

# MEMORANDUM

**Date:** October 31, 2019  
**TO:** All Faculty Senate Members  
**FROM:** William Self  
Chair, Faculty Senate  
**SUBJECT:** **STEERING COMMITTEE MEETING on November 7, 2019**

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Meeting Date: Thursday, November 7, 2019  
Meeting Time: 4:00 - 6:00 p.m.  
Meeting Location: Millican Hall, room 395E

## A G E N D A

1. **Call to Order**
2. **Roll Call**
3. **Approval of Minutes of October 17, 2019**
4. **Announcements and Recognition of Guests**
5. **Report of the Provost**
6. **Old Business**  
None.
7. **New Business**
  - Resolution 2019-2020-15 Periodic Faculty Salary Analyses Across the University of Central Florida
  - Resolution 2019-2020-16 Faculty Senate Bylaw Change – Joint Committees and Councils Annual Report
8. **Committee Reports**
  - Budget and Administrative Committee – *David Mitchell*
  - Information Technology Committee – *Joseph Harrington*
  - Parking, Transportation and Safety Committee – *Nicole Dawson*
  - Personnel Committee – *Linda Walters/Kristine Shrauger*
  - Research Council – *Nina Orlovskaya*
  - Graduate Council – *Jim Moharam*
  - Undergraduate Council – *Kelly Semrad*
9. **Other Business**
10. **Adjournment**

**Faculty Senate  
Steering Committee Meeting  
Millican Hall, room 395E  
Minutes of October 17, 2019**

William Self, chair, called the meeting to order at 3:59 p.m. The roll was circulated for signatures.

**MINUTES**

Motion to approve the minutes of September 12, 2019, was made and seconded. The minutes were approved as recorded.

**RECOGNITION OF GUESTS**

Jana Jasinski, Vice Provost for Faculty Excellence  
Lucretia Cooney, Associate Director, Faculty Excellence  
Chiara Mazzucchelli, 2019-2020 Provost Faculty Fellow  
Jayleen Cerda, Nicholson School of Media Today Reporter  
Joe Adams, Senior Communications Director, Academic Affairs

**ANNOUNCEMENTS**

The Board of Trustees will be announcing the Presidential Search Committee members in the upcoming weeks. The board committees continue to meet. The next board meeting is in early November. A Board of Governors (BOG) Trustees Summit will be held at the University of Florida at the end of October. This annual summit represents the trustees from each Florida University. A BOG meeting will be held the next day. The Advisory Council of Faculty Senates (ACFS) holds a Zoom meeting before the Board of Governors meeting to raise concerns to the ACFS chair, who is a governor. Dr. Self reminded the members to review the BOG agenda and inform him of any concerns. Dr. Self requested that the senators be notified when the BOG agenda is available for review and to submit concerns.

A member asked what current issues are before the ACFS right now. Dr. Self indicated that the last ACFS meeting at Florida Polytechnic was a retreat with guest speakers regarding the legislative and lobbying process and that the group is working on a constitutional revision.

**OLD BUSINESS**

None.

**REPORT OF THE PROVOST**

Enrollment Task Force

Initially, the focus was on determining if UCF should reduce the number of first time in college (FTIC) and transfer students or increase the GPA requirement. The FTIC and transfer student data have been compiled. The task force formed working groups to investigate graduate education, international, major ready with transfers, and online. Briefly discussed the expansion of Disney Aspire in Orlando to now include Disney

Anaheim. Reports and recommendations, including the financial impact from the task force, are expected in January 2020.

A member asked if the working group on graduate education is looking at priorities for new programs or how to market to increase enrollment in existing programs? The Provost indicated that the group is looking at new and existing programs. New graduate programs will be a challenge. The BOG is expressing more interest in new doctoral programs that impact the workforce.

#### Budget Redesign Committee

UCF has contracted with HURON for a responsible centered budget model. Each college would develop a plan, and the budget would be allocated according to the plan. Each college would then have to stay within the boundaries of the plan. The Budget Redesign Steering Committee has been assembled with Dennis Crudele and Provost Dooley as the champions. Kristie Harris, the new Associate Vice President for Financial Affairs and Dean Paul Jarley, will serve as co-chairs for the committee. Dr. Self recommended faculty members to serve on the committee.

#### Legislative Budget Request

UCF submitted two legislative budget requests. The first requested 90 new faculty with the second requesting 64 additional faculty. To allocate the faculty positions, the Provost would like to look at the faculty to student ratio at the program level, advance research, and to promote interdisciplinary research. The allocation decisions will not be made without information from the colleges. These faculty positions are contingent on funding approval by the legislature. The Provost indicated that before the second request was presented, they were asked about space, and the university responded that space would be re-engineered. Dr. Self noted that the BOG is also discussing space utilization as a system.

A member asked if promoting interdisciplinary research means a third Faculty Cluster Initiative? The Provost indicated that we need to assess the clusters to measure the outputs and identify the gains before the initiative is expanded.

A member asked if the faculty lines will be based on cost or targeted (like bringing a program up to a national level)? The second request for 64 faculty is for the University of Distinction, which looks at engineering and computer science and optics. Akin to these are math and advance courses in STEM. The first request for 90 faculty is unrestricted. We need to look at need-based.

#### State University System Budget Cut

UCF's base budget was cut by \$5.3 million. The reduction was absorbed by prorating the reduction across all areas of the university. The reduction has high implications for programs and operating budgets in terms of what is left in the units. The Provost encouraged the members to have discussions with their deans regarding carryforward plans. Academic Affairs gathers the college plans and assembles one plan for presentation to the BOT and BOG for approval.

In regards to the \$270 million carryforward balance previously reported, the carryforward balance was high due to the replenishment of educational and general (E&G) funds transferred to replenish the Trevor Colbourn Building spending. After encumbrances and contractual agreements, the remaining balance was around \$217 million. Each college proposed a three-year spending plan. The carryforward spending plan and a Public Education Capital Outlay (PECO) plan for \$39 million for renovating Howard Phillips Hall and the Biology Building was submitted to the BOG for approval. HB190 specifies if a university has funding, PECO funds should not be requested. The PECO request was denied, and the BOG indicated that UCF's \$217 million in carryforward must cover the \$39 million. This BOG change resulted in the colleges losing the third year of the carryforward spending plan. Academic Affairs held harmless the first two years in the plans.

A member asked if PECO funds are going to renovate current buildings, how will the university obtain funds for new buildings if existing funds must cover renovations? The Provost doesn't have an answer to the question. The BOG would need to find new revenue sources to fund PECO.

#### Dean Searches

An offer has been made to a candidate for the Vice Provost for Teaching and Learning and dean of the College of Undergraduate Studies. More information will be forthcoming. Campus visits are in progress for the four candidates for the dean of the College of Optics and Photonics.

A member asked if we know the total cost of the investigation and where the money came from? The Provost indicated that the investigation concluded in August. The cost was \$1.5 million to the BOG and that the funds were paid through carryforward.

A member commented on the news articles regarding the UCF Health deficit and asked where the funds are coming from to cover the deficit. The Provost indicated that UCF Health presented a plan to the BOT yesterday that projects in three years a deficit of \$2 million. Dr. Self indicated that the revenues and support are in the College of Medicine's budget.

In response to a question, the Provost indicated that preeminence was not funded this year. The BOG indicated that they will no longer fund emerging preeminence. UCF and FIU were emerging preeminence. The BOG now has preeminent and Universities of Distinction. UCF remains focused on preeminence.

#### **NEW BUSINESS**

##### Resolution 2019-2020-13 Bookstore Advisory Committee

This resolution is brought forward by the Ad Hoc Committee for Bylaw Revisions to modify the duties of the committee to include textbook affordability and textbook adoption.

Since the resolution represents a Bylaw change, if approved, it will go to the Senate October 24 for review, up for discussion only at the November 21 meeting and possible amendment and vote at the January 23 meeting. Dr. Self noted that conversations were held with the Bookstore manager and Undergraduate Studies regarding the changes. The Bookstore manager would like to see a different name than “Textbook” since the industry has been using terms such as “course materials” and “learning materials” to encompass all modes. Other options include:  
Course Materials Advisory Committee  
Curriculum Materials Advisory Committee  
Instructional Materials Advisory Committee  
Learning Materials Advisory Committee

Motion and second to approve Resolution 2019-2020-13 Faculty Senate Bylaw Change – Bookstore Advisory Committee for the October 24 Senate agenda. Open for discussion.

Motion and second to amend line 37 to add “Studies” after Undergraduate:

~~“Business Services dean of the College of Undergraduate Studies (or designee).”~~

Vote: all in favor; motion passes.

A member asked why an instructional designer is added in addition to a member from the Center for Distributed Learning (CDL) on line 32 and line 36? Dr. Self noted that a member from CDL could be the director or anyone else, such as expertise in working with publishers to integrate materials legally. A member voiced unease at inserting a specific job title instead of representing a unit.

Motion and second to amend line 32

“Committee on Committees), ~~one associate or senior instructional designer,~~”

and,

Amend line 36:

~~“manager, a two representatives from the Center for Distributed Learning at least one of whom is an associate or senior instructional designer, and the”~~

Discussion regarding why one unit gets two representatives and why the Dean of Graduate Studies is not included. The BOG is typically looking at general education courses and not graduate.

Vote: all opposed; motion fails.

Motion and second to amend line 32:

“Committee on Committees), ~~one associate or senior instructional designer from the Center for Distributed Learning,~~”

And

Strike line 36:

~~“manager, a representative from the Center for Distributed Learning, and the”~~

Discussion regarding a job title being noted. Comment made that a job title is not bad if associated with a unit. Another member noted that it is more appropriate to associate a specific title with a unit versus a title throughout the university.

Vote: All in favor; motion passes.

Motion to add the dean of the College of Graduate Studies (or designee) to the membership.

Discussion regarding adding the dean of the College of Graduate Studies. It was noted that all textbook requirements for graduate and undergraduate go through the College of Undergraduate Studies.

No second; motion fails.

Vote to approve Resolution 2019-2020-13 Faculty Senate Bylaw Change – Bookstore Advisory Committee as amended for the October 24 Senate agenda. All in favor; motion passes.

#### Resolution 2019-2020-14 Creative School for Children

This resolution is brought forward by the Budget & Administrative Committee, and requests administration review the facility and financial situations of the Creative School and investigate alternative means for the school to meet the demand of current UCF students and employees.

Motion and second to approve Resolution 2019-2020-14 Creative School for Children for the October 24 Senate agenda.

Motion to amend line 3 to replace “kids” with “children.” It was noted that resolutions presented from a committee cannot be amended by Steering, but can be amended on the Senate floor; motion fails.

Vote: all in favor; motion passes.

### **LIAISON REPORTS**

#### Budget and Administrative Committee – David Mitchell

The committee met twice since the last Steering Committee meeting. The committee reviewed and prioritized topics including, library funding, summer courses, and building maintenance. The committee determined the assigned issue of digital timesheets was not a priority since moving to digital is inevitable to occur through software purchases.

A member noted that the committee members were told in 2011 that time sheets would inevitably become digital. In 2011, Mr. Merck talked to the committee, and a student presented a proposal to implement digital timesheets in PeopleSoft with costs. At that time, the committee was told it was going to be implemented, then later recanted. The issue was raised again in 2014 with the same answers. Dr. Mitchell can take the information back to the committee.

Information Technology Committee – Joseph Harrington

The committee met once since the last Steering Committee meeting to discuss the proposed changes to the committee membership. The second meeting was canceled due to a lack of agenda items, even though there were four items on the agenda. Comment made that the chair seems to think that issues raised outside of Steering are not important. The member is concerned more meetings will be canceled despite explaining that the committee is an oversight committee and to pursue faculty priorities.

Parking, Transportation and Safety Committee – Nicole Dawson

The committee will meet on Monday.

Personnel Committee – Linda Walters

The committee submitted one resolution regarding Faculty Salary Equity, Compression, and Inversion Study for the next Steering Committee meeting to ensure the university continuously studies the situation every five years. The second resolution regarding unpaid summer work working with graduate students, study abroad, etc. Some colleges pay faculty about .03% per student over the summer, but this is not consistent across the university. The committee discussed faculty “volunteering” over the summer and determined that a faculty member can’t volunteer to do their normal job for no pay.

A member asked if the second resolution will include students registered for zero credit research. This becomes a problem when a student has one faculty member for a zero credit research course, and the faculty member has no other summer assignment. Dr. Walters will communicate this concern regarding the resolution.

Research Council – Nina Orlovskaya

The Committee met Monday and reviewed the current duties and responsibilities of the council. Discussed seed funding and equipment funding program. Dr. Klonoff informed the group that previously \$7,500 was provided to support assistant professors and the support required to process the funds. The process and amount will be changing and will be cost-shared between the colleges and the Office of Research. Debra Reinhart provided an update on the Clusters.

Greg Schuckman, UCF’s federal relations lobbyist, will be on campus to discuss lobbying research proposals to push in the upcoming legislative session. Please make sure you schedule time with Mr. Schuckman to discuss research priorities.

Dr. Self noted that the review of the duties and responsibilities is the first step in determining what the Research Council should own and take responsibility. A member asked if the council discusses support for faculty research that has no doctoral students for graduate research assistants? Dr. Orlovskaya indicated that the possibility of stipends would be brought back to the council chair. Typically teaching assistants are provided and funded through the department.

### Graduate Council – Jim Moharam

The committees met at least once since the last Steering Committee meeting. The Program Review and Awards Committee approved a proposal for a Ph.D. in Public Administration. The Policy Committee approved some changes to the withdrawal policy for consistency.

Dr. Moharam requested feedback on an issue being brought forward to the Policy Committee regarding a mid-cycle performance review of graduate faculty. Typically, the colleges submit an application for a new faculty member to be approved as graduate faculty. Existing faculty qualifications are reviewed every seven years when the program is reviewed by the State. The issue arises when a faculty member is not performing their duties as a graduate faculty member or mistreating (excessive hours, after-hours work, working holidays, etc.) the students. A mid-cycle review may prompt counseling, coaching, or removing a faculty member from being approved graduate faculty. Dr. Moharam questions if a curricular committee should be responsible for a faculty review versus Faculty Excellence, collective bargaining, or someone else. A brief discussion ensued regarding the unit's responsibility and the fear of graduate students reporting issues with the chance of losing funding. Discussed issues handled by Undergraduate are handled through golden rule and departments. There seems to be a gap in policy for graduate students. The issues have been raised due to the graduate student survey conducted by the College of Graduate Studies. Dr. Self asked that the draft policy be brought forward to the Steering Committee along with the survey results for Dr. Klonoff.

### Undergraduate Council – Kelly Semrad

The Undergraduate Course Review and Undergraduate Policy and Curriculum Committees have not met due to Curriculog issues. The Undergraduate Policy and Curriculum Committee is scheduled to meet next week.

## **OTHER BUSINESS**

### Ad Hoc Committee on Faculty Governance – Subcommittee on Service

The ad hoc committee met October 9, 2019, and formed a subcommittee to gain a consensus and statement regarding the value of service and how service is counted. Need members that have experienced issues with service and faculty at different levels and disciplines to address:

1. Service accountability and recognition. Service loads and process.
2. Support of governance and Senate operational committees.
3. Faculty time accounting (GTA – Pegasus, chair, dean, etc.)

Also, we need an educational component as to why faculty service is essential. Distinguish and support for the department, college, and university level service.

No volunteers expressed.



### 2019-2020 Topic List Additions

The following issues have been submitted by various senators and faculty across the university for possible assignment to a Senate operational committee.

- Consistent UCF Response to the passing of a current/retired faculty member.  
There is no UCF Policy, UCF Regulation, or HR Policy regarding reporting the death of any employee. Right now, each college or department notifies the respective unit of the passing.

Motion and a second to assign the issue to the Personnel Committee.

Vote: All in favor; motion passes.

Comment made that this is an important issue on behalf of the UCF community and family to recognize those faculty that we have lost.

- Use of No reply emails.  
The Office of Research and Student Accessibility Services (SAS) are using 3rd party vendors sending a "no reply" means of communication with faculty. This dramatically slows down faculty in trying to figure out who to contact when something isn't right.

Motion and second to assign the issue to the Information Technology Committee.

Vote: all in favor; motion passes.

- Back-in Parking  
During the Senate meeting, it was brought up that faculty were blindsided by the new no back-in rule this Fall. Outside of plate recognition, prohibiting back-in parking presents a significant safety issue.

Motion and second to assign the issue to the Parking, Transportation and Safety Committee.

Vote: all in favor; motion passes.

- The Proportion of Administrative Budget to Instructional Budget.  
During the Senate meeting, a senator suggested that the Budget and Administrative Committee review the fraction of the budget that goes to administration versus instruction over time.

Motion and second to assign the issue to the Budget and Administrative Committee.

Vote: all in favor; motion passes.

- In-unit versus Out-of-unit 9-month Faculty Annual Raises.  
The issue relates to the fairness and consistency of 9-month faculty raises approved by bargaining for in-unit faculty, and 9-month faculty raises for out-of-unit faculty in the College of Medicine.

A brief discussion on committee assignment. The Personnel Committee is currently revisiting a previous resolution regarding out-of-unit benefits for parental leave, which can be 9-month or 12-month faculty. The consensus was to bundle this issue with the parent leave out-of-unit benefits.

Motion and second to assign the issue to the Personnel Committee.

Vote: all in favor; motion passes.

- Royalties for Textbooks  
If a faculty member “requires” a self-published book for a course, a conflict of interest form must be completed along with a Donation Form. We need to an addendum to the Royalties and Donation form (<https://compliance.ucf.edu/files/2014/08/ROYALTIES-AND-DONATION-FORM.pdf>) for examples of appropriate mitigation efforts (like balance account for professional development, fund grad students, foundation, etc.) so faculty know what options they have for donating the royalties. We need to make the options transparent and fair to all faculty.

In addition, faculty must “guess” how many books will be purchased with no guidance on how to guess.

A comment was made that if the book is “recommended,” the faculty member may receive royalties, which was news to many, and that is not made clear either. Discussion if the issue should be assigned to the Budget and Administrative versus Personnel Committee.

A member asked if clarification can be requested since this issue probably doesn’t require a resolution.

Consensus to send a question to Rhonda Bishop regarding a policy clarification versus assigning to a specific committee. No vote necessary, a request will be sent to Rhonda Bishop regarding the topic and remain assigned to the Steering Committee.

- Culture of forced compliance.  
This issue involves instances like the webcourse ethics course (with a deadline, the threat of penalty, and weekly email reminders) and the webcourse review of HR annual changes (with one week deadline, and weekly email reminders).

Members commented that it is Administration's job to ensure compliance and that it would be better to remove the reminders when you have already completed the task. This alone would eliminate faculty from double-checking compliance. A confirmation email to thank you for complying would be better received.

The Provost offered to bring this issue up at the next Vice President's meeting. The issue will remain assigned to Steering until an update is provided by the Provost.

- With the number of issues going to the Personnel Committee, the question was raised if the Senate needs to form another committee to handle issues. Dr. Walters indicated that the Personnel Committee already has four to five subcommittees to work on specific issues and has good attendance.
- Update the Faculty Constitution to allow remote attendance and voting at Faculty Senate meetings. The rule currently in the Constitution seems to be a pre-video conferencing technology issue to prevent members from submitting proxies.

Dr. Self noted that the Faculty Governance Ad Hoc Committee already has within its scope to suggest Constitutional revisions.

Motion and second to assign the issue to the Ad Hoc Committee for Faculty Governance.

Vote: All in favor; motion passes.

Dr. Walters informed the group that the Ad Hoc committee on Faculty Study Abroad has over 30 members and will be meeting next week.

## **ADJOURNMENT**

Motion to adjourn made and seconded. The committee adjourned at 5:55 p.m.

It was noted that Dr. Harrington had additional topics to discuss after adjournment. Dr. Self requested that Dr. Harrington send the items to the Faculty Senate Office for inclusion in the next meeting.

1                   **Resolution 2019-2020-15 Periodic Faculty Salary Analyses Across**  
2                   **the University of Central Florida**

3   **Whereas**, salary compression may occur when salary differential between junior and senior  
4 faculty is smaller than it should be based on external market forces; and

5   **Whereas**, salary inversion occurs when salary compression, left unexamined or unadjusted over  
6 time, results in junior faculty salaries being greater than senior faculty salaries; and

7   **Whereas**, salary inequities associated with gender/race/ethnicity may occur independent of  
8 other variables; and

9   **Whereas**, salary compression, salary inversion, and salary inequities threaten the integrity of  
10 faculty ranks, morale, and retention issues for faculty at the University of Central Florida;  
11 therefore

12 **Be it resolved** that the University of Central Florida administration in consultation with the  
13 Faculty Senate shall, on a regular basis, collect and analyze both tenure-track and non-tenure-  
14 earning faculty salary data across the system to determine the extent of 1) salary compression,  
15 2) salary inversion, and 3) salary inequities based on gender/race/ethnicity. A five-year time  
16 interval is suggested for regular periodic studies (years ending in 0 or 5). A report will be made  
17 available to all faculty shortly after each analysis is completed, ideally within 3-4 months from  
18 completion of the report.

1 **Resolution 2019-2020-16 Faculty Senate Bylaw Change – Joint Committees and**  
2 **Councils Annual Report**

3  
4 **Whereas**, Bylaws Section VIII. Specifies that Joint Committees and Councils shall submit an  
5 annual report by the end of the spring semester; and  
6

7 **Whereas**, the Admissions and Standards, University Master Planning, and the Parking and  
8 Transportation committees meet during the summer to conduct business; and  
9

10 **Whereas**, this results in the annual reports not being submitted until the Fall semester;  
11 therefore  
12

13 **BE IT RESOLVED** that the Bylaws of the Faculty Constitution be amended as follows:  
14

15 **Bylaws Section VIII. Joint Committees and Councils**  
16

17 Each committee will maintain minutes of its meetings and the chair of each committee shall  
18 forward (except for University Athletics Committee, and the University Promotion and Tenure  
19 Committee), in a timely manner, copies of meeting agendas and minutes to the chair of the  
20 Faculty Senate. ~~By the end of the spring semester, e~~ Each committee will submit a brief written  
21 annual report of its activities to the chair of the Faculty Senate by the end of the second week  
22 of August each year.