

Faculty Senate Meeting
Minutes of
November 15, 2018

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

MINUTES

Motion to approve the minutes of October 25, 2018 was made and seconded. The minutes were approved as recorded.

RECOGNITION OF GUESTS

Lisa Guion Jones, Associate Provost for Strategy and Special Assistant to the President
Melody Bowdon, Interim Vice Provost for Teaching and Learning and interim dean of the College of Undergraduate Studies
Joe Adams, Senior Communications Director, Office of the Provost
Allison Hurtado, Assistant Director of Marketing and Communications, Faculty Excellence
Jana Jasinski, Vice Provost for Faculty Excellence
Matthew Matusiak, Assistant Professor, Department of Criminal Justice, College of Community Innovation and Education

ANNOUNCEMENTS

Board of Trustees Investigation

A Board of Trustees meeting was held today. Trustee Seay is in charge of the investigation into the inappropriate funds used to build Trevor Colbourn Hall. Trustee Seay reported that the investigation is ongoing and they are in the process of completing two document requests made by the investigators for the Bryan Cave Leighton Pasiner firm. More than 30 interviews have been completed with more interviews scheduled. The expectation is to have a report ready for the January Board of Trustees and Board of Governors meetings.

Florida Board of Governors

The Florida Legislature passed Senate Bill 4 last year that called for the Board of Governors to develop a new plan for performance funding metrics. In response to the language in the bill, the Advisory Council of Faculty Senates (ACFS) passed a resolution asking for the ACFS to have a voice in the development of new performance based funding metrics standards. In response to the resolution, the Chancellor reached out to some Board of Governors members, legislators, and leaders of the ACFS. The ACFS was involved in the plan presented last week which removes the requirement that the universities in the bottom three lose funding. Dr. Self explained each year all universities are ranked based on the metrics. The top three universities receive additional funding on top of the base funding while the bottom three lose significant funding. When this happens, presidents, chief financial officers, and provosts are more nervous to hire additional faculty in fear of losing recurring funds. The new plan on the Board of Governors website indicates universities will not lose core funding unless the ranking goes down for more than 2-years in a row.

OLD BUSINESS

None.

REPORT OF THE PROVOST

Provost Dooley stated she firmly believes that academics sits at the core of the university. As the provost, Dr. Dooley wants to make sure she hears the voice of faculty. One way to hear the voice of faculty is through college visits to gather insights with high faculty and department chair presence. As the university strives for preeminence, the provost will rely on partners including Jana Jasinski, Lisa Jones, and Melody Bowdon, and others to capture ideas. We want to personalize what it means to reach preeminence in terms of advancing faculty research, student success, and partnering with students in research labs. Student success has to be elevated to the same level as teaching and research. Also indicated that UCF gets to define what it means to be a model for 21st-Century higher education.

Textbook Affordability

The State requires that 95% of instructional materials be submitted and listed at the bookstore 45 days prior to the start of the classes. Some students will go through the semester without a textbook due to the price. We should be giving students choices with open educational resources and determine how we can make higher education more affordable to students. Right now we are at 91% and must reach 95% by Friday.

Provost Forum on Student Success

At the recent forum on Student Success, there was standing room only at the Morgridge Center with almost 300 individuals online. Four students were highlighted during the forum and indicated they did not know what “preeminence” means, and that they are not sure why the 4-year graduate rate matters. The next forum is on Faculty Excellence. A member questioned if there are any plans to get statistics on the qualifications of our students (types of jobs, graduate schools attending, acceptance rate to elite schools, etc.) and how long it would take. Dr. Dooley indicated that UCF has some of the data and suggested that Paige Borden be invited to present some of the data.

NEW BUSINESS

Resolution 2018-2019-5 Faculty Senate Bylaw Change – Senate Operational and Curricular Councils Membership

This bylaw change was brought forward by the Steering Committee due to the difficulty in finding a senator to chair each committee and removes the requirement on the operational and curricular committees. It also allows the Committee on Committees to appoint a senator already serving on each committee as the Senate liaison to provide the Senate with monthly reports. The resolution is up for discussion and vote today.

Motion and second made to approve Resolution 2018-2019-5 Faculty Senate Bylaw Change – Senate Operational and Curricular Councils Membership. No discussion. Vote: all in favor; motion passes.

Collective Impact Strategic Plan Update

Dr. Self introduced Dr. Lisa Guion Jones, Associate Provost for Strategy and Special Assistant to the President. Dr. Jones provided handouts to show the status of each preeminence metric, priority metrics, myKnight Star, and Pegasus path. Discussed how preeminence benefits students, faculty, and alumni. Provided the Collective Impact website address at www.ucf.edu/strategic-plan/ for up-to-date information. Dr. Jones encouraged applicants and nominations for the Spring Marchioli Collective Impact Innovation Award due February 28, 2019. A senator questioned if the metrics are static or are the metrics always changing. Dr. Self indicated that the preeminence metrics are static, but the performance based funding metrics do change.

COMMITTEE REPORTS

Budget and Administrative Committee – Qian Hu for Kimi Sugaya

The committee met yesterday to continue discussing the capacity issues for the Creative School for Children. The committee is asking the director additional questions and will determine next steps at the next meeting.

Information Technology Committee – Sumanta Pattanaik

The committee has not met since the last Senate meeting.

Parking, Transportation and Safety Committee – Heath Martin

The committee has not met since the last Senate meeting. Dr. Self noted that the issue of campus safety is still a highly talked about issue with the Advisory Council of Faculty Senates.

Personnel Committee – Stephen King

Discussed summer work assignments and compensation. Looked at the enactment of the travel policy across the university and discovered it is very diverse in regards to what is allowed and followed. The committee provided Faculty Excellence with suggestions regarding procedures for the renewal of endowed chairs.

Graduate Council – Mathilda Van Niekerk for Jim Moharam

The Curriculum committee met on November 7 and discussed revisions to the PhD accounting, finance, and marking tracks. Also discussing a name change from eLearning Professional Development Certificate to eLearning Design, Development, & Delivery Certificate. The Policy committee meeting on November 14 was canceled. The Appeals committee had two meetings in October and the Program Review and Awards committee will meet tomorrow.

Undergraduate Council – Nina Orlovskaya

Both committees have been meeting and conducting normal business. Committee was informed that the university can now charge new lab fees.

OTHER BUSINESS

A senator asked, not knowing what the relation is between the faculty union and the Senate, what is the Senate's position is in regards to the Board of Trustees position in response to the unions offer? The senator noted a communication from the UFF-UCF president indicating the university's position. Dr. Self indicated as the chair of the Senate he does not take a position on any matter. His role is to lead the Senate and discuss the issues brought forward. Dr. Self appreciated the comments. In general, the Senate allows the faculty union to negotiate with the administration and tries not to interfere with the process.

Comment: Top university leaders nor top faculty members are involved in the bargaining process. Faculty need to step-up and participate. The Senate should invite the union leader to all Senate meetings and senators should attend bargaining sessions. False statements communicated to the public and the trustees hurt the faculty position. There are better ways to capture accurate data.

Comment: As the chair of the Senate and a trustee representing faculty, the chair should be communicating the viewpoint of the Senate to the Board of Trustees. Additional comments regarding the university hiring adjuncts, canceling classes, and overloading faculty with high enrollments in courses. Students are taking courses they don't want or the only course offered in order to progress to graduation resulting in low Student Perception of Instruction results. Noted that the Collective Strategic Plan has many inputs, but the outcomes are critically important to faculty.

Dr. Self noted that at today's Board of Trustees meeting they discussed bringing the details of the carryforward and educational and general (E&G) funds from the December meeting forward and that he asked for the ratio of the funds used to pay faculty and staff relative to the carryforward funds. Core E&G funds should be used for faculty and staff. Dr. Self indicated that he does make comments at the meetings knowing that a lot of faculty are angry regarding E&G funds being used for other purposes.

Comment: Steering needs to help the chair articulate some of the issues and that the law firm indicated they conducted a narrow review and did not look at the impact of using the funds.

Comment: The Budget and Administrative Committee should have this as a high priority in regards to where did the money go, where should it have gone, and where is it going now. Maybe the Senate needs an investigation of its own.

Comment: Their needs to be an external National Academy of Sciences Member on the Board of Trustees. Would like to see university leadership come to the Senate meetings. Response: The Florida Constitution dictates that the Governor and the Board of Governors appoints members of the Board of Trustees. The Governor appoints all of the Board of Governors members.

Comment: A senator in the bargaining session today indicated what the union has as a priority, invited all faculty to attend if they care about the issues, and indicated that the next meeting is scheduled for November 27.

Dr. Self noted that the Faculty Senate and Bargaining sessions are open meetings.

Comment: The union and the Senate have always been separate although many senators are members of the union and many senators serve in leadership positions for the union. We are all faculty and part of the same unit. The union is always fundamentally outmatched and out-resourced. Many volunteer hours with no credit for service. The union and the Senate are not faculty against each other, we just have different roles based on the Florida Constitution.

Dr. Self indicated if the concern is here, if possible, he will commit to attending the bargaining sessions for the rest of the year.

More comments made regarding more notices being sent to faculty regarding the bargaining sessions, more surveys on issues important to faculty, the high cost of union dues, inviting the union president to make a presentation, changing the Constitution to allow a union member as an ex officio member like the Student Government.

Motion and second to ask the Steering Committee approve a standing agenda item for a union update along with an administration bargaining team update. Need both perspectives.

Comment regarding the union discussion stems back to unregulated growth. We always discuss how to improve the quality of education and research funding. There is no discussion regarding how to address growth rate and increased workload. Don't know what the role of the Senate is in holding the university, the Board of Governors, the Governor realistic with unhealthy growth.

Response: Dr. Self indicated we have an opportunity to hear about the COACHE survey results in January. Teaching workload is still an issue and should be discussed at the Steering Committee meeting.

ADJOURNMENT

The meeting adjourned at 5:20 p.m.

UCF Preeminence 2018

	Measure	2018 Data Cycle	Benchmark	UCF 2018	Trend
A	Average GPA and SAT Score (for incoming freshman in Fall semester)	Fall 2017	>= 4.0 GPA	4.1	
A	Average GPA and SAT Score (for incoming freshman in Fall semester)	Fall 2017	>= 1200 SAT	1316	
B	Public University Ranking (in more than one national ranking)	various	Top 50 in 2 or more publications	1	
C	Freshman Retention Rate (Full-time FTIC)	2016-17	>= 90%	89.6%	
D	4-year Graduation Rate (Full-time FTIC)	2013-17	>=60%	44%	
E	National Academy Memberships	2017	>= 6	6	
F	Total Annual Research Expenditures (Science & Engineering only)	2016-17	>= \$200M	\$186	
G	Total Annual Research Expenditures in Diversified Non-Medical Sciences (Science & Engineering only)	2016-17	>= \$150M	\$178	
H	National Ranking in Research Expenditures (in at least 5 S&E disciplines as reported by NSF (includes public and private institutions))	2015-16	5 in Top 100	7	
I	Patents Awarded (over 3 year period)	2015-17	>= 100	162	
J	Doctoral Degrees Awarded Annually (including professional degrees)	2016-17	>= 400	429	
K	Number of Post-Doctoral Appointees	Fall 2016*	>= 200	67	
L	Endowment Size	2016-17	>= \$500	\$157	
Metrics Met:				6	

Note: 2018 displayed performance includes a shift to Metric D now indicating not met, prior metric was officially met in 2018.





COLLECTIVE IMPACT

PRIORITY METRICS

UCF's Collective Impact Strategic Plan outlines deliberate metrics accompanied by bold strategies to achieve our Promise and Charge, impacting our entire university and our community. Reaching our goals means institutionalizing the plan across the entire campus and working with faculty, staff, and students to help us meet benchmarks each year.

The university's Board of Trustees approved the full plan in May 2016, and while it offers more than 70 metrics to measure our success over a 20-year time frame, the metrics below were deemed priority by our Collective Impact Metric Leaders. We intend to focus on these priority metrics during the next implementation phase of our plan.

Increasing Student Access, Success, and Prominence

PRIORITY METRICS

- First-year retention of 92%
- FTIC four-year graduation rate of 60%
- Transfer student six-year (2+4) graduation rate of 75%

Strengthening Our Faculty and Staff

PRIORITY METRICS

- Reach 1,200 full-time tenured and tenure-track faculty members
- At least 65% of all faculty members with assigned instructional duties are tenured or tenure-track
- Increase the number of philanthropically endowed professorships and chairs from 64 to 80
- Achieve 25% in new hires of under-represented groups among tenured and tenure-track new hires
- Rank in the top 10% of large Orlando employers as a best place to work
- Achieve 25% in employment of under-represented groups among full-time administrative and professional new hires who are retained five or more years

Growing Our Research and Graduate Programs

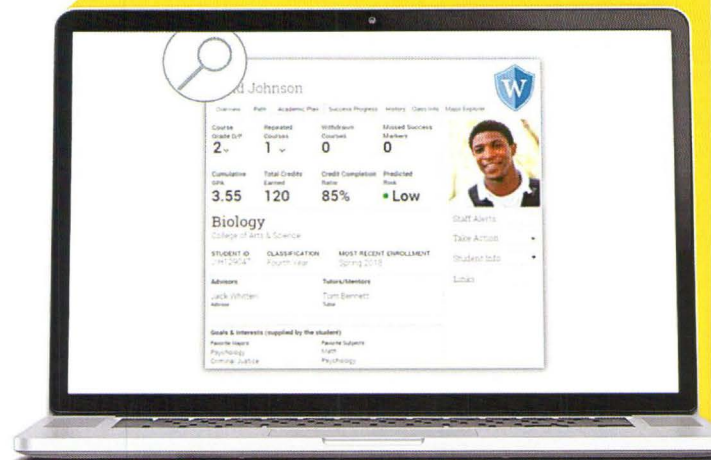
PRIORITY METRICS

- Reach at least 200 postdoctoral research appointees
- Double research awards from \$133 million to at least \$250 million
- Achieve 150 to 200 patents awarded by the United States Patent and Trademark Office over three years
- Expand to 10,000 graduate students
- Achieve 300 Ph.D. and M.F.A. degrees annually



What is myKnight STAR?

myKnight STAR originated from a partnership between UCF and the Education Advisory Board to implement the Student Success Collaborative Campus. myKnight STAR provides tools and advising resources for student success, incorporating data insights and predictive analytics with UCF's existing advising tools.



Benefits

- 1 Intelligence for Administrators**

Research-based and user-driven analytics help leaders translate insights into action.

Historical Trend Analytics
Identify opportunities and evaluate patterns of student success, risk, and failure using up to 10 years of historical data unique to UCF.

Predictive Analytics
Understand both cohort-level and individual student risk to facilitate timely and strategic care across all student groups. The risk model processes up to 10 years of historical data to configure a predictive model customized for our university.
- 2 Coordinated Care for Faculty, Advisors, and Staff**

Workflow tools enable targeted interventions and a coordinated network of support.

Smart Student Profile
Provides a 360-degree view of the most actionable student data (academic and behavioral) to support holistic and strategic student care.

Coordinated Care Network
Coordinate campus-wide student support through observational early alerts, case referrals, closed-loop reporting, and centralized interaction records like notes, documents, and customizable permissions.
- 3 Online Scheduling Tool for Students (Pilot Program)**

Convenient way for students to schedule appointments with advisors.

Pegasus Path: Five Things You Need To Know



1. Plan for Graduation

The Pegasus Path outlines a student's optimal plan to degree completion based on their major. Each student's path includes a semester-by-semester sequence of required courses, academic milestones, essential signature academic experiences, and suggested co-curricular opportunities. It guides students to select the most beneficial learning experiences in and out of the classroom.

3. Powered by Cutting Edge Technology

Built on Smart Planner technology, the Pegasus Path is a mobile, easy to use, interactive planning tool. It aggregates degree requirements data from the myKnight Audit to generate the optimal, comprehensive plan to graduation. It also interfaces with mySchedule Builder, enabling students to register for classes using the tool. The Pegasus Path does not replace myKnight Audit. The Pegasus Path is a planning tool, while myKnight Audit is and will remain the official tool for degree certification and program requirements.

2. Designed with Students in Mind

Students are in the driver's seat and own their entire academic experience from admission to graduation. Using mobile devices or PCs, they can review and modify their plans in real time. It guides students to select the right courses and experiences at the ideal time. If needed, the Pegasus Path allows students to recalibrate their plan.

4. Provides Students with a Robust Planning Tool

Students can optimize their educational success and career readiness. Those who take advantage of the full power of the tool will reduce excess hours and time to degree completion. Each student's Pegasus Path includes the recommended sequence of courses and learning experiences such as internships, study abroad, and participation in student organizations.

5. Tool for Advising

College advisors will be able to coach and mentor students in person and virtually. The Pegasus Path provides advisors with quick access to a student's progress toward graduation. When reviewing a student's path, they instantly know if the student is on or off track and make any needed interventions. For students who typically would not consult with an academic advisor, the Pegasus Path outlines their roadmap to graduation and allows advisors to coach these students using the tool.

For additional information, contact Dr. Harrison Oonge at harrison.oonge@ucf.edu.



Faculty: A Integral Part of Achieving Our Collective Impact

Lisa Guion Jones, Ed.D.
Professor of Education
Associate Provost for Strategy and Special Assistant to the President
Professor of Higher Education



Agenda

- ❑ UCF Trajectory and Collective Impact Strategic Plan To Take Us To Version 3.0
- ❑ Progress On Path to Preeminence
- ❑ Importance of Faculty In Achieving Preeminence Metrics
- ❑ Faculty Are Integral to Student Retention, Graduation and Success

UCF's Trajectory



Version 3.0 = Preeminence with a Purpose

- Emerging preeminence and performance-based funding have enabled UCF to:
 - Faculty salary increases and promotions
 - Hire additional faculty
 - Fund initiatives to increase student success
 - Fund efforts to help achieve key metric (e.g. post-doctoral scholars)
- How will UCF becoming preeminent benefit our students and alumni?
- How will UCF becoming preeminent benefit you as faculty?

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UCF

Faculty Integral to Student Retention, 4- year graduation, and Success

- ❑ Participate in university-wide efforts (e.g. early alert- identify & intervene)
- ❑ Open doorways for more students: internships, research opportunities, capstone courses, study abroad, and other high impact practices (HIPs)
- ❑ Embed high impact practices into curriculum (e.g. service learning, etc.)
- ❑ Mentoring and guiding students are significant student experiences that contribute to student success (Strada-Gallup Study , 2018)
- ❑ Quality interaction vs quantity interaction with students (Gallup-Purdue National Index, 2016)
- ❑ Courses and curriculum (owned by the faculty)

Potential Next Steps to Consider

As leaders,

- ❑ Talk to faculty in your department about what was shared today (key metrics, ideas, strategies and actions)
- ❑ At least once a semester, get on schedule for departmental meeting for discussion w/ faculty focused on contributions to achieving priority and/or preeminence metrics
- ❑ Share innovations that are successful and can be scaled up university-wide (Scale x Excellence = Impact)



For More Information Visit
ucf.edu/strategic-plan

[Collective Impact Website](#)



UCF

Closing

A Rising Tide Lifts All Boats



Question & Answer

Thank You!



Resolution 2018-2019-5 Faculty Senate Bylaw Change, Senate Operational and Curricular Councils Membership

Whereas, the Bylaws for the Budget and Administrative, Information Technology, Personnel, and the Parking, Transportation and Safety operational committees in addition to the curricular councils require the chair/vice chair be a current Faculty Senate member; and

Whereas, the Senate operational and curricular council chairs each provide a committee report at each Faculty Senate meeting; and

Whereas, this requirement limits the leadership opportunities for general faculty while placing a heavy service load on faculty senators; and

Whereas, many long-time committee members would like the opportunity to chair the committees; therefore

Be it resolved that the Bylaws for each Senate operational, curricular councils, and the Committee on Committees be modified to allow any committee member to chair/vice chair the committee and to appoint a committee faculty senator liaison to provide monthly committee reports to the Senate as followed:

1. Budget and Administrative, Information Technology, Personnel, and the Parking, Transportation and Safety Committee

Membership:

The committee chair ~~must be a current Faculty Senate member and~~ shall be elected annually by its membership at the first meeting of the committee after the new Faculty Senate is elected, normally in the early fall term.

2. Undergraduate and Graduate Councils

Membership:

The council chair and the vice chair ~~must be current Senate members and~~ are elected annually by the membership of the council at the first meeting after the new Senate is elected, normally early in the fall term.

3. Committee on Committees.

- a. To solicit committee preferences from senators for membership on the committees of the Senate, ~~and to~~ review and recommend committee membership, and to appoint a Senate liaison to provide monthly committee reports to the Senate.

Approved by the Faculty Senate Steering Committee on September 20, 2018.

Approved by the Faculty Senate on November 15, 2018.