Faculty Senate

Steering Committee

Minutes for meeting of Thursday, March 27, 2025, 3:00 p.m.
Location: In person in the Rosen College Campus, Room 221 9907 Universal Blvd. Orlando, FL 32819 and zoom.

1. Call to Order 3:02 p.m.
2. Roll Call via Qualtrics: Faculty Senate Chair Stephen King, Faculty Senate Vice Chair Jeff Kauffman, and Faculty Senate Secretary Daniel Seigler.
3. Approval of Minutes of January 30, 2025-Minutes approved
4. Recognition of Guests

   Michael Johnson, UCF Provost

   Joel Cramer, Vice Provost for Faculty Excellence

   Joe Adams, Senior Communications Director

5. Announcements

   - This is the last Steering Committee meeting of the 2024–2025 Senate. The next Senate meeting on April 10th will begin the 2025–2026 Senate term. Following officer elections on April 10th, unit selections for both the Steering Committee and the Committee on Committees will take place. Chair King thanked members for their engagement and commitment throughout the year.
   - The Provost Search Committee held its first meeting on Monday. A search firm is engaged, advertisements have been posted, and an aggressive timeline is in place to bring candidates in before faculty go off contract for summer. Candidate visits are scheduled for finals week, and faculty will be informed on how to meet and provide feedback on the candidates.
   - Proposed revisions to the GEP have been reviewed and approved by both the GURC and UPCC committees. The Faculty Senate has thus provided the required feedback to the provost for his consideration of potential implementation.

     (Please see materials for full report)

6. Report of the Senate Chair

   - Chair King shared updates from the ACFS meeting on Tuesday and the Board of Governors meeting on Wednesday, both of which he and Vice Chair Kauffman attended in person in Tallahassee.

- At the ACFS meeting, Chancellor Ray Rodriguez discussed Executive actions affecting indirect costs on federal grants. He indicated that changes are inevitable, the previous 50% indirect rate will not return, and the final rate will likely be negotiated somewhere between 15% and 50%. He also anticipates further executive orders reducing indirect rates from other grant agencies such as NSF.
- The Chancellor also discussed the Florida DOGE and noted the BOG will be requesting extensive information from universities to investigate waste, fraud, and inefficiency. Chair King reiterated that faculty and departments at UCF should clearly communicate how they are distinct from similar units across the SUS.
- Chair King was elected Vice Chair of the ACFS for a one-year term beginning June 1. This role is comparable to the Vice Chair of the Faculty Senate.

  (Please see materials for full report)

7. Report of the Provost

   Provost Johnson reported the following:

   - Provost Johnson expressed appreciation to everyone for their service on Steering.
   - At the BOG meeting, it was noted that "The student learning environment is the faculty working environment", and the Provost suggested that faculty should memorialize this for its strong message.
   - Details about the Provost search are available on the website.
   - The CHPS Dean search is concluding, with candidates coming to campus.
   - The Nursing Dean search will follow one week after CHPS, with finalists visiting for that college.
   - Founder's Day will take place next week on April 1st.
   - UCF Celebrates the Arts begins on April 1st and runs for two weeks—everyone is encouraged to get tickets and support the event.

8. Unfinished Business - none
9. New Business
   a) Nominating Committee Update: Bill Self, Chair of Nominating committee
      - The committee met and here are the nominations:
        - Secretary – Daniel Seigler
        - Vice Chair – Jeff Kaufman
        - Chair – Devon Jenson and Steve King
        - Materials for candidates will come out with the other meeting materials

b) Senator Proctor shared a spreadsheet on faculty retention. The colleges with the greatest turnover were Nursing, Arts and Humanities, and CCIE, possibly due to Florida policies. Increases were noted in the College of Medicine and CHPS. Chair King requested a deeper analysis of how UCF compares to the rest of the country.

c) Senator Proctor presented several options regarding Senate and Steering membership due to personnel changes that have added units to UCF and the Senate without changing Faculty Senate membership. Senator Proctor recommended these options be considered by the next Senate.

10. Committee Reports – Liaisons will be giving committee reports.
    a) B&A Committee: Aimee DeNeyolles, Steering Liaison for B&A Committee
    b) IT Committee: Jim Gallo, Steering Liaison for IT Committee
    c) Personnel Committee: Michael Proctor, Steering Liaison for Personnel Committee
    d) Research Council: Linda Walters, Chair of Research Council
    e) Graduate Council: Reid Oetjen, Chair of Graduate Program Review and Awards Committee, Steering Liaison for Graduate Council
    f) Undergraduate Council: Tina Chiarelli, Chair of UCRC, Steering Liaison for Undergraduate Council

11. Other Business

12. Adjournment- Meeting adjourned at 3:43

Daniel Seigler   *3/28/2025*
Daniel Seigler   Date
Secretary, Faculty Senate

March 27th steering committee chair announcements and report

==Announcements==:   ==1ˢᵗⱼ== this is the last steering meeting of the 2024-2025 senate. Our next senate meeting on April 10ᵗʰ will be of the 2025-2026 senate.
After officer elections on April 10th, we will be having unit selection of members to both steering and to the Committee on Committees.
This means that this is the last time we will be meeting as the steering committee, and I want to thank all of you for your engagement throughout the year. I appreciate the time and commitment you bring with and thank you for you work during the year.

==2ⁿᵈ== The provost search committee has been shared. We had our first meeting this week on Monday, with search firm engaged, ads written and a quick aggressive timeline to bring in candidates before faculty go off contract for summer. As of now, candidate visits are scheduled for finals week, so that we can make sure faculty and students are still on campus.
As more details become available, I will be sure that faculty know how to meet the candidates, and leave feedback of the candidates.

==3ʳᵈ== the proposed revision to the GEP have been examined and discussed by the two Faculty Senate committees with the responsibilities to do so.   Both the GURC and UPCC committees approved the proposed changes. Therefore the Faculty Senate has provided the required feedback to the provost as he considers potential implementation of the proposal.

==For my report== today, I want to share a few things from the ACFS meeting on Tuesday of this week and the Board of Governors meeting on Wednesday of this week. Vice Chair Kauffman and I drove to Tallahassee to attend these meetings in person

==First,== at the ACFS meeting, Chancellor Ray Rodriguez shared his view of the Executive actions affecting indirect costs on federal grants. His viewpoint is that change WILL happen and we will not be going back to previous 50% indirect rate we have across the SUS, he also doesn't believe it will stay at 15%, but that there will be new negotiations, with a final determination somewhere between those numbers.
He also believes that additional executive orders for reducing indirect rates at other grant agencies such as NSF are likely.

==On a second topic==, the Chancellor shared his perception of the Florida DOGE coming our way, and that the BOG will be requesting a slew of information from Universities as they look for waste, fraud, and inefficiency across the system. I will reiterate what I said at the last Senate meeting, that it would be prudent for faculty and departments to clearly message how they are distinct from other such units across the SUS.

==My final update== from the ACFS meeting is that the members of the ACFS have elected me to be the vice chair of the ACFS for the upcoming year. This is a one-year election, effective June 1. This is comparable to the vice chair of our senate, in that it does not

include being a Board of Governors member, but it is a leadership position with enhanced influence.

Now I'll give a few highlights from the BOG meeting yesterday.
First UCF now has the first Planetary Science PhD program in Florida. Congrats to those that worked on that program!

Second, the BOG will be looking at discipline specific accreditation standards for DEI components, and will work with the accrediting bodies to have those standards "walked back". This will potentially affect multiple programs at UCF.

Third, We had an update the from the Florida speaker of the House on interesting legislation that would revamp how presidential searches and contract renewals are done across the system and that would require every single class to post its syllabus in a searchable database such as what is now done for the GEP classes. He also mentioned the House is gathering data to considering updating how Universities are funded by the state.

Fourth, We had a visit from Governor Desantis where he stressed the need to have a Florida DOGE like process to look for waste and inefficiency in the University system.

My Overall take from the meeting was that there is fiscal change coming to the Florida education system.
However! I am reasonably optimistic that UCF is positioned much better than other Florida universities.
By that I mean that we educate many more students than other universities do at a fraction of the cost per student, and less administration per student than the other universities.

If there is a change in the budget process for the SUS, UCF is in a strong position to say we have been underfunded relative to the others, and should be rewarded for having comparable and sometimes superior student outcomes.

Table 1. Faculty Retention Overview by College.

Not retained includes faculty who were on visiting appointments that ended, faculty who were non-reappointed, and faculty who resigned.

College		2019-20		2020-21		2021-22		2022-23		2023-24	
		N	Percent	N	Percent	N	Percent	N	Percent	N	Percent
Burnett Honors College	Deceased	0	0%	0	0%	0	0%	0	0.0%	0	0%
	Not Retained	0	0%	0	0%	0	0%	0	0.0%	0	0%
	Retained	3	100%	3	100%	2	100%	2	100.0%	2	100%
	Retired	0	0%	0	0%	0	0%	0	0.0%	0	0%
	Total	3	100%	3	100%	2	100%	2	100%	2	100%
College of Arts and Humanities	Deceased	1	0.3%	1	0%	0	0%	0	0.0%	0	0.0%
	Not Retained	6	2.0%	11	4%	20	7%	21	7.0%	25	8.3%
	Retained	291	96.4%	280	95%	271	91%	276	92.0%	272	89.8%
	Retired	4	1.3%	4	1%	8	3%	3	1.0%	6	2.0%
	Total	302	100%	296	100%	299	100%	300	100%	303	100%
College of Business Administration	Deceased	0	0.0%	1	1%	1	1%	0	0.0%	1	0.8%
	Not Retained	6	4.4%	6	5%	3	2%	5	4.0%	4	3.2%
	Retained	127	93.4%	121	93%	116	94%	115	92.0%	115	92.0%
	Retired	3	2.2%	2	2%	4	3%	5	4.0%	5	4.0%
	Total	136	100%	130	100%	124	100%	125	100%	125	100%
College of Community Innovation and Education	Deceased	0	0.0%	0	0%	0	0%	0	0.0%	0	0.0%
	Not Retained	3	1.3%	9	4%	13	6%	15	7.0%	17	7.8%
	Retained	219	94.4%	207	93%	196	91%	197	92.1%	196	89.5%
	Retired	10	4.3%	6	3%	7	3%	2	0.9%	6	2.7%
	Total	232	100%	222	100%	216	100%	214	100%	219	100%
College of Engineering & Computer Science	Deceased	0	0.0%	0	0%	0	0%	0	0.0%	0	0.0%
	Not Retained	10	4.6%	8	4%	12	6%	12	5.8%	13	5.9%
	Retained	205	94.9%	202	94%	193	92%	193	93.7%	207	93.2%
	Retired	1	0.5%	4	2%	4	2%	1	0.5%	2	0.9%
	Total	216	100%	214	100%	209	100%	206	100%	222	100%
College of Graduate Studies	Deceased	0	0.0%	1	2%	0	0%	0	0.0%	0	0.0%
	Not Retained	11	19.0%	12	23%	3	7%	6	15.0%	5	13.9%
	Retained	47	81.0%	39	75%	40	93%	34	85.0%	29	80.6%
	Retired	0	0.0%	0	0%	0	0%	0	0.0%	2	5.6%
	Total	58	100%	52	100%	43	100%	40	100%	36	100%
College of Health Professions and Sciences	Deceased	0	0.0%	0	0%	0	0%	0	0.0%	0	0.0%
	Not Retained	7	6.6%	8	8%	2	2%	8	7.8%	4	3.7%
	Retained	92	86.8%	90	90%	90	94%	92	89.3%	101	94.4%
	Retired	7	6.6%	2	2%	4	4%	3	2.9%	2	1.9%
	Total	106	100%	100	100%	96	100%	103	100%	107	100%
College of Medicine	Deceased	0	0.0%	0	0%	0	0%	0	0.0%	0	0.0%
	Not Retained	14	9.3%	10	7%	4	3%	7	5.0%	6	4.1%
	Retained	134	89.3%	127	91%	128	95%	131	93.6%	140	94.6%
	Retired	2	1.3%	2	1%	3	2%	2	1.4%	2	1.4%
	Total	150	100%	139	100%	135	100%	140	100%	148	100%
College of Nursing	Deceased	0	0.0%	1	2%	0	0%	0	0.0%	0	0.0%
	Not Retained	2	3.3%	1	2%	3	5%	3	4.8%	5	6.8%
	Retained	56	93.3%	52	93%	53	93%	58	93.5%	63	86.3%
	Retired	2	3.3%	2	4%	1	2%	1	1.6%	5	6.8%
	Total	60	100%	56	100%	57	100%	62	100%	73	100%
College of Optics and Photonics	Deceased	1	3.0%	0	0%	0	0%	0	0.0%	0	0.0%
	Not Retained	3	9.1%	0	0%	1	3%	4	11.8%	1	3.0%
	Retained	29	87.9%	32	100%	33	94%	29	85.3%	30	90.9%
	Retired	0	0.0%	0	0%	1	3%	1	2.9%	2	6.1%
	Total	33	100%	32	100%	35	100%	34	100%	33	100%
College of Sciences	Deceased	1	0.2%	0	0%	1	0%	0	0.0%	0	0.0%
	Not Retained	10	2.3%	22	5%	24	6%	32	7.8%	25	6.3%
	Retained	410	96.0%	394	94%	382	92%	373	90.5%	359	90.9%
	Retired	6	1.4%	4	1%	8	2%	7	1.7%	11	2.8%
	Total	427	100%	420	100%	415	100%	412	100%	395	100%
College of Undergraduate Studies	Deceased	0	0.0%	0	0%	0	0%	0	0.0%	0	0.0%
	Not Retained	1	5.9%	0	0%	2	9%	0	0.0%	1	10.0%
	Retained	16	94.1%	19	100%	20	91%	8	100.0%	9	90.0%
	Retired	0	0.0%	0	0%	0	0%	0	0.0%	0	0.0%
	Total	17	100%	19	100%	22	100%	8	100%	10	100%
Institutes and Centers	Deceased	0	0.0%	0	0%	0	0%	0	0.0%	0	0.0%
	Not Retained	3	5.1%	2	3%	2	3%	3	5.1%	3	4.3%
	Retained	55	93.2%	56	95%	56	97%	56	94.9%	65	94.2%
	Retired	1	1.7%	1	2%	0	0%	0	0.0%	1	1.4%
	Total	59	100%	59	100%	58	100%	59	100%	69	100%
Other UCF	Deceased	1	1.0%	0	0%	0	0%	0	0.0%	0	0.0%
	Not Retained	2	2.0%	5	5%	11	12%	9	8.3%	12	10.7%
	Retained	93	91.2%	87	90%	79	84%	97	89.8%	98	87.5%
	Retired	6	5.9%	5	5%	4	4%	2	1.9%	2	1.8%
	Total	102	100%	97	100%	94	100%	108	100%	112	100%
Rosen College of Hospitality Management	Deceased	0	0.0%	0	0%	2	3%	0	0%	0	0.0%
	Not Retained	1	1.4%	2	3%	2	3%	1	2%	3	4.3%
	Retained	67	97.1%	65	97%	59	91%	61	98%	64	92.8%
	Retired	1	1.4%	0	0%	2	3%	0	0%	2	2.9%
	Total	69	100%	67	100%	65	100%	62	100%	69	100%
UCF (all)	Deceased	4	0.2%	4	0.2%	4	0.2%	0	0.0%	1	0.1%
	Not Retained	79	4.0%	96	5.0%	102	5.5%	126	6.7%	124	6.4%
	Retained	1844	93.6%	1774	93.1%	1718	91.9%	1722	91.8%	1750	91.0%
	Retired	43	2.2%	32	1.7%	46	2.5%	27	1.4%	48	2.5%
	Total	1970	100%	1906	100%	1870	100%	1875	100%	1923	100%
	Total Departures	126		132		152		0	153		173	

Table 1. Faculty Retention Overview by College.

Not retained includes faculty who were on visiting appointments that ended, faculty who were non-reappointed, and faculty who resigned.

College		2019-20 N	Percent	2020-21 N	Percent	2021-22 N	Percent	2022-23 N	Percent	2023-24 N	Percent
Burnett Honors College	Deceased	0	0%	0	0%	0	0%	0	0.0%	0	0%
	Not Retained	0	0%	0	0%	0	0%	0	0.0%	0	0%
	Retained	3	100%	3	100%	2	100%	2	100.0%	2	100%
	Retired	0	0%	0	0%	0	0%	0	0.0%	0	0%
	Total	**3**	**100%**	**3**	**100%**	**2**	**100%**	**2**	**100%**	**2**	**100%**
College of Arts and Humanities	Deceased	1	0.3%	1	0%	0	0%	0	0.0%	0	0.0%
	Not Retained	6	2.0%	11	4%	20	7%	21	7.0%	25	8.3%
	Retained	291	96.4%	280	95%	271	91%	276	92.0%	272	89.8%
	Retired	4	1.3%	4	1%	8	3%	3	1.0%	6	2.0%
	Total	**302**	**100%**	**296**	**100%**	**299**	**100%**	**300**	**100%**	**303**	**100%**
College of Business Administration	Deceased	0	0.0%	1	1%	1	1%	0	0.0%	1	0.8%
	Not Retained	6	4.4%	6	5%	3	2%	5	4.0%	4	3.2%
	Retained	127	93.4%	121	93%	116	94%	115	92.0%	115	92.0%
	Retired	3	2.2%	2	2%	4	3%	5	4.0%	5	4.0%
	Total	**136**	**100%**	**130**	**100%**	**124**	**100%**	**125**	**100%**	**125**	**100%**
College of Community Innovation and Education	Deceased	0	0.0%	0	0%	0	0%	0	0.0%	0	0.0%
	Not Retained	3	1.3%	9	4%	13	6%	15	7.0%	17	7.8%
	Retained	219	94.4%	207	93%	196	91%	197	92.1%	196	89.5%
	Retired	10	4.3%	6	3%	7	3%	2	0.9%	6	2.7%
	Total	**232**	**100%**	**222**	**100%**	**216**	**100%**	**214**	**100%**	**219**	**100%**
College of Engineering & Computer Science	Deceased	0	0.0%	0	0%	0	0%	0	0.0%	0	0.0%
	Not Retained	10	4.6%	8	4%	12	6%	12	5.8%	13	5.9%
	Retained	205	94.9%	202	94%	193	92%	193	93.7%	207	93.2%
	Retired	1	0.5%	4	2%	4	2%	1	0.5%	2	0.9%
	Total	**216**	**100%**	**214**	**100%**	**209**	**100%**	**206**	**100%**	**222**	**100%**
College of Graduate Studies	Deceased	0	0.0%	1	2%	0	0%	0	0.0%	0	0.0%
	Not Retained	11	19.0%	12	23%	3	7%	6	15.0%	5	13.9%
	Retained	47	81.0%	39	75%	40	93%	34	85.0%	29	80.6%
	Retired	0	0.0%	0	0%	0	0%	0	0.0%	2	5.6%
	Total	**58**	**100%**	**52**	**100%**	**43**	**100%**	**40**	**100%**	**36**	**100%**
College of Health Professions and Sciences	Deceased	0	0.0%	0	0%	0	0%	0	0.0%	0	0.0%
	Not Retained	7	6.6%	8	8%	2	2%	8	7.8%	4	3.7%
	Retained	92	86.8%	90	90%	90	94%	92	89.3%	101	94.4%
	Retired	7	6.6%	2	2%	4	4%	3	2.9%	2	1.9%
	Total	**106**	**100%**	**100**	**100%**	**96**	**100%**	**103**	**100%**	**107**	**100%**
College of Medicine	Deceased	0	0.0%	0	0%	0	0%	0	0.0%	0	0.0%
	Not Retained	14	9.3%	10	7%	4	3%	7	5.0%	6	4.1%
	Retained	134	89.3%	127	91%	128	95%	131	93.6%	140	94.6%
	Retired	2	1.3%	2	1%	3	2%	2	1.4%	2	1.4%
	Total	**150**	**100%**	**139**	**100%**	**135**	**100%**	**140**	**100%**	**148**	**100%**
College of Nursing	Deceased	0	0.0%	1	2%	0	0%	0	0.0%	0	0.0%
	Not Retained	2	3.3%	1	2%	3	5%	3	4.8%	5	6.8%
	Retained	56	93.3%	52	93%	53	93%	58	93.5%	63	86.3%
	Retired	2	3.3%	2	4%	1	2%	1	1.6%	5	6.8%
	Total	**60**	**100%**	**56**	**100%**	**57**	**100%**	**62**	**100%**	**73**	**100%**
College of Optics and Photonics	Deceased	1	3.0%	0	0%	0	0%	0	0.0%	0	0.0%
	Not Retained	3	9.1%	0	0%	1	3%	4	11.8%	1	3.0%
	Retained	29	87.9%	32	100%	33	94%	29	85.3%	30	90.9%
	Retired	0	0.0%	0	0%	1	3%	1	2.9%	2	6.1%
	Total	**33**	**100%**	**32**	**100%**	**35**	**100%**	**34**	**100%**	**33**	**100%**
College of Sciences	Deceased	1	0.2%	0	0%	1	0%	0	0.0%	0	0.0%
	Not Retained	10	2.3%	22	5%	24	6%	32	7.8%	25	6.3%
	Retained	410	96.0%	394	94%	382	92%	373	90.5%	359	90.9%
	Retired	6	1.4%	4	1%	8	2%	7	1.7%	11	2.8%
	Total	**427**	**100%**	**420**	**100%**	**415**	**100%**	**412**	**100%**	**395**	**100%**
College of Undergraduate Studies	Deceased	0	0.0%	0	0%	0	0%	0	0.0%	0	0.0%
	Not Retained	1	5.9%	0	0%	2	9%	0	0.0%	1	10.0%
	Retained	16	94.1%	19	100%	20	91%	8	100.0%	9	90.0%
	Retired	0	0.0%	0	0%	0	0%	0	0.0%	0	0.0%
	Total	**17**	**100%**	**19**	**100%**	**22**	**100%**	**8**	**100%**	**10**	**100%**
Institutes and Centers	Deceased	0	0.0%	0	0%	0	0%	0	0.0%	0	0.0%
	Not Retained	3	5.1%	2	3%	2	3%	3	5.1%	3	4.3%
	Retained	55	93.2%	56	95%	56	97%	56	94.9%	65	94.2%
	Retired	1	1.7%	1	2%	0	0%	0	0.0%	1	1.4%
	Total	**59**	**100%**	**59**	**100%**	**58**	**100%**	**59**	**100%**	**69**	**100%**
Other UCF	Deceased	1	1.0%	0	0%	0	0%	0	0.0%	0	0.0%
	Not Retained	2	2.0%	5	5%	11	12%	9	8.3%	12	10.7%
	Retained	93	91.2%	87	90%	79	84%	97	89.8%	98	87.5%
	Retired	6	5.9%	5	5%	4	4%	2	1.9%	2	1.8%
	Total	**102**	**100%**	**97**	**100%**	**94**	**100%**	**108**	**100%**	**112**	**100%**
Rosen College of Hospitality Management	Deceased	0	0.0%	0	0%	2	3%	0	0%	0	0.0%
	Not Retained	1	1.4%	2	3%	2	3%	1	2%	3	4.3%
	Retained	67	97.1%	65	97%	59	91%	61	98%	64	92.8%
	Retired	1	1.4%	0	0%	2	3%	0	0%	2	2.9%
	Total	**69**	**100%**	**67**	**100%**	**65**	**100%**	**62**	**100%**	**69**	**100%**
UCF (all)	Deceased	4	0.2%	4	0.2%	4	0.2%	0	0.0%	1	0.1%
	Not Retained	79	4.0%	96	5.0%	102	5.5%	126	6.7%	124	6.4%
	Retained	1844	93.6%	1774	93.1%	1718	91.9%	1722	91.8%	1750	91.0%
	Retired	43	2.2%	32	1.7%	46	2.5%	27	1.4%	48	2.5%
	Total	**1970**	**100%**	**1906**	**100%**	**1870**	**100%**	**1875**	**100%**	**1923**	**100%**

	2019-20		2020-21		2021-22		2022-23		2023-24	
Total Departures	126		132		152		153		173	
Total # Faculty	1970		1906		1870		1875		1923	
Total % Departures	6.40		6.93		8.13		8.16		9.00	

5 yr Trend: Overall UCF faculty turbulence has increased since pre-pandemic
with departures increasing over 37%, from 126 to 173, with "not retained" contributing to most of the increase, not retirements.
Retention rates dropped consistently downward from 93.6% to 91%.

CGS remains the most turbulent with CAH recording the biggest five year
increase in departures, followed closely by CCIE.

This year CAH, CCIE, CGS, and other UCF contributed to nearly 50%
of the departures while making up about 38% of the faculty.

If retention indicates contentment, then COM, CHPS, and Institutions have the best retention this year,
with institutions mantaining the most consistently high retention rates for four years

Table 2. Faculty *Not Retained* by College. *Not retained* includes faculty who were on visiting appointments that ended, faculty who were non-reappointed, and faculty who resigned.

College	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Burnett Honors College	0	0	0	0	0	0
College of Arts and Humanities	6	11	20	21	25	83
College of Business Administration	6	6	3	5	4	24
College of Community Innovation and Education	3	9	13	15	17	57
College of Engineering & Computer Science	10	8	12	12	13	55
College of Graduate Studies	11	12	3	6	5	37
College of Health Professions and Sciences	7	8	2	8	4	29
College of Medicine	14	10	4	7	6	41
College of Nursing	2	1	3	3	5	14
College of Optics and Photonics	3	0	1	4	1	9
College of Sciences	10	22	24	32	25	113
College of Undergraduate Studies	1	0	2	0	1	4
Institutes and Centers	3	2	2	3	3	13
Other UCF	2	5	11	9	12	39
Rosen College of Hospitality Management	1	2	2	1	3	9
Total	79	96	102	126	124	527

Table 3. Faculty *Not Retained* by College, Tenure Status, and Rank. *Not retained* includes faculty who were on visiting appointments that ended, faculty who were non-reappointed, and faculty who resigned.

	2019-20	2020-21	2021-22	2022-23	2023-24	Total
College of Arts and Humanities	**11**	**16**	**28**	**24**	**31**	**110**
Non Tenure Earning	3	9	19	14	18	63
003 - Assistant Professor		1	2		1	4
004 - Instructor		4	8	8	8	28
005 - Lecturer	3	3	7	6	9	28
099 - No Rank Assigned		1	2			3
Tenure/Tenure Earning	8	7	9	10	13	47
001 - Professor	6	1	3		2	12
002 - Associate Professor	1	1	4	4	9	19
003 - Assistant Professor	1	5	2	6	2	16
College of Business Administration	**9**	**9**	**8**	**10**	**10**	**46**
Non Tenure Earning	7	6	3	4	5	25
002 - Associate Professor					1	1
003 - Assistant Professor				2		2
004 - Instructor	4	2		1	3	10
005 - Lecturer	3	2	3	1	1	10
099 - No Rank Assigned		2				2
Tenure/Tenure Earning	2	3	5	6	5	21
001 - Professor	1		1	2	3	7
002 - Associate Professor	1	2	2	4	1	10
003 - Assistant Professor		1	2		1	4
College of Community Innovation and Education	**13**	**15**	**20**	**17**	**23**	**88**
Non Tenure Earning	8	7	9	7	15	46
002 - Associate Professor	2					2
003 - Assistant Professor				1		1
004 - Instructor	3	2	1	3	2	11
005 - Lecturer	2	4	7	2	9	24
099 - No Rank Assigned	1	1	1	1	4	8
Tenure/Tenure Earning	5	8	11	10	8	42
001 - Professor	3	3	5	3	3	17
002 - Associate Professor	1	2	4	5	4	16
003 - Assistant Professor	1	3	2	2	1	9
College of Engineering & Computer Science	**11**	**12**	**16**	**13**	**15**	**67**
Non Tenure Earning	3	3	5	6	7	24
002 - Associate Professor			1	1		2
003 - Assistant Professor	1	1	1	1	2	6
004 - Instructor				1	1	2
005 - Lecturer			1	3	4	8
099 - No Rank Assigned	2	2	2			6
Tenure/Tenure Earning	8	9	11	7	8	43
001 - Professor	2	3	3	2	1	11
002 - Associate Professor	2	3	4	2	4	15
003 - Assistant Professor	4	3	4	3	3	17
College of Graduate Studies	**11**	**13**	**3**	**6**	**7**	**40**
Non Tenure Earning	10	13	3	5	4	35
001 - Professor	1	1				2
002 - Associate Professor	2		1	1		4
003 - Assistant Professor	4		1			5
099 - No Rank Assigned	3	12	1	4	4	24
Tenure/Tenure Earning	1			1	3	5
001 - Professor	1				1	2
002 - Associate Professor					1	1
003 - Assistant Professor				1	1	2
College of Health Professions and Sciences	**14**	**10**	**6**	**11**	**6**	**47**
Non Tenure Earning	7	5	3	8	3	26
001 - Professor			2			2
002 - Associate Professor	1					1
003 - Assistant Professor	1	1				2
004 - Instructor	4	3		5	1	13
005 - Lecturer	1	1	1	3	2	8
Tenure/Tenure Earning	7	5	3	3	3	21
001 - Professor	3	2	2		2	9
002 - Associate Professor	2	2	1	1		6
003 - Assistant Professor	2	1		2	1	6
College of Medicine	**16**	**12**	**7**	**9**	**8**	**52**
Non Tenure Earning	12	10	6	7	6	41
001 - Professor	4	3	2	1	1	11
002 - Associate Professor	2	1	2	2	3	10

003 - Assistant Professor	4	4	2	3		13
004 - Instructor		1				1
008 - Assistant Professor Equivalent	2	1			1	4
015 - Associate University Librarian					1	1
099 - No Rank Assigned				1		1
Tenure/Tenure Earning	4	2	1	2	2	11
001 - Professor	2	2	1	2	1	8
002 - Associate Professor	2				1	3
College of Nursing	**4**	**4**	**4**	**4**	**10**	**26**
Non Tenure Earning		3	1	3	7	14
002 - Associate Professor		1			1	2
003 - Assistant Professor					1	1
004 - Instructor		1		2	3	6
005 - Lecturer		1	1	1	2	5
Tenure/Tenure Earning	4	1	3	1	3	12
001 - Professor	2	1	1	1	1	6
002 - Associate Professor	1				2	3
003 - Assistant Professor	1		2			3
College of Optics and Photonics	**4**		**2**	**5**	**3**	**14**
Non Tenure Earning	3		1	3	2	9
001 - Professor	1			1	1	3
008 - Assistant Professor Equivalent	1		1	2	1	5
099 - No Rank Assigned	1					1
Tenure/Tenure Earning	1		1	2	1	5
001 - Professor			1	2	1	4
003 - Assistant Professor	1					1
College of Sciences	**17**	**26**	**33**	**39**	**36**	**151**
Non Tenure Earning	7	19	17	24	17	84
001 - Professor		1				1
002 - Associate Professor		1	1			2
003 - Assistant Professor	1		1	2	1	5
004 - Instructor	1	6	4	7	4	22
005 - Lecturer	3	8	10	13	12	46
008 - Assistant Professor Equivalent				1		1
099 - No Rank Assigned	2	3	1	1		7
Tenure/Tenure Earning	10	7	16	15	19	67
001 - Professor	2		5	6	10	23
002 - Associate Professor	2	5	4	4	7	22
003 - Assistant Professor	6	2	7	5	2	22
College of Undergraduate Studies	**1**		**2**		**1**	**4**
Non Tenure Earning	1		2		1	4
004 - Instructor					1	1
099 - No Rank Assigned	1		2			3
Institutes and Centers	**4**	**3**	**2**	**3**	**4**	**16**
Non Tenure Earning	4	2	2	2	3	13
003 - Assistant Professor	2					2
008 - Assistant Professor Equivalent				1	1	2
099 - No Rank Assigned	2	2	2	1	2	9
Tenure/Tenure Earning		1		1	1	3
001 - Professor		1				1
002 - Associate Professor				1	1	2
Other UCF	**9**	**10**	**15**	**11**	**14**	**59**
Non Tenure Earning	9	10	15	11	12	57
004 - Instructor	1		1	1	1	4
005 - Lecturer		1				1
014 - University Librarian	1	1	1			3
015 - Associate University Librarian		1	3	1	2	7
016 - Assistant University Librarian	2		1	1	2	6
099 - No Rank Assigned	5	7	9	8	7	36
Tenure/Tenure Earning					2	2
001 - Professor					2	2
Rosen College of Hospitality Management	**2**	**2**	**6**	**1**	**5**	**16**
Non Tenure Earning			4			4
002 - Associate Professor			1			1
004 - Instructor			3			3
Tenure/Tenure Earning	2	2	2	1	5	12
001 - Professor	1				1	2
002 - Associate Professor		1	1		4	6
003 - Assistant Professor	1	1	1	1		4
Total	**126**	**132**	**152**	**153**	**173**	**736**

Representational and Opportunity Inequity Indicators: Greater values, greater inequity.

Current Senator and Steering Allocation with Equity and Opportunity Impacts 2024-2025

Option Zero: Do nothing. Assuming CUGS goes away and faculty count stable: Senator and Steering Allocation. Representational and Opportunity Impacts 2026-2027.

Option 10/2: Traditional Restorative Senate Expansion using 1 to 5 rule. Adds 10 Senators and 2 Steering. Senator and Steering Allocation. Representational and Opportunity Impacts: 2026-2027

Option "Go Big 15/3" due to Instructor & lecturer growth, DDL and OR additions. Expand 15 Senators and 3 Steering to reflect the growth. Representational and opportunity impacts: 2026-2027

Bylaws Jumbo 25/5 Steering ByLaw Change. Assuming CUGS goes away and faculty count stable: Senator and Steering Allocation. Representational and Opportunity Impacts 2026-2027.

UNIT	# Faculty	#Senators	# Steering	2025-26 Senator to faculty Ratio (75)	2025-26 Steering to faculty ratio (15)	#Senators	# Steering members	2026-27 Senator to faculty Ratio without CUGS	2026-27 Steering to faculty ratio without CUGS	#Senators	# Steering members	2026-27 Senator to faculty Ratio without CUGS	2026-27 Steering to faculty ratio without CUGS	#Steering members	2026-27 Senator to faculty Ratio without CUGS	2026-27 Steering to faculty ratio without CUGS	#Senators	# Steering members	2026-27 Senator to faculty Ratio without CUGS	2026-27 Steering to faculty ratio without CUGS
COS	373	15	2	24.86667	186.5	15	2	24.86666667	186.5	17	2	21.94117647	186.5	18	3	20.72222222	124.3333333	21	3	17.76190476	124.3333333
CAH	291	12	1	24.25	291	12	2	24.25	145.5	13	2	22.38461538	145.5	15	2	19.4	145.5	16	3	18.1875	97
CECS	253	11	1	23	253	10	1	25.3	253	12	2	21.08333333	126.5	13	2	19.46153846	126.5	14	2	18.07142857	126.5
CCIE	192	9	1	21.33333	192	8	1	24	192	9	2	21.33333333	96	10	2	19.2	96	11	2	17.45454545	96
COM	142	6	1	23.66667	142	6	1	23.66666667	142	7	1	20.28571429	142	7	1	20.28571429	142	8	2	17.75	71
CBA	117	5	1	23.4	117	5	1	23.4	117	6	1	19.5	117	6	1	19.5	117	7	1	16.71428571	117
CHPS	115	4	1	28.75	115	5	1	23	115	6	1	19.16666667	115	6	1	19.16666667	115	7	1	16.42857143	115
CON	71	3	1	23.66667	71	3	1	23.66666667	71	4	1	17.75	71	4	1	17.75	71	4	1	17.75	71
ROSEN	61	2	1	30.5	61	3	1	20.33333333	61	3	1	20.33333333	61	3	1	20.33333333	61	4	1	15.25	61
LIB	34	2	1	17	34	2	1	17	34	2	1	17	34	2	1	17	34	2	1	17	34
CREOL	28	2	1	14	28	2	1	14	28	2	1	14	28	2	1	14	28	2	1	14	28
DDL	26	2	1	13	26	2	1	13	26	2	1	13	26	2	1	13	26	2	1	13	26
OR	25	1	1	25	25	2	1	12.5	25	2	1	12.5	25	2	1	12.5	25	2	1	12.5	25
CUGS	10	2	1	5	10															
Total Faculty	1738	76	15			75	15			85	17			18			100	20		
5% of total faculty ByLaw	86.9	Av Fac/Sen	Av Fac/Str			Av Fac/Sen	Av Fac/Str			Av Fac/Sen	Av Fac/Str			90			Av Fac/Ser	Av Fac/Str		
15% quorem	260.7	22.8684211	115.8666667			23.1733333	115.8666667			20.44705882	102.2352941			19.31111111 (Av Fac/Sen) 96.55555556 (Av Fac/Str)			17.38	86.9		

Minimum/Maximum:

	Minimum	Maximum
Current	5 / 10	30.5 / 291
Option Zero	12.5 / 25	25.3 / 253
Option 10/2	12.5 / 25	22.38461538 / 186.5
Go Big 15/3	12.5 / 25	20.72222222 / 145.5
Jumbo 25/5	12.5 / 25	18.1875 / 126.5

Inequity Range: (Greater values, greater inequity.)

	Senate	Steering
Current	25.5	281
Option Zero	12.8	228
Option 10/2	9.884615385	161.5
Go Big 15/3	8.222222222	120.5
Jumbo 25/5	5.6875	101.5

Inequity Multiplier:

	Senate	Steering
Current	6.1	29.1
Option Zero	2.024	10.12
Option 10/2	1.790769231	7.46
Go Big 15/3	1.657777778	5.82
Jumbo 25/5	1.455	5.06

Current:
Most inequible allocation of Senators and Steering members
CAH, CECS, & CCIE grossly underrepresented at Steering
Rosen and CHPS grossly underrepresented at Senate

Option Zero:
Improved Senate representation for CHPS & Rosen
Improved Steering representation for CAH
CECS grossly & CCIE underrepresented at Steering
CECS & CCIE lost representive at Steering
COS CAH CECS CCIE COM CBA CHPS CON underpresented at Senate

Option 10/2:
Improved COS CAH CECS CCIE COM CBA CHPS CON Senate Representation
CECS & CCIE regain equal Steering representation w COS CAH
Four largest colleges similar 21-22 Senator representation ratios.
Requires the traditional single Constitutional change from 75 to 85 total number of Senators

Go Big 15/3:
Improved COS CAH CECS CCIE COM CBA CHPS CON Senate Representation
Improved COS CAH CECS CCIE representation at Steering
Most Equitable Alternative
Requires Traditional Constitutional change from 75 to 90 total number of Senators

Jumbo 25/5:
Improved Senate representation for all larger college & CON & Rosen
Improved Steering representation for COS, CAH, CECS, CCIE,COM
underpresented at Senate
Requires Bylaw Section VI A 1 change 1/5 (15) to 1/4 (18)

March 10 2025: Working background on Senate and Steering Committee member numbers and allocations (excluding Chair, Vice Chair, and Secretary):

The current 75-member Senate and 15-member Steering have not changed since 2010. UCF faculty numbers have grown significantly since then and the number of small units has also increased. Without growth of the Senate or the Steering Committee, the Senate and Steering have become less representative, offered less fair opportunity, and therefore have become less legitimate in its representative role to Provost and the President.

Specifically, larger colleges lost senators from the Senate as well as lost members from Steering in order to provide representation for smaller units, such as DDL and OR. Since establishment of the UCF Faculty Senate through 2010, traditionally the Senate expanded to accommodate an expansion of the faculty. For example, in the 1982-1983-2 Faculty Senate Constitutional Revisions, when there were fewer colleges and far fewer faculty, each college had a minimum of four senators and the Library had one. But when Senate Chairs Manoj Chopra (2005-2009) and when Chair Reid served on ByLaws in 2010, the Senate/Steering numbers was up to 70/14 and from there went to 75/15. In March 2025, Senate is still at the 75/15 ratio that it had in 2010, but has added at least 469 instructors and lecturers (based on 2021 Faculty Salary Equity report) to the faculty count as well as added DDL and OR to the unit count.

A consequence of the lack of expansion of Senate and Steering membership while overall UCF faculty membership and units increased resulted in a "robbing Peter to pay Paul" inclusion policy that took Senate and Steering members away from the larger colleges and gave them to the smaller academic units.

The result is:

Even more disproportionate and unfair representation. As an abbreviated example, in terms of core Steering members, CECS and DDL each have one representative at Steering. The CECS Steering member represents 253 faculty across 7 departments/school. That is approximately ten times the faculty at DDL with 26 faculty in one unit. CCIL is similarly underrepresented with 192 faculty across multiple diverse departments, again with only one voice on Steering. How can one person with one voice fairly or even adequately represent CECS at Steering? Ditto CCIL.

Unequal opportunity: Serving on Senate or on Steering is an honor, a privilege, and an opportunity. Using Steering as an example, a CECS Senator has a one in ten opportunity to serve on Steering, whereas in DDL, OR, Library, and CREOL, the opportunity is a 50% chance.

Additional ill effects of disproportionate representation: Outcomes from committees with disproportionate representation are often bias. Traditionally Steering is the first committee to have proportional representation. The rationale is that Steering needs to "steer" issues to committees in a representative manner. Further, Steering establishes Ad Hoc committees, approves items on the Senate agenda, and among other things, is a check on the Senate Chair. Without a more representative Steering Committee, one can easily imagine bias in those duties, with greater deference to the Chair and his/her agenda than might be appropriate.

Finally, resolution wording would not experience broad representational scrutiny until it reached Senate. That puts a greater strain on Senators to be aware of and understand the subtle inferences contained in the wording of resolutions or abstain from voting.   For example, in a recent vote on amending resolution 2024-2025-9, Vice Chair Kaufman introduced a massive amendment without having gone through committee or the Steering Committee. The vote was 24 to 24 but more importantly, with 27 senators not voting. More senators abstained than voted for or against. Clearly, abstaining from voting indicates uncertainty. Uncertainty comes from not having the time or understanding of the implications of the amendment wording. Had the Steering Committee involved more committees in the drafting of resolution 2024-2025-9, then the high number of senators not voting may have been significantly reduced.

Solution: Changing the size of the Senate requires a Constitutional amendment. The easiest change is to change the total number of Senators from 75 to 85, in accordance with existing Constitutional and ByLaw provisions. The increase in 10 Senators would improve inequities between colleges/units while also automatically increasing Steering by 2 members to address the prior taking away representation from CECS and CCIL to accommodate DDL and OR additions.

The question becomes, what committee or committees might this topic be assigned to?

If this topic is assigned to the ByLaws committee in the next Senate, then the ByLaws Committee with its current membership will likely continue past behavior into the future. In the past, the ByLaws committee produced the resolutions that added DDL and OR to Senate and Steering without increasing Senate or Steering Committee membership numbers. Further, the ByLaws committee has not expanded Senate despite the growth in overall UCF faculty membership. In addition, the ByLaws committee has indicated a bias toward doubly down on unfair representation and unfair opportunities at Steering stating,

"The 4th area, then, was changing the number of Senators on the steering committee for each academic unit, and we had a start to a discussion on that. We've also tabled that for

the time being there are discussions both to increase the numbers for some units. There's also discussions that are ongoing about peeling that back and making it a non representative body. But just a committee, like many of our committees, are, and having a single representative for each academic unit on as well no definitive things."

If the ByLaws committee goes forward with "peeling back" Steering so that it becomes "a non representative body," then uncertainty about resolutions and amendments to resolutions will become more and more common at Senate. Beyond that, both COS and CAH would continue to lose their second member on Steering and only have one voice to represent their massive number of faculty.

In summary, enlarging Senate and Steering requires a constitutional amendment. Such an amendment should come from ByLaws or from the Personnel Committee or both working together.

Relying on the current ByLaws committee makeup of six ad hoc members with the Senate Chair and Senate Vice Chair being the most influential isn't likely to create this change. A change the membership makeup of the ByLaws committee is needed.

The Personnel Committee may take on the challenge of changing the Senate Constitution to enable expansion and promote fairer representation and opportunities while reducing the ill effects of current disproportionalities. The question is, does the Personnel Committee have members willing to see the process through?

Likely outcomes of various expansion options are shown in the Excel spreadsheet tilted "ByLaw change vs Option Zero vs 10 2 Traditional vs Go Big 15 3 Senator and Steering allocation models"