

Faculty Senate
Steering Committee Meeting
Millican Hall, room 395E
Minutes of March 7, 2019

William Self, chair, called the meeting to order at 4:01 p.m. The roll was circulated for signatures.

MINUTES

Motion to approve the minutes of February 7, 2019 was made and seconded. The minutes were approved as recorded.

RECOGNITION OF GUESTS

Joe Adams, Communications Director, Office of the Provost

Christine Dellert, Deputy Chief of Staff for Communications and Operations, Office of the President

Jana Jasinski, Vice Provost for Faculty Excellence

Manoj Chopra, College of Engineering and Computer Science senator

Hank Lewis, Academic Program Quality, Academic Affairs

Thad Seymour, Jr, Interim President

REPORT OF THE INTERIM PRESIDENT

Dr. Self yielded the floor to Interim President Thad Seymour, Jr. for an update.

Dr. Seymour provided the members with his background and indicated it is an honor to serve as interim president temporarily to help UCF move past this difficult time. Dr. Seymour indicated that in the next several months it will be critical for all of us to work on the following:

1. Strengthen operations.
Including, bringing in a new chief financial officer and chief operating officer, improving processes, and additional training.
2. Rebuild UCF's reputation.
Dr. Seymour met with the Chancellor and chair of the Board of Governors last week and indicated that it was an optimistic meeting. The House Public Integrity and Ethics Committee report is due next week. Hopefully, after the last report, UCF can start moving forward.
3. Expand resources.
We must protect ourselves in the current Legislative session to ensure that the base budget is not impacted, successfully completing the Knight campaign which ends in June, and other funding opportunities.
4. Being active in driving academic excellence.
Includes work on the budget process, allocating resources, and continued discussions on UCF's enrollment plan.

Dr. Seymour noted that while in Tallahassee yesterday, he was able to meet with twenty-one legislative aids that are ambassadors of UCF.

Question: Is the search for a new chief financial officer and chief operating officer on hold?

Answer: After consulting with several national search firms, we will be using AGB Search to conduct a national search for an experienced long-term interim for both positions until a permanent president is hired. We have other key positions to conduct a search including a chief accountability officer.

Question: Regarding the \$85 million in carryforward, we are hearing of large classes of 450 students where the faculty member has no teaching assistant. Five or six years ago my college had about 1,400 undergraduate students with about 35-39 teaching assistants. Now we have about 3,500 students with the same number of teaching assistants. In addition, phone lines are being eliminated which the students' need in addition to the outdated labs and reduced working spaces. Is it possible to divert attention to these needs?

Answer: The issue exposed using funds designated for one source used for a different source. The \$80 million was not all spent. The question is, are we allocating funds to the highest need? This is ongoing work we need to do together.

Question: When you spoke with the Chancellor and chair of the Board of Governors, did slowing or pausing growth come up?

Answer: Yes, and we are looking at options. We must be thoughtful in how we pause growth since there are financial implications. Growth over the last ten years is not sustainable. About 70% of UCF's growth is due to better retention of students.

Question: Aren't we planning for a surge of growth with the Downtown campus?

Answer: The Downtown campus represents moving existing programs and students to a different location. One-third of the 7,700 students are Valencia College students.

ANNOUNCEMENTS

Next week the Board of Trustees (BOT) Finance and Facilities Committee will meet followed by a full board meeting on March 13. The regular board meeting is scheduled for March 21. You are encouraged to review the agenda and materials and send Dr. Self feedback prior to the meeting.

Last month the Steering Committee voted against Resolution 2018-2019-11 Statement of Civil and Inclusive Discourse in the Campus Environment. Since the work of this committee is complete, the committee is officially discharged. Dr. Self thanked Nancy Myers, S. Kent Butler, Anastasia Salter, Ann Miller, Eric Merriam, Blake Scott, Kerry Welch, Shane Juntunen, Youndy Cook, and Karen Morrison for their work on this ad hoc committee.

REPORT OF THE PROVOST

In regards to the teaching assistant needs, the resources haven't kept pace with enrollment. This continues to be an issue raised and discussed in the Insights Group. In addition to an access mission, we also have a mission to provide faculty the resources needed and ensure students have the resources needed to succeed.

With respect to the carryforward spending plan, Dr. Dooley indicated that the universities were in a position where carryforward might be taken away. The Board of Governors (BOG) provided specific categories to focus spending carryforward balances including academic and student affairs, campus safety and security, deferred maintenance, information technology, student financial aid, and student welfare. In the best interest of the students, UCF set aside \$40 million dollars for the Constellation Scholarship fund. To create the fund, we had to take funds from the academic units. The BOG expressed displeasure in the Constellation fund and asked the university to re-evaluate the best way to use the carryforward funds. In working with the deans, the colleges submitted additional priorities to use carryforward based on the BOG categories. In the current plan, UCF has a scholarship fund of \$16.5 million dollars instead of \$40 million. In addition, the deans are concerned that we don't have the funds for mid-career start-ups. The provost's carryforward provides \$3 million dollars for which the deans will have to submit proposals and compete for the funds for faculty that want to continue from associate to full professor. In addition, the provost's carryforward will set aside funds for additional advisors for student success in the colleges. The total committed carryforward is \$60.5 million dollars of which \$16.5 million represents financial aid, with the remaining spread across the BOG recommended categories. The BOT and the BOG must approve the plan. A trustee commented that the carryforward funds should be used for faculty hiring, however, the concern is that the funds are not recurring. The fact that UCF had \$174 million dollars in carryforward balances suggests that the university is not allocating appropriately or concerned to spend the funds in the event of a shortfall. The \$174 million includes contractual and encumbrances, so the bottom line is about \$117 million dollars that were being carried forward.

Question: How quickly does the money have to be spent?

Answer: We have a one to three year period to spend the carryforward. Although the legislature may not take the carryforward, they may reduce the educational and general (E&G) allocation. We won't know our allocation until May.

Question: So if the E&G allocation is lowered, the carryforward will probably be used to cover the shortfall?

Answer: Probably, but the question is, what is the right allocation across the academic units and have we matched the allocation to the need adequately?

Question: Comparing UCF to large research institutions, UCF is not keeping up with having state of the art instruments for research and teaching. Can any of this carryforward be used for this purpose?

Answer: The carryforward plan just explained is already committed, but the need fits in the category. This is a discussion you need to have with your dean.

Comment: Some of these issues are university-wide and shouldn't fall on one specific college.

Question: We are hearing that only half of the carryforward taken from the colleges has been returned?

Answer: 66% was taken from each of the colleges and 61% was returned to each of the colleges.

Question: What is the strategy? Teaching assistants for quality or more advisors to help with course placement?

Answer: We need both. What we are trying to do with the financial aid is to create a fund where we can put a fellowship on top of the stipend to make the assistantships more attractive to graduate students.

Question: I was under the impression that the state was going to reduce UCF's E&G and that the carryforward will make up for some of the reduction. Do we expect an increase in E&G down the road?

Answer: We don't know about a possible reduction until May and there is no way of knowing about future increases.

Question: Is the carryforward review done annually?

Answer: Yes. The universities submit a three-year carryforward spending plan every year to the BOG. This is the first year in which the BOG will approve each plan.

Question: Some faculty are spending overhead so they don't lose it. Is overhead out of danger?

Answer: Yes, overhead is out of danger. When we pulled the 66% from the colleges, we left the overhead funds.

Question: A resolution was passed a couple of months ago regarding UCF Conference Rooms. We have no idea what the total cost, but there are many conference rooms lacking equipment representing a one-time cost that would fit a category. One fund that got swept from the College of Sciences was a mislabeled ORC Fellows account which is really an overhead account and returned to a different fund. We don't know what will happen with the ORC Fellows. For this year's admission cycle, is there any way of getting some of those funds back?

Answer: Check with the dean.

Comment: A couple of years ago, Facilities indicated they had over \$10 million dollars in critical maintenance that could not be completed due to lack of funding. I hope these maintenance issues have already been taken care of by now, but if not, that would be a good use of money.

Response: The new plan provides for \$29.2 million in carryforward funds for deferred maintenance.

Question: When does the revised carryforward plan go to the BOG for approval?

Answer: March 13.

Comment: We have had an accumulation of E&G in carryforward for the past several years. If we spend it all, the reduction is permanent and UCF won't have any funds left to make up for an allocation shortfall.

Response: The BOT may have to revise the carryforward plan in June after we know if the base funding is reduced.

Comment: The faculty and staff would appreciate sharing the funds in the form of raises that were previously denied.

Comment: If the base allocation is reduced, it is a permanent reduction and will take time to increase over time. Probably better to guard against this now by lobbying for keeping the base allocation and making plans for spending the carryforward. The materials published for the March 13 BOT meeting has more details available.

Comment: Looking at how this played out politically, I expected more outcry and support for UCF from the community. In the long-term, I would like to see more effective lobbying of the voters. UCF purchases a lot of advertising, but we need more information as to why UCF is economically important to the individuals in the area, around the state, and the university system as a whole. We need to claim some of the credit we all know we deserve.

Response: Would like to see us in a position where faculty are not forced to ask questions after the fact. We need insight and feedback from the onset. The provost wants to be a partner with the Faculty Senate.

New Lockheed Martin-Sand Lake Educational Site

As an information item requirement by the Southern Association of Colleges and Schools (SACS), UCF will be offering master's degree classes at Lockheed Martin-Sand Lake facility. In Spring 2018, the College of Optics and Photonics began offering courses toward the M.S. in Optics and Photonics to the Lockheed Martin employees at the Sand Lake location. The college is now partnering with Lockheed Martin to deliver 100% of the company's master's degree courses at the Sand Lake location by 2020.

OLD BUSINESS

2019-2020 Academic Calendar and Religious Holidays

In the 2018-2019 Committee annual report, the committee noted the Student Government representative concerns regarding religious holiday's observance in regards to Jewish holy days that fall in the week of finals, making students pick between academic success or religious observance.

UCF Regulation 5.020 Religious Observances has been in place since 2009. The committee would like the faculty, administrators, and students to be aware of the policy which requires the student to notify all instructors at the beginning of the term to be excused from classes to observe a religious holy day.

Dr. Self asked if Faculty Excellence can remind faculty of the policy and procedures before the Fall semester or regularly before each semester starts. Dr. Jasinski indicated that Faculty Excellence can remind faculty at the same time the next academic calendar reminder goes out.

Question: What is the timing of when the student makes the request?

Answer: Students are supposed to make the request at the beginning of the semester.

Question: How does a faculty member know what all the religious holidays are?

Answer: Posted on the Faculty Center for Teaching and Learning website.

Comment: The faculty and students have very long lists of information that must be known. Faculty are required to add more information in the syllabi than actual content. We need a different mechanism that the students can go for information. The UCF policy website is too hard for students to find what they need. Maybe a student handbook or similar location for this type of information. Placing information in the syllabus hasn't proven effective. It needs to be easier for students and faculty to access information.

Comment: Would think there is some kind of form for the faculty to sign.

Dr. Self noted that faculty and administrators spend an enormous amount of time dealing with non-educational issues. It faculty would let someone else handle the attendance issues, maybe an office could be formed to determine legitimate excuses.

Comments: Some members indicated they would let a separate office handle the excuses where others prefer to work with the students.

Comments: Creating the equivalent of a high school attendance office for a student body of 66,000 would be difficult at best. Wouldn't be difficult for individual units to create this with current staff.

Comment: I get the forms from athletes, clubs, etc. for an excused absence. There are some students presenting at the undergraduate research showcase that can't get excused to present.

Comment: Many years ago when student-athletes were being treated differently, the Senate was involved in UCF Policy 4-401.2 for all students.

Comment: It wouldn't be difficult to add religious holidays or undergraduate research showcase to the existing policy through a resolution.

The Student Absence Policy will be added to the 2019-2020 issues list.

Question: We have heard that the Academic Calendar Committee is adopting the same academic calendar as Valencia College resulting in a week later start and a shorter semester in addition to following Valencia's schedule in the future. Is that true?

Answer: What happens the next academic year is still in negotiation. Valencia has different processes including the approval chain. There are buffer days built into the calendar.

Senate Service and Accountability

In August, the Personnel committee was assigned the issue of "Committee chairs, and reward and accountability for service including service during the summer". A modest number of faculty do a very high amount of service (30-40%), yet only get credit for 10-15% service assignment. The Personnel Committee re-directed the issue back to Steering to identify and pilot strategies within the Senate first before recommending university-wide implementation.

Currently, the Senate recognizes:

- Senator 10-year Service Award - inaugural award 2016 Certificate & service pin recognition at Founder's Day annually.

- Senator Appreciation Certificates - to each Senator completing a term that attended more than 50% of Senate meetings during their terms.
- Joint Committee Members annual appreciation letters - sent to all voting members (400+) in April.
- Excellence in Professional Service Award for in-unit Faculty - funded by the university, Senate committee select up to two \$2,000 recipients.

The Service Award is the only monetary award available to the faculty for service. Applications over the recent years have declined and faculty with excessive service are not applying.

Dr. Self asked for suggestions to improve recognition.

Comment: There are three awards for women faculty for service with a monetary award.
 Comment: Have thought about applying, but the monetary award isn't worth the time it takes to put together a folder.

Comment: We are consistently told not to put more than the 10-15% service in the faculty activity report no matter how much service is provided. Faculty should be able to report what they actually do.

Suggestions included:

- Recognizing all senators' service at Founder's Day in addition to the 10-year service.
- Would like to see 30% for service outside of UCF removed. If faculty are serving UCF, they don't have time for that much outside service.
- The award amount should be doubled or increased to \$5,000 since it's a one-time award.
- Provide teaching assistants or graders for faculty that provide service to free faculty time to serve.
- Of the Excellence Awards, Service is the only award that doesn't have a college-level award with compensation.
- Create an out-of-unit service award.

Dr. Self noted that chairs and vice chairs need to report any voting member that misses more than half of the scheduled meetings in order to be replaced.

Comment: Maybe develop some kind of handbook for committee service.

Comment: Maybe some kind of committee member feedback by the committee chair to department chairs for the annual evaluation of service.

Question: Is the Research Council now an operational committee?

Answer: The Bylaw resolution will be voted on at the March 21 meeting.

Discussion ensued regarding how long committees can meet. Committee members serve until the end of the Spring semester and continue to serve until the new committee is appointed. Committees need direction on the Senate year versus the committee term.

The only difference is a resolution developed after the March Senate meeting would be held until the new Senate and Steering Committee is seated. Committees are able to meet in the summer if a quorum can be achieved.

NEW BUSINESS

Appointment of Nominating Committee

The annual committee is formed to present the slate of officers for the 2019-2020 Senate. The committee is chaired by the Senate past chair and two or three additional Steering members. In addition to Keith Koons, past chair, Linda Walters and Nina Orlovskaya volunteered.

LIAISON COMMITTEE REPORTS

Budget and Administrative Committee – Qian Hu

The February meeting was canceled due to the emergency Senate meeting. The committee gathered information and is still discussing accessibility issues with the Creative School. The next meeting is scheduled for March 20, 2019.

Information Technology Committee – Joseph Harrington

The committee has been meeting every two weeks. Received a presentation from the Office of Research on Project Wahoo, now known as Project Rising. Information discussion included password resets conversations between the State Auditor and UCF IT Security since UCF has multi-factor authentication. Also discussed the service request rate of resolution, telephones, and access to e-mail after someone leaves UCF.

Parking, Transportation and Safety Committee – Richard Harrison

The committee has not met.

Personnel Committee – Linda Walters

The committee had the last meeting yesterday. A resolution regarding non-tenure earning faculty bypassing the University Promotion and Tenure Committee has been submitted to the Steering Committee. Another resolution is forthcoming on clarity and transparency in the travel policy as a result of an internal survey that showed differences between departments and colleges. The committee reviewed the list of issues for the year. A few slated for next year include an updated faculty salary compression and faculty salary equity study, retention of UCF e-mail accounts upon retirement, hiring faculty members on grants, and the value of continuing SoTL award.

A brief discussion regarding e-mail policy ensued. The suggested changes to the Emeritus Policy asks for the faculty to keep their ucf.edu e-mail address subject to all regulations and policies. The Information Technology discussion surrounded the e-mail belonging to the account holder and needing access, especially for research regardless of retirement, firing, or leaving for a different job.

Dr. Jasinski noted that the suggested changes to the Emeritus Policy have been sent to Youndy Cook in the General Counsel's Office for the Policy Committee.

Also discussed a need to communicate with the senators and committee members about how to sign-up for UCF Policy and UCF Regulations updates. Also, need a way to get updates on past Senate resolutions progress to the policy committee.

Graduate Council – Jim Moharam for Mathilda Van Niekerk

The committees are meeting and conducting normal business.

Undergraduate Council – Nina Orlovskaya

Both committees have been very active with course revisions and new courses.

Dr. Self reminded the provost that a previous resolution approved by then provost Whittaker regarding a single website listing all committees and membership still needs to be implemented.

OTHER BUSINESS

Dr. Self discussed the need for a strong faculty voice and involvement that was brought up at the last Senate meeting. Discussed the possibility of sending a faculty survey to gather feedback and suggestions for improving faculty input. Provided samples of questions that could be asked:

1. How do you think the university can increase transparency?
2. How can we increase accountability?
3. How can the university increase and encourage community involvement?
4. How can the university improve faculty governance?
5. Are there other universities that you think UCF should model?
6. What do you need as a faculty member to help students succeed?
7. Open-End suggestions for increased transparency, accountability, and collaborative involvement.

Dr. Self asked the members if they believed we would receive good feedback if such a survey was sent to all faculty?

Comment: The scope should be limited. Would like to see of focus on a specific aspect like faculty access to administrative.

Question: What is the faculty role in hiring administrators? In the last presidential search, there were only two faculty members out of eighteen search committee members.

Comment: Would like to see multiple faculty on the BOT, maybe even academy members.

Response: Dr. Self would like to see the BOT Governance Committee revisit the composition of the presidential search committee and that a substantial number of faculty be added to the next search committee.

A brief discussion regarding other universities having a faculty-run grievance committee instead of administration or different office. Comment made that even though grievances are bargaining, the union and administration still need to hear from faculty and what they want. Dr. Self noted that a bylaw change is being suggested in April to modify the

Senate agenda to include a report of the president and campus climate update to allow the union and other divisions to provide the senators with periodic updates.

Motion and second to form an Ad Hoc Committee to consider ways of increasing faculty governance and review the results of a possible Qualtrics survey. Quorum called; quorum confirmed.

Vote: All in favor; motion passes.

Question: What is the output of the Ad Hoc Committee?

Response: Recommendations submitted to Steering to improve faculty governance.

Joseph Harrington and Bari Hoffman Ruddy volunteered. A member suggested volunteers also solicited at the next Senate meeting.

Dr. Koons invited everyone to the School of Performing Arts to UCF Celebrates the Arts and provided a brochure for the events.

ADJOURNMENT

Motion to adjourn made and seconded. The committee adjourned at 6:05 p.m.