asset at UCF

Presented by Dr. Andrea I. Guzman
Faculty Senate Meeting
February 17, 2022

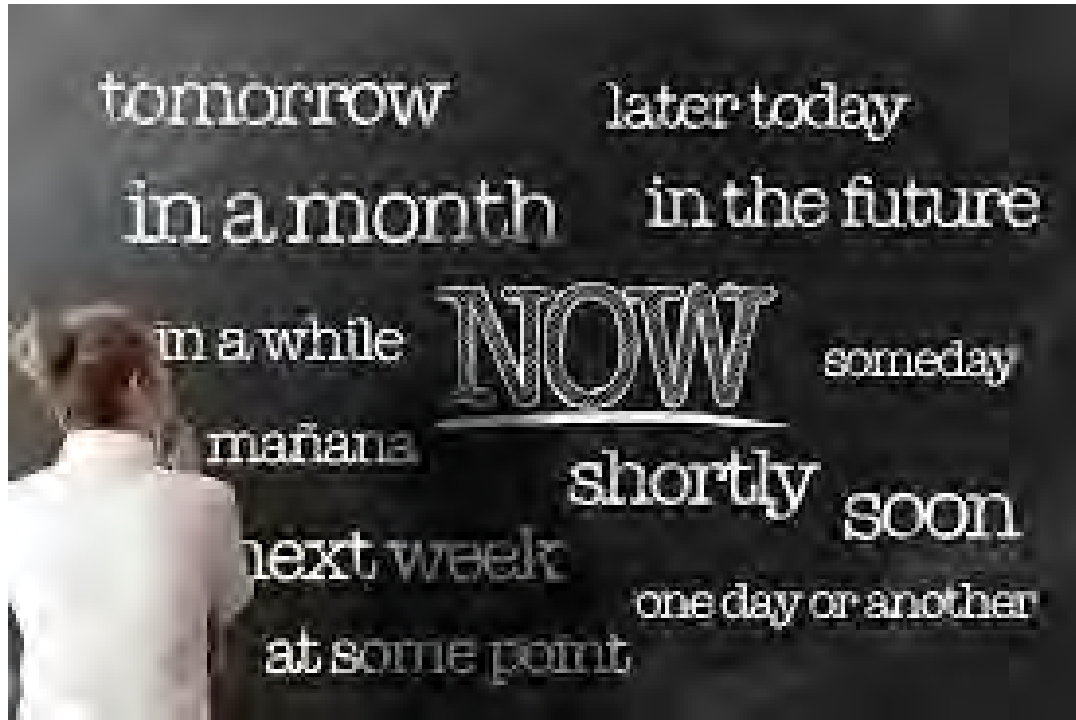
The First 3 Months

1. Met with key internal stakeholders
2. Met with key external Stakeholders
3. Explored questions such as:
 - a) What are their expectations of UCF in terms of DEI?
 - b) What are their expectations for this position?
 - c) What are we doing well? What could be improved? Where do opportunities exist?
 - d) What barriers might hinder my ability to address needs or concerns?



Recurring Themes

1. Narrow understanding of diversity
2. Controversy surrounding diversity, equity, social justice, advocacy, etc.
3. Resource scarce:
 - a. Budget restrictions to support DEI initiatives
 - b. Limited staff
 - c. No central hub of expertise



Initial Priorities

1. Change the narrative
2. Find new money
3. Create synergy around DEI and a strong and sustainable infrastructure

In order to change the narrative:

1. On the Strategic Planning Workgroup
2. Working on telling our story through podcasts, social media, interviews, presentations, student events, college events, etc.
3. Participating in community forums
4. Chair of State University System Chief Diversity Officers Committee
5. Working with marketing to develop Inclusive Excellence website

New money and develop infrastructure:

1. Created a revenue stream for the Office of Diversity and Inclusion
2. Provide meaningful support to faculty submitting grant proposals
3. Working closely with data analyst to identify achievement gaps
4. Working with corporate and industry partners
5. Working closely with foundations and the alumni board
6. Developed a university-wide center concept

What is NEXT?

1. Developing a Level 1 and Level 2 DEI Training program for professionals
2. Enhancing and scaling existing DEI programs
3. Having conversations related to re-organization of offices/departments
4. Goal to establish an endowment to support DEI initiatives
5. Working with university partners to identify practices, practices or structures that do not support DEI

How can faculty assist?

1. Provide insight on the teaching and learning climate
2. Let us, help YOU
3. Ask the tough questions







HSI Update: Serving with Intentionality

Faculty Senate
Campus Climate Report
February 17, 2022

Cyndia M. Muñiz, Ed.D.
Director, HSI Culture and Partnerships

Seal of *Excelencia* Certified

A national certification that recognizes colleges and universities who demonstrate intentionality in serving our Latino/a/x students.

3 core elements: Data, Practice, and Leadership

5 years of data in 6 key areas of focus:

- Enrollment
- Retention
- Financial support
- Transfer
- Completion
- Representation

3 evidence-based practices in each of the 6 key areas.

Leadership Strategy

1 of 24 certified institutions nationwide



Inaugural Fulbright HSI Leader

Recognition by the U.S. Department of State's Bureau of Educational and Cultural Affairs

Hispanic Serving Institutions that have demonstrated noteworthy engagement with the Fulbright Program during the 2019-2021 academic years and have promoted Fulbright Program opportunities on campus.

1 of 35 HSIs recognized nationwide



HSRU: R1 HSIs Unite

Goals:

1. Double the number of PhDs granted to Latinx students.
2. Double the number of Latinx graduates who enter academia.

Two Lanes of Effort:

1. Humanities
2. STEM

1 of 18 Research 1 HSIs



Cooperative Agreements

MSI STEM Research & Development Consortium

Funding vehicle:

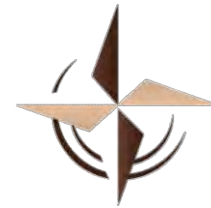
- Cooperative Agreement with the U.S. Army's Combat Capability Development Command
- Research authorization areas include basic and applied research as well as advanced technology development
- Accepting Submissions; Concept Papers

AFRL Minority Leaders Research Collaboration Program

- The Ohio State University
- Collaborative research partnerships between AFRL and HBCUs/MSIs that address foundational research challenges in support of the nation's air, space, and cyberspace technology needs.
- Ongoing Open Call; White Papers

NASA Minority Serving Institutions Exchange

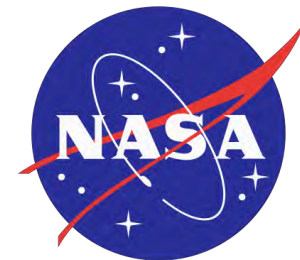
- Capability Statement in progress



MSI STEM
Research & Development
CONSORTIUM



ML-RCP



Developing Hispanic Serving Institutions Program (Title V, Part A)

The DHSI Program provides grants to assist Hispanic-Serving Institutions (HSIs) to expand educational opportunities for, and improve the academic attainment of, Hispanic students.

DHSI Program grants enable HSIs to expand and enhance the academic offerings, program quality, faculty quality, and institutional stability of colleges and universities that are educating the majority of Hispanic college students and help large numbers of Hispanic students and other low-income individuals complete postsecondary degrees.

The total grant award is expected to be approximately \$2.5 million for a five-year duration.

Proposed grant activities will include faculty development.



¡Vamos Knights!

Dr. Cyndia Muñiz
Director, HSI Culture and Partnerships
Cyndia.Muniz@ucf.edu



Resolution 2021-2022-2

Continuing UCF Seed Research Funding for Faculty into the Future

Whereas, UCF is considered a highly innovative institution of higher education in part because faculty are encouraged to expand their solo and multi-disciplinary research collaborations in innovative and novel directions through new, high risk, high reward projects and interdisciplinary convergence activities, and

Whereas, the UCF Office of Research has partnered with the Office of the Provost by making an investment of one million dollars in competitive Seed grant funding for faculty each year for the past 3 years as an institutional commitment to the success of our faculty with the goal of facilitating these types of highly visible research across the university, and

Whereas, there has been a positive return on investment (ROI) from this Seed funding in terms of subsequent external funding, with the ROI from funded external awards based on Seed grants from the first year of the program exceeding 600% (faculty self-reported: \$7.6 million received; additional \$54 million in submitted proposals), and

Whereas, the overhead generated from the funded external awards from first year awardees exceeds the cost of the program (over \$2 million in overhead generated if 52% overhead), and

Whereas, the majority of Exploratory Research funded projects have been awarded to tenure-earning Assistant Professors (56% averaged over 3 years), therefore

Be it Resolved that the Faculty Senate urges the UCF Office of Research and Office of the Provost to continue to provide Seed grant opportunities for faculty at the current or higher funding levels in all future years.

Resolution 2021-2022-4
Faculty Exit and Stay Interviews

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

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

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

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

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

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

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

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

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

Information Sheet for Resolution about Faculty Exit and Stay Interviews

Blake Scott

Exit Interviews

What are exit interviews and why are they important?

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

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

What is UCF doing with exit interviews?

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

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

What are other universities doing with exit interviews?

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

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

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

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

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

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

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

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

How might UCF revise its exit interview process?

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

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

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

Stay Interviews

What are stay interviews and why are they important?

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

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

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

What is UCF doing with stay interviews?

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

What are other universities doing with stay interviews?

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

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

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

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

Best practices of stay interviews include the following:

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

How could UCF begin to implement such a process?

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

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

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