



# Faculty Senate

## Faculty Senate

Agenda for meeting of Thursday, November 4, 2021, 3:00 – 5:00 p.m.

Zoom Meeting for Senators and Guests:

<https://ucf.zoom.us/j/95556769814?pwd=MHdmdnF0bDFJVTI0d1Nwd2cxZGdQdz09>

Meeting will be recorded and streamed live at: <https://youtu.be/S3jDdaR6zE>

1. Call to Order
2. Roll Call via Qualtrics: [http://ucf.qualtrics.com/jfe/form/SV\\_0oBYuysmLseJK2G](http://ucf.qualtrics.com/jfe/form/SV_0oBYuysmLseJK2G)
3. Approval of Minutes of *October 7, 2021*
4. Recognition of Guests
5. Announcements
6. Report of the Senate Chair
7. Report of the President
8. Report of the Provost
9. Old Business
  - a) COVID 19 on Campus Update
    - i) Discussion
    - ii) Meeting Modality for Next Senate Meeting
10. New Business
11. 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.
12. Campus Climate Report
  - a) COACHE Results – *Jana Jasinski, Vice Provost, Faculty Excellence*
13. Other Business
14. Adjournment

## Faculty Senate

Minutes for meeting of Thursday, October 7, 2021, 3:00-5:00 pm

Meeting recording available at: <https://youtu.be/joVL0h5eKkl>

1. Quorum reached and call to order at 3:03 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 *September 9, 2021*
  - a) Minutes approved as presented.
4. Recognition of Guests
  - a) Joe Adams, Senior Communications Director, Office of the Provost
  - b) Frank Allen, Faculty Administrator, University Libraries
  - c) Theodorea Berry, Dean, College of Undergraduate Studies
  - d) Alexander Cartwright, President, Office of the President
  - e) Lucretia Cooney, Director, Faculty Excellence
  - f) Lee Dotson, Associate Librarian, University Libraries
  - g) Hank Glaspie, Deputy Chief Information Officer, UCF IT
  - h) Matthew Hall, Vice President and CIO, UCF IT
  - i) Elizabeth Hamilton, Assistant Vice President, Strategic Initiatives, Administration and Finance
  - j) Cherie Herrin, Director, Knight Vision
  - k) Jana Jasinski, Vice Provost, Faculty Excellence
  - l) Michael Johnson, Interim Provost, Office of the Provost
  - m) Elizabeth Klonoff, Vice President, Office of Research and Dean, College of Graduate Studies
  - n) Alex Martins, Chair, UCF Board of Trustees
  - o) Kristy McAllister, Communications Specialist, Office of the President
  - p) Karen Monteleone, Assistant Vice President, Board Relations
  - q) Sheila Amin Gutierrez de Pineros, Dean, Honors College
  - r) Laura Stylianou, Special Assistant, Board of Trustees
  - s) Austin Wilson, Vice President, Student Government Association
5. Announcements and Report of the Senate Chair – *Joseph Harrington*
  - a) Chair Harrington spoke about the length of the meetings and an Advisory Council of Faculty Senates (ACFS) initiative coming forward. For the full report, please see Attachment B.
  - b) Introduction of Board of Trustees' Chair Alex Martins (Bio in chat, Attachment C)
6. Board of Trustees' Chair Alex Martins' Address
  - a) Chair Martins introduced himself and thanked the senators for their dedication to the students. He gave an overview of the Board of Trustees (BOT) composition and the role of the BOT. He talked about the priorities for this fiscal year, which included strategic planning, strengthening the relationship with industry, increase research activity, and implementation of Knight Vision and deferred maintenance.



# Faculty Senate

Board of Trustees website: <https://bot.ucf.edu/>. For the full report, please see Attachment D.

- b) A senator asked Chair Martins about faculty raises. Chair Martins said this is part of collective bargaining but will advocate for the faculty. Another senator expressed the faculty are frustrated with the lack of COVID mandates. Chair Martins said they will continue to be diligent and encourage mask wearing and vaccinations.

## 7. Report of the President – *Alexander Cartwright*

- a) President Cartwright talked about the Luminary awards (<https://www.ucf.edu/news/ucfs-brightest-shine-during-luminary-awards/>), U.S. News and World Report rankings, the Big 12 Conference acceptance, and strategic planning. He introduced Ronald Piccolo, Professor, College of Business Administration to give remarks about strategic planning. For the full report, please see Attachment E.
- b) Ronald Piccolo spoke regarding the strategic planning process. For full remarks, please see Attachment F.

## 8. Report of the Provost – *Michael Johnson*

- a) Interim Provost Michael Johnson spoke about U.S. News categories, the Luminary event, enrollment, COVID, the President's 2021 Strategic Investment Program, dean searches and the 2020 make-up Commencement ceremony. For the full report, please see Attachment G.
- b) A senator said the information technology (IT) support for research faculty is understaffed and asked when this will be corrected. CIO Matthew Hall said they are working on updating their process to respond more quickly to IT issues in classes and research workspaces. Provost Johnson mentioned there is a hiring slowdown in Human Resources. Another senator asked about the wage disparity between the faculty ranks. Provost Johnson said he has not investigated this and cannot respond due to this being a collective bargaining item.

## 9. Old Business

- a) COVID 19 on Campus Update
  - i) Discussion – Chair Harrington recommended getting the COVID booster.
- b) Senate Meeting Modality
  - i) Discussion ensued with senators giving their opinions and the modality for the next Faculty Senate meeting. Vote taken electronically via Zoom whether to meet remote or in person for the November 4, 2021 Faculty Senate meeting. Results are 56 remote/4 in person. November 4 meeting will be remote via Zoom.

## 10. New Business – none

## 11. Committee Reports

- a) Senator Walters gave the report for the Research Council. For the full list of committee reports, please see Attachment H.



# Faculty Senate

12. Campus Climate Report – Knight Vision, *Cherie Herrin, Director, Knight Vision; Jana Jasinski, Vice Provost, Faculty Excellence*

- a) For the full presentation, please see Attachment I.
- b) Questions were taken from the senators and answered by Cherie Herrin and Matthew Hall.

13. Other Business - None

14. Adjourned at 4:47 p.m.

Reviewed and Submitted by:

*Kristine J. Shrauger*

Kristine Shrauger  
Secretary, Faculty Senate

10/28/2021

Date



Faculty Senate Attendance

October 7, 2021

| First Name: | Last Name:   | College/Un College/Unit: - Meeting R | Meeting Role: - Guest (provide title below): - Text |
|-------------|--------------|--------------------------------------|---|
| 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   |
| Mary        | Neal         | CAH                                  | Senator   |
| Blake       | Scott        | CAH                                  | Senator   |
| Sandra      | Sousa        | CAH                                  | Senator   |
| Gergana     | Vitanova     | CAH                                  | Senator   |
| Sami        | Alpanda      | CBA                                  | Senator   |
| Yoon        | Choi         | CBA                                  | Senator   |
| Ethan       | LaMothe      | CBA                                  | Senator   |
| Axel        | Stock        | CBA                                  | Senator   |
| Shannon     | Taylor       | CBA                                  | Senator   |
| Bobby       | Hoffman      | CCIE                                 | Senator   |
| Karo        | Lucken       | CCIE                                 | Senator   |
| Brett       | Meltzer      | CCIE                                 | Senator   |
| Sara        | Michael Luna | CCIE                                 | Senator   |
| David       | Mitchell     | CCIE                                 | Senator   |
| Reid        | Oetjen       | CCIE                                 | Senator   |
| Ann         | Shillingford | CCIE                                 | Senator   |
| Larry       | Walker       | CCIE                                 | Senator   |
| Ladislau    | Boloni       | CECS                                 | Senator   |
| Ahmad       | Elshennawy   | CECS                                 | Senator   |
| Jeff        | Kauffman     | CECS                                 | Senator   |
| KAUSIK      | MUKHOPADHYAY | CECS                                 | Senator   |
| Marino      | Nader        | CECS                                 | MAE Senator   |
| Sumanta     | Pattanaik    | CECS                                 | Senator   |
| Andrew      | Randall      | CECS                                 | Senator   |
| Shawn       | Burke        | CGS                                  | Senator   |
| Lori        | Walters      | CGS                                  | Senator   |

# Faculty Senate Attendance

October 7, 2021

|           |                  |       |          |
|-----------|------------------|-------|----------|
| Ali       | Amirkhosravi     | CHPS  | Senator  |
| Reshawna  | Chapple          | CHPS  | Senator  |
| Amy       | Thomas           | CHPS  | Senator  |
| Nadine    | Dexter           | COM   | Senator  |
| Tina      | Dow              | COM   | Senator  |
| Stephen   | Lambert          | COM   | Senator  |
| magdalena | pasarica         | COM   | Senator  |
| Stephen   | King             | COM   | Senator  |
| Dawn      | Eckhoff          | CON   | Senator  |
| Frank     | Guido-Sanz       | 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  |
| J. Marla  | Toyne            | COS   | Senator  |
| Linda     | Walters          | COS   | Senator  |
| Xin       | Yan              | COS   | Senator  |
| Xin       | Yan              | COS   | Senator  |
| Patrick   | LiKamWa          | CREOL | Senator  |
| Robin     | Back             | RCHM  | Senator  |
| Kelly     | Semrad           | RCHM  | Senator  |
| Edwin     | Torres           | RCHM  | Senator  |
| Kristine  | Shrauger         | UL    | Senator  |
| Keith     | Koons            | CAH   | Steering |
| Nina      | Orlovskaya       | CECS  | Steering |
| Mike      | Proctor          | CECS  | Steering |
| Adam      | Wells            | CHPS  | Steering |
| Bill      | Self             | COM   | Steering |

Faculty Senate Attendance  
October 7, 2021

|           |                   |       |               |          |                                     |
|-----------|-------------------|-------|---------------|----------|-------------------------------------|
| Luca      | Argenti           | COS   |               | Steering |                                     |
| Joseph    | Harrington        | COS   |               | Steering |                                     |
| Jim       | Moharam           | CREOL |               | Steering |                                     |
| Missy     | Murphey           | UL    |               | Steering |                                     |
| Lucretia  | Cooney            | AA    |               | Guest    | Director                            |
| Michael   | Johnson           | AA    |               | Guest    | Provost                             |
| Karen     | Monteleone        | BOT   |               | Guest    | Board Relations                     |
|           |                   |       |               |          |                                     |
| Elizabeth | A Klonoff         | OOR   | Admin         | Guest    | Vice President for Research and     |
| Joe       | Adams             | Other | AA            | Guest    | Dean, College of Graduate Studies   |
|           | Amin Gutierrez de |       |               |          | Sr Communications Director          |
| Sheila    | Pineros           | Other | BHC           | Guest    | Dean                                |
| Theodorea | Berry             | Other | CUGS          | Guest    | Vice Provost and Dean               |
|           |                   |       | Presidents    |          |                                     |
| Alexander | Cartwright        | Other | Office        | Guest    | President                           |
|           |                   |       |               |          | Assistant Vice President, Strategic |
| Elizabeth | Hamilton          | Other | A8F           | Guest    | Initiatives                         |
|           |                   |       | Faculty       |          |                                     |
| Jana      | Jasinski          | Other | Excellence    | Guest    | Vice Provost                        |
| Michael   | Johnson           | Other |               | Guest    | Interim Provost                     |
| Alex      | Martins           | Other |               | Guest    | BOT Chair                           |
|           |                   |       | Office of the |          |                                     |
| Kristy    | McAllister        | Other | President     | Guest    | Communications Specialist           |
| Austin    | Wilson            | SGA   |               | Guest    | Vice President                      |
| Frank     | Allen             | UL    |               | Guest    | Interim Director of Libraries       |
| Lee       | Dotson            | UL    |               | Guest    | Digital Initiatives Librarian       |

# UCF Faculty Senate Chair's Report

Prof. Joseph Harrington  
Chair, UCF Faculty Senate



# Chair's Announcements

BOT met September 23

Ad-Hoc Strategic Planning Committee met, jh, Meg Hall members

Senate tasked with getting input from faculty

Whitepapers, Weekly workshops

jh recusing to avoid conflict, Steve King to lead

Will require change to Strategic Planning Council in Bylaws

Feedback heavy in October and November

Whitepaper format still unclear, but short; start organizing

Process focusing on values, themes, and paths



# Chair's Announcements

Steering discussed Senate meeting duration

Added since 2017: President's report, Campus Climate Report, COVID discussion

40-75 minutes' potential content! Just 15-30 minutes over. Success? Sort of...not what we want.

Will shorten Recognition of Guests, ask for affiliations in Zoom name

Requested Provost and President to limit to 10 minutes, have a slide

Q&A limit to 10 minutes. Please limit questions to just the question!

Committee reports emailed, Chairs can speak, Senators can question

**EVERYONE MUST READ MEETING MATERIALS PRE-MEETING!**

**Read when they come out.** Do clarifications/feedback pre-meeting

Discussion to focus on substantive concerns

# Chair's Announcements

ACFS made aware of tenure item in legislature

Concerned about (hypothetical) non-working faculty protected from firing

An idea circulating among SUS administrators would institute every-5-year post-tenure reviews to head off a legislative ban on tenure

Senate, as part of UCF, cannot directly engage in politics

UFF is aware and is considering their response, happy to hear from all faculty





Faculty Senate Meeting Chat  
October 7, 2021

00:35:59 FS-Magdalena Pasarica: what is ACSF?

00:40:50 FS - Bill Self: Thank you Chair Martins! I sincerely appreciate it and appreciate you speaking with us today.

00:45:07 FS - Joseph Harrington: I mistakenly omitted Chair Martins' introduction! Here's a bit about him. His full bio is on bot.ucf.edu:

00:45:10 FS - Joseph Harrington: Martins serves as Chair of the UCF Board of Trustees (began a two-year term as Chair on July 1)

Martins is CEO of the Orlando Magic

Martins earned a Bachelor of Science degree in business administration from Villanova

He earned his MBA from UCF, where he is a member of the College of Business' Hall of Fame and recipient of the university's Distinguished Alumnus Award. He also serves on the dean's executive council for the College of Business

Under Martins' leadership, the Magic contributed \$1.5 million to the construction of UCF Downtown in 2015, the first major private donation for the campus

00:58:07 FS - Mason Cash: Nobody seems to be able to point to the statute. And BOG policies don't include such a rule.  
<https://www.tampabay.com/news/education/2021/09/07/florida-universities-shy-from-stronger-covid-rules-they-wont-say-why/>

00:58:09 FS - Mason Cash: <https://www.flbog.edu/2021/08/06/state-university-system-of-florida-health-policies-for-the-2021-22-academic-year/>

00:59:28 G-Jana Jasinski (she/her): Faculty Excellence:  
<https://www.ucf.edu/news/ucfs-brightest-shine-during-luminary-awards/>

01:02:55 FS - Joseph Harrington: The ACSF resolution that we approved last meeting cites SB 2006 of the 2021 legislative session, which passed and was put into the statutes (I don't offhand know the statute reference) and Executive Order 21102.

01:09:23 FS - Bill Self: This link takes you to the signed legislation, it restricts us from requiring vaccination from students, staff or faculty

01:09:28 FS - Bill Self: <http://laws.flrules.org/2021/8>

01:27:57 FS Patty Farless (History): Moderna is not allowing for that right now

01:28:20 FS Patty Farless (History): Moderna is only for people immune compromised

01:28:26 FS Patty Farless (History): Please tell us who

01:33:35 G- Austin Wilson, Student Body Vice President: If you ever need help with AV in the Chamber let me know, through Student Government, I have learned more than I would probably need to know about the Chamber's functions!

01:36:46 FS-David Mitchell: Did we receive a committee update for this meeting? I am not finding one in my e-mail nor in the posted materials.


01:36:50 FS - Mason Cash: Where do we find those draft policies?

01:38:33 FS - Tamra Legron-Rodriguez: Yes, can we have links to draft policies

01:41:13 FS - Sara Michael Luna CCIE STE: Could you share the meeting times and dates

01:41:58 FS-Sarah Stacy Barber COS: Yes please!

01:42:13 FS-Linda Walters: discussion of international travel policy will be Oct. 18 at 4 PM on zoom, Scot French will lead

01:42:30 FS - Amy Thomas: Thank you Linda Walters  
01:42:42 FS-David Mitchell:   
01:42:45 FS - Rebecca (Missy) Murphey: I'd assume policy would be posted  
at <https://policies.ucf.edu/rfc.asp>.  
01:43:38 Matthew Jett Hall (he/him/his): Yay!  
01:50:23 FS-Linda Walters: Research Council Policy Committee will  
share both DRAFT policies (international travel, research misconduct) with Laurie  
to share with all senators as soon as received. Senators should share with their  
departments. Written comments should be sent to Scot French and Linda Walters. We  
will share all comments we receive or people want to share themselves with UCF  
Global/OR. For international travel, that meeting is Oct. 18, 4 PM, zoom. Faculty  
comments due by October 31, 2021. Research Misconduct draft policy discussion has  
not yet been scheduled.  
01:51:01 FS - Amy Thomas: Thank you  
01:51:33 FS-Steve King: Thank you for clearly showing how those draft  
policies will be shared!  
01:53:52 FS - Joseph Harrington: A reminder to committee members and chairs:  
each committee has a web page. Chairs can post things like draft policies or  
resolutions, you can make blog posts, etc. We have a very capable website and only  
a fraction of the capabilities is being used.  
01:56:16 G-Jana Jasinski (she/her): Faculty Excellence:  
<https://knightvision.it.ucf.edu/>  
01:56:43 G-Matthew Jett Hall (he/him/his): and we can remove LAPERS  
02:03:42 FS - Robin Back: RCHM is also not included on this list.  
02:04:17 FS - Robin Back: Sorry, it is - just spotted it.  
02:05:42 G-Matthew Jett Hall (he/him/his): Gerald just went live with  
his blog: CFO communications and change management --  
<https://www.ucf.edu/news/from-the-cfo-communication-and-change-management/>  
02:11:10 FS - Axel Stock: Thank you

**UCF Faculty Senate Virtual Meeting**

Remarks for Chair Alex Martins

Thursday, October 7, 2021

Event Time: 3:00 p.m.

Virtual Meeting Link:

<https://ucf.zoom.us/j/92591222998?pwd=UTlIVVlyUzR4ZDRldURzd1ZGcmVhdz09>

Anticipated Chair Speaking Time: 20 minutes

10 minutes (Address)

10 minutes (Q&A)

*[Chair Martins will be introduced by Trustee Joe Harrington].*

- Thank you, Joe.
- Good afternoon, it is my pleasure to be here with you today.

*[Thanks, and appreciation to Faculty Senate]*

- When I became Chair in July of this year, one of my first requests was to attend a Faculty Senate meeting.
- In these challenging times, particularly the last year and a half, on behalf of the Board of Trustees, I want to thank you for your dedication to our students, and all that you do to carry out the mission of the university in teaching, research, and service.

- Additionally, I would like to thank Trustee Harrington for his service and leadership of the Senate, and Governor Self for his service and leadership on the Florida Board of Governors.

### *[Board Structure and Composition]*

- The 13-member Board of Trustees for the university includes six members appointed by the Governor, five members appointed by the Board of Governors, the Faculty Senate Chair, and Student Government President who serve as ex-officio voting members of the Board.
- The appointed members serve staggered five-year terms and may be reappointed for subsequent terms. The ex-officio members serve for the duration of the term of their respective elected office.
- The university president serves as the corporate secretary but is not a voting member of the Board.
- This structure and composition apply at all twelve institutions in the State University System.

***[Role of the Board]***

- Although the Board holds many responsibilities and annual approvals, there are several essential responsibilities that I would like to briefly highlight:
  - The Board is responsible for the institution's mission; The University's current mission statement was last approved by the Board in 2009. I look forward to updating the mission statement with your input as part of the strategic planning process.
  - The Board is responsible for the selection and evaluation of the president. In March 2020, the Board selected President Cartwright as UCF's sixth president, following a national search that was Chaired by Trustee Beverly Seay. Additionally, the Board holds the responsibility under Board of Governors Regulation to conduct an annual evaluation of the president, including any recommendations for compensation. The assessment process for fiscal year 2021 is currently underway and will come before the Board at its November meeting.

- The Board has a responsibility to conduct its business transparently. With very few exceptions, all meetings of the Board of Trustees are open to the public. Board meeting agendas and supporting materials are available on the Board of Trustees' website, along with all confirmed meeting dates and governing documents. I welcome and encourage you to attend our meetings.
- Finally, the Board holds the responsibility of adopting a strategic plan in alignment with the Board of Governors' strategic plan, and the University's mission.

### *[Board's FY21 Priorities]*

- The development of UCF's next strategic plan will be the Board's top priority in fiscal year 2022.
- As I have shared with the Board, this is an exciting time for UCF and I want us all to challenge the status quo.
- Through this process, I look forward to addressing ongoing challenges such as UCF's student to faculty ratio.

- This is also a time to intentionally seize opportunities to strengthen our relationships with industry, increase our research activity, and tell our story in a way that bolsters the University's brand nationally and internationally.
- To advise the Board and provide oversight of the process, I've appointed an Ad Hoc Strategic Planning Committee, of which Trustee Harrington is a member.
- That Committee met for the first-time last week to receive its charge and an update from Dr. Ron Piccolo. In addition to his position as Galloway Professor of Management in the College of Business, Ron is currently serving as special assistant to the president for strategic planning.
- During that meeting, I shared my expectation as we move through this process, which is to ensure we're transparent, inclusive, and collaborative.
- On that note, I will say that your participation is critical to the success of this process. Please engage in the planned faculty forums and whitepaper exercises.

- As I mentioned earlier, all meetings and materials of the Board are posted on the Board of Trustees' website. Please use this website as a resource to stay engaged throughout the process and I encourage you to watch the meetings of the Board's Ad Hoc Strategic Planning Committee.
- In addition to strategic planning, the Board will continue to be very engaged in the launch of Knight Vision, and the implementation of the University's New Budget Model.
- This will be a significant, and much-needed change for the university.
- Finally, there has been an increased focus on deferred maintenance issues, not only at UCF, but within the entire State University System. The Board has recently restructured its committees to include a Facilities and Infrastructure Committee, of which Trustee Harrington is a member. This Committee will regularly discuss and advise the Board on strategy in this area and we will continue to work closely with the Board of Governors to identify sources of revenue and to educate state legislators on this topic.



***[Priorities as Chair]***

- I'd like to close today by sharing some personal thoughts from my time on the Board.
  - I was first appointed to the Board of Trustees by the Board of Governors in November 2013. After serving two terms in a Board of Governors' seat, I was fortunate to be re-appointed by the Governor.
  - That said, I have served through some of the greatest times for UCF and some of the most challenging times for the university.
  - I will not shy away from telling you that there are challenges that the university must face—and the Board is prepared to address those issues.
  - However, one of the best decisions, if not the best decision this Board has made since I've been on the Board, was to hire President Cartwright.
  - Under his leadership, and the leadership of his recent hires, this university has been operating with more transparency than I've experienced during my tenure as a trustee.

- Finally, I want to underscore my thanks to you—our faculty leadership—for your dedication to our students.
- Again, I appreciate the opportunity to be here today.
- That concludes my remarks.

## **Luminary Awards**

- Echo Chair Martins' sentiments about the Luminary Awards last night.
- Was my first opportunity to celebrate the talents and success of our faculty in-person since I started at UCF. Did not hold the event last year, so last night we celebrated both the 2020 and 2021 honorees (a total of 15 faculty members).
- Loved learning more about the inspiring work our faculty are doing that makes our university, community and world better, including:
  - Assisting vulnerable populations during the impact of natural disasters.
  - Reducing heart damage in patients who have had chemotherapy.
  - Improving the performance of health biometric devices.
  - As well as authors and creators of incredible works and many other wonderful research contributions.
- It was an honor to celebrate with our Luminaries.

## **2022 U.S. News Rankings**

- As last night's event shows, we have incredible faculty here. This is reflected in our continued rise in recognition and rankings.
- Last month, the 2022 *U.S. News & World Report* rankings were released. I am proud that they show that UCF continues to be a leader in innovation and social mobility, and we are rapidly climbing the national ranks.
- **Overall Academic Excellence:**
  - **67** for public institutions (*up 10 from last year*).
  - **148** for all colleges and universities (*up 12 from last year*).
  - UCF is **one of only three** universities nationally to climb in the overall rankings for the past five years.
  - We are only just getting started as we progress toward our goal of becoming a top 50 public research university.
- **Most Innovative:**
  - **15** in the nation for most innovative (*8<sup>th</sup> among public universities and first in Florida*).
  - This is UCF's fourth consecutive year in the top 20.
  - Institutions in the Most Innovative Schools category are selected by college presidents, provosts and admissions deans. The category recognizes UCF's efforts towards student success, innovative research, and national excellence and local impact.
- **Social Mobility:**
  - **51** in the nation for top performers on social mobility.
  - In the last two years, UCF's ranking for social mobility has risen 19 spots (*up from 62<sup>nd</sup> in 2021 and 70<sup>th</sup> in 2020*).

- The Top Performers on Social Mobility category measures the extent that institutions enroll and graduate Pell Grant-eligible students.
- We are proud that UCF enrolls more Pell Grant-eligible students than the 12 Ivy Plus Institutions combined (*the eight Ivy League institutions, Duke, Stanford, MIT and the University of Chicago*).
- When we isolate the components of the rankings that directly relate to our student outcomes, UCF ranks 25 nationally among public universities.
- These results are a testament to the amazing work of our faculty and staff to create an environment for our students to succeed.
- We're proud of our progress and continue to remain focused on providing the best possible opportunities for our students to succeed and for our faculty to do their best work.

### **BIG 12 Invitation**

- This is also why we are so excited that last month we accepted the invitation to join the Big 12 Conference.
- This invitation recognizes our collective efforts — the outstanding accomplishments and years of hard work and advocacy by so many people.
- As we strive to become the world's leading public metropolitan research university, we know our achievements in our classrooms and laboratories, and in our community, are enhanced by our national recognition in athletic competition, and this invitation will only strengthen that relationship.

### **Strategic Planning**

- Combining these and many other achievements, we are working on a clear path forward to achieve our vision to become the world's leading public metropolitan research university.
- As you all are aware, Professor Ron Piccolo has been engaged to help lead our current strategic planning efforts.
- The initial planning development stage kicked off this summer, and we are very excited to engage the campus community this fall and gather feedback as we work to develop a robust and inclusive plan.
- Share some of your vision for the plan:
  - *Central to our efforts is combining our roles as a metropolitan university and a research university — which illustrate our priorities to provide access and opportunity to improve student outcomes and help our community thrive ... and also the quality faculty and students needed to conduct ground-breaking research and scholarship and raise our reputation for excellence.*
  - *Every day I am amazed at what this institution has accomplished in a relatively short time period. Now, we want to take this institution that is No. 67 as a public and push it to the top 50, and I know we can easily do that. We have all the tools; we just need to think of ways to accomplish this goal together.*

- I've asked Dr. Piccolo to join us today to provide a brief update on the progress to date and the opportunities for faculty to provide input in the near future.

Faculty Senate Meeting Remarks  
Ronald Piccolo  
October 7, 2021

Ron expressed his enthusiasm for the strategic planning process and announced a series of ten faculty forums scheduled in October and November. These forums are designed to get input from faculty on all aspects of the planning process including scholarly direction, strategic priorities, and enrollment strategies. He mentioned a forthcoming opportunity for faculty to share ideas via a whitepaper process led by Faculty Senate. In closing, all faculty were invited to contact him with any comments, questions, suggestions, or concerns at [Ronald.Piccolo@ucf.edu](mailto:Ronald.Piccolo@ucf.edu).

## Faculty Senate

Thursday, October 7, 2021, 3 p.m. to 5 p.m., Zoom

- As president noted, a key goal is Top 50 public university, already there in many student measures looked at by *U.S. News* categories
  - **#25 among publics in consolidated student outcomes**
- Thanks to all of you for making these gains possible
- As all of us painfully aware, our ranking suffers from low financial & faculty resources
- **Pleased to attend the Luminary event last night**
  - Recognizes researchers for being academic leaders, making impact on the world through scholarship and discovery
  - Congrats to the 15 researchers honored from 2020 and 2021
    - Please check out the UCF Today story out on honorees

## Enrollment

- Preliminary of 71,730
  - down 1.6% from 2020
  - up 1.7% from 2019
  - to be finalized later this month
  - Purposefully lowered from the COVID bump last year
  - For several years, shifting to fewer transfers, more incoming freshman, grad students
  - Enrollment management to be a key focus of upcoming strategic planning

## COVID

- We began the semester during Florida's and Central Florida's spike in cases
  - On campus, we have so far managed to avoid runaway infection
  - Student cases numbers declined recently, faculty and staff remain low
- We continue to push to convince as many students as possible to get vaccinated
  - Nearly 1,500 vaccinations at SHC since fall classes began
- Latest random check of vaccination rates in this week
  - 75.2% of UCF students have had one COVID vaccine shot, 71.1% fully vaccinated
- Some of you had asked about availability of vaccine booster shots

- Based on CDC guidelines for educators, all faculty and staff who received the first two doses of the Pfizer vaccine at least six months ago are eligible
- Dr. Deichen has asked us to encourage everyone to schedule through vaccine.gov.
  - Easy and convenient, large vaccine supplies
  - However, faculty and staff may also schedule with Student Health Services as vaccines are available
  - UCF's supply limited
- I am increasingly optimistic that this will end up a successful semester.

### **President's 2021 Strategic Investment Program underway**

- Using \$30 million in central funds (\$10M recurring, \$20M nonrecurring) plus up to \$20M matches
- Likely recall three fund categories: Academic Excellence, Student Success and Jump Start
- Jump Start awardees, 17 projects, have been determined; applicant notifications in process; UCF Today announcement story pending
- Academic Excellence Fund is being evaluated by a review committee that includes representation from other universities, Orlando economic development, and UCF
- Student Success fund has a internal review committee
- Both of these will be awarded in coming weeks
- Remainder of the strategic fund – pulled from colleges and administrative areas – earmarked for raises; but this depends on successful negotiations with unions

### **Dean Searches**

- Pleased to note the appointment of Dr. Maggy Tomova as dean of the College of Sciences; joining us October 18 from the University of Iowa
- Mr. Beau Case from the University of Toledo is our founding dean of Libraries, starts November 12
- Nationwide search for CCIE will start soon; Deans Mary Lou Sole and Sheila Amin Gutiérrez de Piñeres co-chair the search committee
- Search also getting started for Associate Provost for UCF Downtown, chaired by Jana Jasinski.

### **2020 Make-up Ceremony**

- About 1,700 graduates expected to participate
  - Friday, Nov. 5, 9 a.m., Additional Financial Arena



- Part of UCF's 50<sup>th</sup> homecoming celebration
- Commencement speaker is three-time UCF grad Darin Edwards, who developed Moderna's COVID-19 vaccine



# Faculty Senate

Faculty Senate  
Committee Reports  
October 7, 2021

- Budget and Administrative Committee – *Adam Wells*
  - i) Gerald Hector, Senior Vice President for Administration and Finance, presented to the committee about the university's new budget model which is based on the RCM or Responsibility Centered Management philosophy. This is a change from the incremental model that UCF had used in the past. He discussed changes to the budget process, the funding model for colleges and other areas of campus, and the desire to increase collaboration and transparency. There was also a robust question and answer exchange.
- Information Technology Committee – *Joseph Harrington*
  - i) Committee met twice and elected a chair (Glenn Martin) and vice chair (Lee Dotson). Discussion was held on topics of Linux support and the upcoming IT strategic plan. Linux support will be worked through Chad and Shafaq Chaudhry in Office of Research IT, who will collaborate with Jim Ennis within UCF IT. The upcoming IT strategic plan is being led by Matt Hall (CIO) who will work with the IT committee over the coming months to explore and expand in topics of interest to the faculty. Multiple questions and responses were exchanged.
- Personnel Committee – *Edwin Torres*
  - i) The committee met on September 15 and discussed business akin to its charge. Some of the items currently under discussion include:
    - (1) Exit and stay interviews: the committee formed a subcommittee to study the processes used for these purposes and any information or trends associated with faculty who leave UCF.
    - (2) A topic was assigned to the committee to investigate faculty involvement in the hiring process. The committee tabled this issue pending clarification from its originator. At this point, the chair has gathered further information and will bring all the relevant information for the committee's October meeting.
    - (3) The committee was asked to comment on several policies (available for public commentary). On policy 2-012.1 Title IX Grievance Policy: the committee submitted commentary regarding the role of the advisor and the qualifications required of the advisor during a hearing / investigation process.
    - (4) The committee will meet again on October 13 and provide feedback on the updated to the list of topics assigned by the steering committee.
- Research Council – *Linda Walters*
  - i) The council as a whole has met twice so far, and all committees have met two additional times. The first meeting of the whole council focused on discussion of needs with Dr. Klonoff and introductions. The second meeting focused on work agendas for the 3 committees. There are 3 committees: Research Compliance (chair Shawn Burke), Research Policy (chair



# Faculty Senate

Scot French), and Internal Research Support and Facilities (chair Chris Emrich). Facilities can become its own committee if and when there are tasks assigned to it.

- (1) Research Compliance committee: This group is focused on Research Misconduct proceedings, including how to establish a faculty group ready to start inquiry investigations if and when needed; and EHS issues falling through the cracks since OR is no longer running EHS.
  - (2) Research Policy Committee: 1) Faculty had discussion on new proposed policy document for Research Misconduct currently in draft form at Office of Research. Based on comments, OR has taken document back for revisions and will present again soon to this committee. It will then be presented to entire Research Committee for comments, and shared with entire Faculty Senate. Issues of concern are how to deal with misconduct that does not rise to the level of "research misconduct" and how to deal with graduate student academic research misconduct. 2) Draft International Travel Policy whereby all academic international travel must be pre-approved and UCF annual summaries presented to BOG according to new law. UCF Global and OR have modified the current travel to "countries of concern" policy to develop this new policy. Policy committee members and guests voiced comments/concerns to UCF Global/OR on Monday, October 4. UCF Global expects to have a new draft by this Friday and will share with committee at that time. We will share with all of Faculty Senate. Comments (in person) or written to Chair Scot French in new draft will be shared with UCF Global/OR on Monday, October 18 at 4 PM. Faculty comment period will end at the end of October as policy must take effect in January 2022.
  - (3) Internal Research Support committee meeting: The group has been meeting with OR to discuss SEED grant funding - rfp format and reviews.
- Graduate Council – *Stacy Barber*
    - i) The Appeals Committee met on 9/9 and 9/23. Their next meeting is scheduled for 10/7. The Curriculum Committee met on 9/22 and 10/6. Their next meeting is scheduled for 10/20. The Policy Committee met on 9/8, 9/22, and 10/6. The committee has changed the policy on dual degree programs to allow multi-institution dual-degree programs like co-tutelles. The next meeting is scheduled for 10/20. The Program Review and Awards Committee met on 9/17 and 10/1. The committee approved a new MS in Event Leadership from the Rosen College of Hospitality. Their next meeting is scheduled for 10/8.
  - Undergraduate Council – *Tina Dow*
    - i) In August, Jeffrey Kauffman and I were chosen as Chairs for the UPCC and UCRC, respectively. Subsequently, Jeffrey will also serve as Chair of the Undergraduate Council and I the Vice-Chair. Since that time, the UPCC and UCRC held individual meetings. At those times, Vice-Chairs for each committee were selected. Kevin Murphy will serve as Vice-Chair of the UCRC and Tremon Kizer for the UPCC. During each meeting, Tim Letzring gave updates on Kuali, our new curriculum and catalogue system that is currently being implemented.
  - Ad Hoc Budget and Labor Crisis Response Committee – *Reid Oetjen*
    - i) Committee has not met. Survey sent to members to determine whether to continue ad hoc committee. Will bring agenda item to next Steering Committee meeting.



# Faculty Senate

- Ad Hoc Bylaws Committee – *William Self*
  - i) We are recruiting additional members and will be meeting soon to discuss a number of proposed changes to the constitutions and bylaws.
- Ad Hoc Committee on Civil Discourse – *William Self*
  - i) Thank you to those who have volunteered to serve. We will be meeting soon to discuss our charge and develop plans to bring to the Senate to improve civil discourse at UCF.
    - (1) Members: Mason Cash (CAH), Tina Dow (COM), Karol Lucken (CCIE), Lisa Martino (CCIE), Brett Meltzer (CCIE), Adam Parrish (COS), William Self (COM), Larry Walker (CCIE)
- Ad Hoc Health and Safety Crisis Response Committee – *Stephen King*
  - i) The committee examined and discussed the following positive trends on campus since the fall semester started:
    - (1) lower COVID cases on campus, comparable to what we had in April 2021
    - (2) lower positivity rates now (~2%) versus earlier (~11%)
    - (3) wastewater testing for COVID seeing a drop since high after first home football game
    - (4) vaccination rates among students is ~70%
  - ii) Questions from the committee:
    - (1) What is the plan for booster shots of the vaccine at UCF?
    - (2) What is the plan for future changes to campus guidance for events if pandemic conditions continue to improve?
- Ad Hoc Equity, Inclusion and Diversity Committee – *Kristine Shrauger*
  - i) The committee has been put in hiatus for the fall semester. We are waiting to see what direction Andrea Guzman, VP for DEI, takes the Leadership Council and how Faculty Senate can interface with the Council.

# **Knight Vision**

## **Faculty Senate Meeting**

October 7, 2021



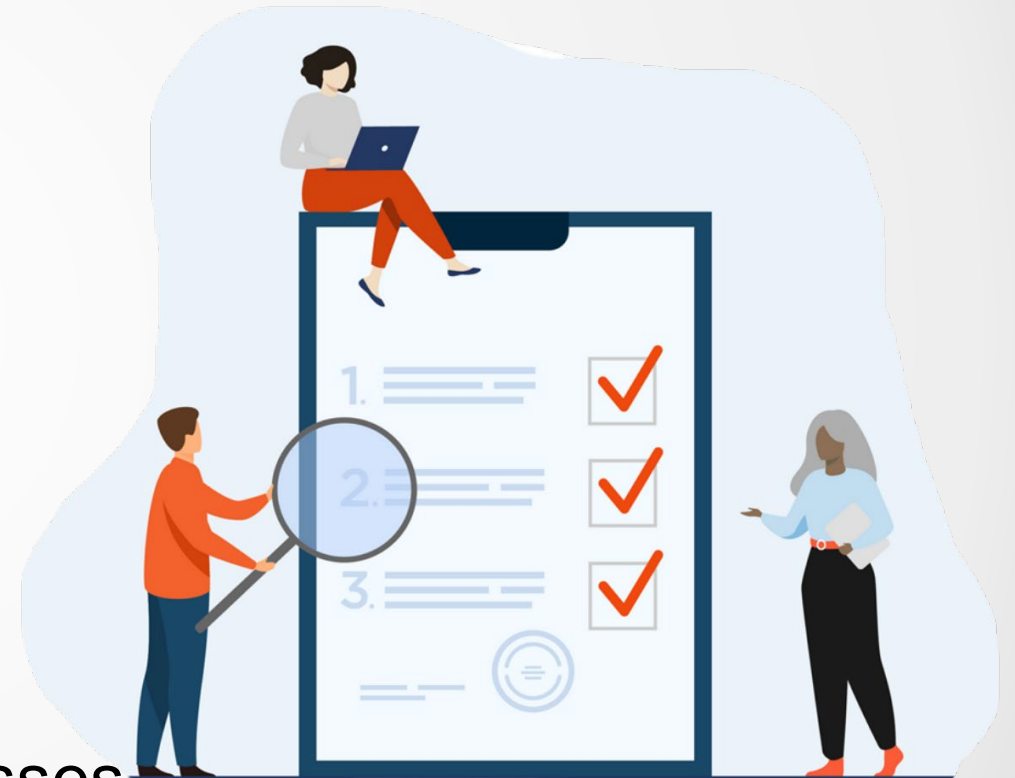
# Knight Vision Program

## Current:

- UCF grew rapidly
- Outgrowth of current systems in place
- Inefficient processes

## Future:

- Upgrade in technologies
- Modern system cloud-based system
- The ability to adopt new, effective processes



# Program Vision & Objectives

- Transform the way UCF works through **optimized processes**
- State-of-the-art **technologies**
- Single source of truth to **inform strategic decision-making** in a rapidly changing world
- Replace PeopleSoft with **Workday** (cloud-based)
- Modernize and **simplify** UCF's processes and improve services
- Provide a robust platform for **sharing and analyzing data**



# Cherie Herrin, Knight Vision Program Director



# Program Leadership

Knight Vision Executive Sponsors

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**Gerald L. Hector**

*Senior Vice President of  
Administration and Finance and  
Chief Financial Officer (CFO)*



**Michael D. Johnson**

*Interim Provost and Vice  
President for Academic  
Affairs*



**Matthew Hall**

*Vice President for Information  
Technology and Chief Information  
Officer (CIO)*

# Program Leadership

## Executive Steering Committee (ESC)

The Executive Steering Committee (ESC) advocates for change, provides guidance, and ensures alignment of the Knight Vision program with UCF strategic objectives



**Michael Johnson**  
Interim Provost and  
Vice President for  
Academic Affairs



**Gerald Hector**  
Senior Vice President  
of Administration and  
Finance and Chief  
Financial Officer (CFO)



**Matthew Hall**  
Vice President for  
Information Technology  
and Chief Information  
Officer (CIO)



**Theodorea Berry**  
Vice Provost of Student  
Learning and Academic  
Success and Dean,  
College of  
Undergraduate Studies



**Paige Borden**  
Associate Provost  
and Chief Analytics  
Officer



**Paul Jarley**  
Dean of the  
College of  
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**Mike Kilbride**  
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President for  
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Operational  
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**Elizabeth Klonoff**  
Vice President for  
Research and Dean  
of the College of  
Graduate Studies



**Robert Taft**  
Chief Audit  
Executive



**Adrienne Frame**  
Interim Vice President of  
Student Development and  
Enrollment Services

# Program Leadership

## Business Owners Council (BOC)

The Business Owners Council (BOC) reviews key decisions and provides direction to the Knight Vision project team on strategic and tactical issues.



**Michael Sink**  
Associate Vice President  
of Information  
Technology, Deputy CIO



**Kathy Mitchell**  
Associate Vice  
President of  
Financial Initiatives



**Maureen Binder**  
Associate Vice  
President and  
Chief Human  
Resources Officer



**Paige Borden**  
Associate Provost  
and Chief Analytics  
Officer



**Gordon Chavis**  
Associate Vice  
President of  
Enrollment Services



**Jana Jasinski**  
Vice Provost for  
Faculty Excellence



**Misty Shepherd**  
Interim Vice  
President and Chief  
Operating Officer



**Seresa Cruz**  
Director of Budget &  
HR for the College  
of Sciences



**Robert Macy**  
Associate Professor  
of Tourism Events &  
Attractions



**Margaret Jarrell-Cole**  
Associate Vice President  
and Legal Counsel



**Delaine Priest**  
Associate Vice Provost,  
Student Success and  
Advising



**Dorothy Yates**  
Associate Vice  
President of Research  
Administration



**Jennifer Parham**  
Assistant Dean  
of Graduate Studies

# Campus Community Advisory Group (CCAG)

A select group of 40 cross-functional experts, with representation on the BOC, that will act as campus community advocates. This group will provide valuable input to the Knight Vision team to help inform decision making and anticipate potential impacts of major changes.

Members of the CCAG come from units across UCF:

Institute for Simulation and Training (SMST)

Academic Affairs: Faculty Excellence

Academic Affairs: Business Center

Administration and Finance

Career Services

Central Human Resources

University Compliance, Ethics & Risk

College of Arts & Humanities

College of Community Innovation

& Education (CCIE)

College of Engineering and Computer Science

College of Graduate Studies

College of Health Professions and Sciences

College of Medicine/School of Biomedical Sciences

College of Nursing

College of Optics & Photonics (CREOL)

College of Sciences

Faculty Cluster Initiative & Pre-award Shared Services

Financial Affairs

Office of Research

Office of Research - Sponsored Programs

Office of the President

Research Foundation

Resource Management

Student Development & Enrollment Services (SDES)

UCF Connect

UCF Foundation

University Audit

College of Undergraduate Studies

College of Hospitality Management

Burnett Honors College



# Knight Vision Program Scope



## Workday ERP Implementation (HR & Finance Go-Live July 2021; Student Go-Live TBD)

Replace PeopleSoft HR and Finance modules, including HCM, Financials, and Grants Management. Includes integrations with various applications including PeopleSoft Campus Solutions. Create HR and Financial operational reporting, critical custom reports, and implement Prism Analytics.

## Reporting & Analytics

Improve enterprise reporting & analytics capabilities, enable access to historical data. Set up data governance, data warehouse / cloud environment, and advanced analytics capability.

## Custom Apps Replacement (through 2024)

Replace custom applications built in PeopleSoft over many years (example – Faculty Activity System). These custom apps must be replaced in order to turn off PeopleSoft.

## Enterprise Standard Tools

Select & implement enterprise tools needed for replacing Peoplesoft (Identity & Access Management, Integrations & API Management, and Low Code Dev Platform.

## Service Enhancement Transformation (SET)

Transform HR & Finance business processes and organizational design to improve consistency and quality of services, as well as efficiency and effectiveness.

## Adaptive Planning

Implement budget planning tool to support the new budget model, improve budgeting process and financial reporting related to budgets.

Change Management (Communications, Training, Change Agent Network, Internships)

# Knight Vision Guiding Principles

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**Simplification & Standardization**



**Transformative Change**



**Measurable Results**



**Transparent & Inclusive**



**Enhanced Accountability**

# Why the Change?

## Why?

### TRANSPARENCY

Academic and administrative leadership / staff must be armed with data for key decision-making, practicing increased accountability and implementing more transparent financial processes.

### MODERNIZATION

Many UCF systems are duplicative and in need of more support. These systems are not sustainable and don't meet current and future needs of UCF.

### PROCESS IMPROVEMENT

Shifting away from the current technology (i.e., PeopleSoft) and moving to more modernized systems will allow UCF to prepare for additional growth and innovation, focusing on better services and fulfilling the academic mission of UCF.

## Why now?

### OPTIMAL TIMING

UCF has a need to move into more data-driven culture to allow for timely decisions, improved services, and better allocation of resources.

### CAMPUS ENGAGEMENT

Campus community has demonstrated strong participation and readiness for undergoing the significant change needed.

### FUTURE INVESTMENT

We need to move away from paper and inefficient processes. Staff should focus on activities that align with UCF's mission.

### LEADERSHIP SUPPORT

Executive and senior leadership recognize the importance of undertaking this effort and has invested resources toward a thoughtful and strategic implementation.

# Campus Engagement

**Change Management / Communications / Stakeholder Involvement / Feedback**

Campus-Wide Open Forums

Monthly Newsletters and Targeted Communications

Campus Community Advisory Group (CCAG)

CCAG Communications Network – 268 members from across UCF

SET Advisory Committee

Collaboration with Campus Communications Council

Transition Teams, Job Aids, and End-User Training

Knight Vision Website with Information and Feedback Survey



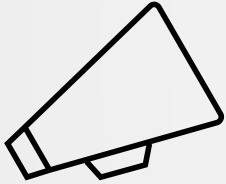
# Get Involved



Keep up to date by visiting the Knight Vision website at [knightvision.it.ucf.edu](https://knightvision.it.ucf.edu)



Email: [knightvision@ucf.edu](mailto:knightvision@ucf.edu)



Participate in the next open forum:  
**December 9, 2021**



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Provide feedback:  
[https://ucf.qualtrics.com/jfe/form/SV\\_e2rAiYZVWCIsGtU](https://ucf.qualtrics.com/jfe/form/SV_e2rAiYZVWCIsGtU)



# Thank you for your support.

