

# MEMORANDUM

**Date:** September 30, 2010  
**TO:** Members of the Steering Committee  
**FROM:** Ida Cook  
Chair, Faculty Senate  
**SUBJECT:** **STEERING COMMITTEE MEETING on October 7, 2010**

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Meeting Date: Thursday, October 7, 2010  
Meeting Time: 4:00 – 6:00 p.m.  
Meeting Location: College of Arts and Humanities, Room 192A

## A G E N D A

1. **Call to Order**
2. **Roll Call**
3. **Minutes of *September 9, 2010***
4. **Announcements and Recognition of Guests**
  - Provost's update
5. **Old Business**

None.
6. **New Business**
  - Strategic Plan – *Al Harms*
7. **Standing Committee Reports**
  - Budget and Administrative Committee – *Arlen Chase*
  - Graduate Council – *Stephen Goodman*
  - Personnel Committee – *Jeffrey Kaplan*
  - Undergraduate Policy and Curriculum Committee – *Marie Léticée*
8. **Other Business**
9. **Adjournment**

Faculty Senate Steering Committee Meeting  
**Minutes of**  
**September 9, 2010**

Dr. Ida Cook, Faculty Senate Chair, called the Faculty Senate Steering Committee to order at 4:01 p.m. The roll was circulated for signatures. The minutes of August 12, 2010 were approved as recorded.

**RECOGNITION OF GUESTS**

Diane Chase, Executive Vice Provost for Academic Affairs  
Melody Bowden, Director of the Faculty Center for Teaching and Learning  
Elliot Vittes, Interim Vice Provost and Dean of Undergraduate Studies  
Lin Huff-Corzine, Associate Vice Provost for Faculty Affairs  
David Jenkins, Texas Christian University

**ANNOUNCEMENTS**

Provost's Update

Provost Waldrop announced that Diane Chase has been promoted to Executive Vice Provost for Academic Affairs. Provost Waldrop met with Coach O'Leary regarding the policy governing makeup assignments for student-athletes, and whether the forms should continue to be submitted by the student to the faculty member or if Athletics should contact the faculty member directly. Concerns regarding the possible change include: (1) whose signature is on the form; (2) communication must come from one valid source within the Athletics Department, rather than from multiple contacts; and (3) taking responsibility away from the students.

Green River Technology

Arlen Chase informed the committee that there are several organizations offering faculty royalties for their course materials, including Green River Technology. Often times, these organizations portray themselves as creating a book rather than a course. Faculty are given long-term contracts and in return, the organization will develop new online courses and charge students an extra fee. Many of these contracts preclude faculty from using the same course. The Budget and Administration committee will be reviewing this. It was suggested that a cautionary email be sent to all faculty.

University Rankings

Provost Waldrop announced that UCF has been recognized for our online offerings. In addition, U.S. News & World Report named us as one of the Top 100 Public Universities. Lastly, UCF was ranked third for Hispanics majoring in Engineering.

**OLD BUSINESS**

Constitutional Revisions

Dr. Cook has received notes from several senators about the Constitutional revisions, and asked that any questions/suggestions be sent to the Faculty Senate office so they can be distributed to the Senate.

## Committee Updates

The Graduate Council and the Budget and Administrative Committee have met and elected officers. The Personnel Committee will be meeting tomorrow, and the Undergraduate Policy and Curriculum Committee will be meeting on September 14.

## **NEW BUSINESS**

### TIP, RIA, and SOTL Awards

The Faculty Senate Steering Committee approved the TIP, RIA, and SoTL awards. A correction was made to the TIP for the College of Medicine (COM) document. As presented, it stated that the production histories are sent to the chairs for review, but returned by the dean. This was revised to read that production histories are sent to the dean for review.

## **STANDING COMMITTEE REPORTS**

### Budget and Administrative Committee Update - Arlen Chase

Carla Poindexter was elected chair. The committee will be more active than in the past. As such Vanessa Fortier, Associate Vice President for Administration and Finance, will be coming to address the group. Green River (see above) and similar organizations were discussed.

### Graduate Council – Stephen Goodman

The initial joint meeting was held. Jim Moharam was elected chair of Council and as such will serve as chair of the Graduate Policy Committee. Tosha Dupras was elected vice chair of the Council and will serve as chair of the Graduate Curriculum Committee. Kevin Coffee will chair the Graduate Appeals and Awards Committee and Paul Dombrowski will chair the Graduate Program Review Committee.

Graduate Appeals and Awards Committee – The committee met three times over the summer to review petitions. Sixteen (16) appeals were approved and five (5) were denied. The first meeting of the fall semester is scheduled for 9/16/2010.

Graduate Program Review Committee – The committee met twice over the summer. It continues to review nominations for reappointment to graduate faculty. A master's degree in conservation biology was approved by the committee and the Board of Trustees, and has been sent forward to the Board of Governors. The committee will meet 10/1/2010.

Graduate Curriculum Committee – The committee will meet on 9/29/2010.

Graduate Policy Committee – The committee will meet on 9/22/2010.

A more detailed accounting of Graduate Council activities can be found in the attached report.

### Personnel Committee – Ida Cook (for Jeffrey Kaplan)

The committee will meet tomorrow to elect officers.

### Undergraduate Policy and Curriculum Committee

The Undergraduate Policy and Curriculum Committee will be holding its joint meeting with the Undergraduate Curriculum Review Committee on September 14. Officers will be elected at that meeting.

## **OTHER BUSINESS**

### Citation Analyses

Rich Gause distributed a copy of Resolution 2004-2005-7 Citation Indices and a letter that accompanies citation analyses for faculty going up for promotion. The letter highlights the limitations of the Web of Science (ISI) citation analyses. A question has arisen about whether there is sufficient awareness about the variety of sources that can be utilized. It was suggested that the Personnel Committee examine whether the intent of the resolution is being fairly implemented across the units.

#### Board of Governors Update

The Board of Governors (BOG) is beginning to talk about how the budget process can be managed. They recognize that funds are limited and are offering suggestions as part of their managerial process of the SUS. Dr. Cook will keep the committee informed of any developments. The BOG has distributed information to the SUS Trustees to reacquaint them with their role in their university.

#### University Parking Committee

The administration had previously agreed to have two faculty members from the Senate serve on the University Parking and Transportation Advisory Committee; however, the Faculty Senate office recently received communication stating that the committee does not want to be in the Constitution. Dr. Cook believes that this may be due to miscommunication, and will be meeting with the relevant administrators to discuss the issue.

#### Admissions and Standards Committee

The undergraduate Admissions and Standards Committee is constituted of faculty and administrators who are experienced with undergraduate issues. Dr. Cook received a query about having this committee also handle appeals for (re)admission at the graduate level. Those appeals are currently handled by a committee of the Graduate Council, which will be discussing the issue. At this point, it has not come forth as a formal proposal.

#### Agenda for September Senate meeting

There was a discussion of whether or not to have Vice President Al Harms address the Senate regarding UCF's strategic plan. It was decided that VP Harms should be invited to the October Steering Committee meeting to allow time for the committee to provide feedback.

The Faculty Senate will be discussing Constitutional revisions and rooms have been reserved for subsequent Thursdays if the meeting needs to be recessed. A reminder was issued that if the meeting is recessed, we do not need to call roll or quorum when the meeting reconvenes; if quorum is called and not met, we cannot conduct business until the next meeting.

#### **ADJOURNMENT**

The meeting adjourned at 5:07 p.m.

**Faculty Senate Steering Committee: 9/9/2010 meeting  
Report on Graduate Council Activities  
Stephen Goodman, Steering Committee Liaison to the Graduate Council**

The leadership of the Graduate Council and its four subcommittees has been established, and is as follows:

Graduate Council Chair: Jim Moharam  
Graduate Council Vice Chair: Tosha Dupras  
Graduate Policy Committee Chair: Jim Moharam  
Graduate Curriculum Committee Chair: Tosha Dupras  
Graduate Program Review Committee Chair: Paul Dombrowski  
Graduate Appeals and Awards Committee Chair: Kevin Coffey

The Graduate Appeals and Awards Committee had three meetings since the last report to the Steering Committee. The committee considered 21 petitions on a variety of topics (ranging from waiving time limit rules, transferring excess credits into programs, course substitutions, reversion to earlier catalogs, and waiving the minimum 6XXX hour requirements). 16 of these petitions were approved and 5 were denied. The committee has scheduled its first Fall 2010 meeting on 9/16/2010, at which petitions received between the end of Summer 2010 and the beginning of Fall 2010 will be considered. The submission deadline for items to appear on the agenda for that meeting was September 8, 2010.

The Graduate Program Review Committee had two meetings since the last report to the Steering Committee. The committee continued its review of nominations for reappointment of the graduate faculty. Faculty from Physics, Accounting, Math, and Nursing were considered in these rounds of review. The committee approved a proposal for a new program (Professional Science Masters degree in Conservation Biology). This proposal has been moved forward to the BOG. The committee approved proposed revisions to five COE Master of Arts for Teaching (MAT) programs. The committee has scheduled its first Fall 2010 meeting on October 1, 2010.

The Graduate Curriculum Committee has not met since the last report to the Steering Committee. The committee has scheduled its first Fall 2010 meeting on September 29, 2010. At that meeting the committee will engage in its routine consideration of a variety of Course Action Requests and Special Topics Requests. The submission deadline for items to appear on the agenda for that meeting is September 15, 2010.

The Graduate Policy Committee has not met since the last report to the Steering Committee. The committee has not yet established its meeting schedule for the Fall 2010 semester.

# The University of Central Florida Strategic Plan: 2009

## University of Central Florida, A Story of Excellence and Opportunity:

### The Strategic Plan Framing Narrative

UCF has embarked on a bold venture to become a new kind of university, one that leads as well as serves its region, its city-state. That is our goal. Our strategic plan must identify tactics that will enable us to achieve it in a competitive environment. As Florida and our nation confront a new era of economic turmoil and uncertainty, one may question whether this is the time for a new strategic vision that projects the university into such a demanding role. It is our view that this is precisely the time for the larger view that true strategic planning requires. From very humble beginnings, UCF has progressed to become a major metropolitan research university. Today, we stand at a crossroads, and we need your help as we develop the vision and strategies that will define our journey into the future. We will sustain our bedrock capabilities and continue to be “the people’s university,” offering access to a great university with a clear sense of itself and its role to offer an affordable, high-quality education to those with the ability, energy, and enterprise to pursue it. We will continue to champion and support a wide range of scholarship in the classic disciplines and emerging fields. We will sustain our abiding commitments to inclusiveness, excellence in all endeavors, and opportunity for all. We will be at the forefront of efforts to address the economic, cultural, intellectual, and societal needs of the Central Florida city-state.

This is a challenging, but exciting, time for our university, and your thoughtful support is important to our efforts to capture fully the opportunities afforded by strategic planning. We confidently project UCF as a leader in the Central Florida city-state. Our diverse and talented community of students, faculty and staff members, and alumni will enable us to continue to grow in size, quality, and impact on the region and the larger world. Still, finding the pathway to our best future will not be easy. Our current resource challenges are serious, and the road ahead has many obstacles. But as President Kennedy said in announcing the goal of going to the moon within a decade, “We choose to go to the moon...not because it is easy, but because it is hard.” UCF people have always risen to a challenge. Join us as we design our path to leadership and service for the Central Florida city-state.

Let us continue our strategic planning work with a brief overview of our university’s development as a major metropolitan research university. From its beginnings in 1963 as Florida Technological University, the University of Central Florida has actively sought to align its programs of teaching, research, and service with the needs of the regional economy it serves: to be *of* as well as *in* Central Florida. In its earliest days, this was reflected in its location midway between downtown Orlando and the Kennedy Space Center and in its curricular focus on engineering, the sciences, and business. As a technological university, it would be well positioned geographically and academically to serve the then-burgeoning aerospace industry.

In 1978, the Florida legislature passed a bill changing the institution’s name to The University of Central Florida. This reflected the belief that the region needed a more broadly conceived and comprehensive university. Indeed, its curriculum had from its beginnings included the classic disciplines of the arts and sciences and other fields vital to society, such as teacher education. As the years passed, more academic

programs were added, and graduate study became more common, with doctoral programs emerging in key fields. A major, 1000-acre research park was created adjacent to the campus through the joint efforts of the university and Orange County. Throughout, the university held to the pattern of offering programs that met the needs of Central Florida's economy.

With Central Florida's emergence over the past quarter century as a *city-state*, a self-conscious, distinct regional economy and market, this paradigm has been broadened to encompass inclusion of curricular, research, and programmatic emphases designed not only to support existing components of the regional economy, but to foster its diversification in areas that will add to its strength and vitality. Thus, programs in fields as diverse as optics and photonics, hospitality management, digital media, bio-technology, and medicine have been added. Business incubators have been developed, some in partnership with Central Florida counties, all with the aim of stimulating the development of the regional economy.

Throughout its history, UCF has been an institution that works with others to accomplish ambitious goals. Our highly successful and prestigious programs in optics and photonics, which grew from the Center for Research and Education in Optics and Lasers (CREOL), owe much of their initial support to local businesses whose products are based on laser technology. Led by the late Bill Schwartz, industry leaders worked with UCF scientists and engineers to gain recognition of CREOL as a state-wide center of excellence, including ongoing financial support. More recently, the College of Optics and Photonics-CREOL won designation as the Florida Center for Optics and Photonics, which carried with it a multi-million-dollar package of endowment and operating support. The combination of world-class research and a continuing stream of talented graduates assure the vitality of this important high-tech industry in the Central Florida city-state.

In the same way, UCF's Institute for Simulation and Training (IST) has achieved recognition and success through its work in collaboration with the military simulation and training commands located in the adjacent research park. Literally billions of dollars flow through these commands to contractors, many of them with strong presence in the research park. This synergy makes Central Florida the world-wide center of simulation and training, providing remarkable opportunities for interdisciplinary research and development for UCF faculty members and their students. IST and related academic departments contribute their research capabilities and, through their graduates, a significant portion of the highly educated workforce needed by the simulation and training industry. Combined with facilities funded by the state, these partnerships serve to bind the industry to Central Florida.

In an analogous fashion, the needs of the tourism and hospitality industry of Central Florida have been served by the emergence of the Rosen College of Hospitality Management. Made possible by a gift of more than \$18 million by UCF trustee, hotelier Harris Rosen, and generous support from other members of the hospitality industry, the campus is located near the heart of the tourist industry and is the premier facility of its kind world-wide. The 2,400 students of the college represent a strong cadre of future leaders for an industry that has long been the backbone of the Central Florida economy.

In response to a request from Electronic Arts, UCF created the Florida Interactive Entertainment Academy, home to a master of science program in electronic game development. Housed in downtown Orlando in facilities donated and remodeled by the City of Orlando and funded jointly by the State of Florida and UCF, it prepares game developers for the burgeoning electronic, interactive game industry.

In recognition of the growing need for additional physicians in Florida and the nation, and in the belief that Central Florida's economy will benefit dramatically from the development of biomedical, life sciences, and

biotech businesses that grow to surround medical schools in city-states, UCF sought and obtained approval for the development of a medical school. Through the generosity of the Tavistock Group, the new medical school sits on 50 acres of prime land in Lake Nona, a 7,000-acre green-field development near the Orlando International Airport. With the gift of the land, now valued at about \$30 million, and \$12.5 million in cash, the Tavistock Group has seeded the formation of a life-sciences cluster around the new medical school. Already committed is construction valued at approximately \$2 billion, including the Burnham Institute, VA Hospital, the Nemours Foundation Children's Hospital, a University of Florida research facility, and the research laboratories of the Orlando affiliate of the M.D. Anderson Cancer Center. Current estimates place the annual economic impact of the medical school at \$1.7 billion and of the total life-sciences cluster at \$7.6 billion.

A common element in each of these success stories is partnership: entrepreneurial faculty members, students, and administrators teamed with leaders from Central Florida business, professional, and governmental communities to apply knowledge in ways that increased opportunity. UCF and its partners invested time, talent, and treasure in ventures that grew and diversified the regional economy and simultaneously expanded research and academic opportunities for students and faculty members. Scholarly capabilities have grown dramatically through these partnership ventures as research, both pure and applied, has been developed in fields that offer rich promise for enhancing the academic reputation of the university and the quality of life of Central Floridians.

It is also clear that, as a general rule, successful approaches are interdisciplinary. Institutes and centers organized around significant issues, questions, and problems have the ability to assemble teams of scientists and engineers with the interest and ability to support the development of basic and applied knowledge of sufficient quality to confer competitive advantage to Central Florida enterprises. This focus of talent and enterprise, irrespective of academic discipline, is a compelling advantage for the institute or center as an organizational model for universities that embrace leadership in the economic and social development of the city-states in which they reside.

Thus, as we chart UCF's course over the next three to five years, we will favor approaches that feature partnerships and interdisciplinary approaches to problems of significance to the university and the Central Florida city-state. Any university's most strategic resource is its people: talented faculty and staff members and students. We must do all we can to continue to attract and retain the brightest and best to our community. To achieve this objective, especially in challenging times, we must nurture and protect efforts that enable the university to achieve its core academic mission. These include, for example, programs that provide or support admissions and marketing, student success, fund-raising, procurement of research grants and contracts, and campus safety and security.

Strategic planning is a method designed to reveal opportunities to achieve success through the concentration of resources on key endeavors. Today's uncertain times require us to be more agile, adaptive and attuned to changing needs than in the past, making strategic planning and thoughtful implementation a dynamic, ongoing process. As UCF strives to sustain programs in its areas of historic strength—such as engineering, business, computer sciences, the natural sciences, and teacher education—it must, nonetheless, have the confidence and nimbleness to exploit strategic opportunities in areas as diverse as medicine, the performing arts and others in the future. We need and earnestly invite your ongoing contributions to this effort.



## University of Central Florida Strategic Plan: Elements

### I. Mission

The University of Central Florida is a public multi-campus, metropolitan research university that stands for opportunity. The university anchors the Central Florida city-state in meeting its economic, cultural, intellectual, environmental and societal needs by providing high-quality, broad-based education and experienced-based learning; pioneering scholarship and impactful research; enriched student development and leadership growth; and highly relevant continuing education and public service initiatives that address pressing local, state, national, and international issues in support of the global community.

### II. Vision

UCF has embarked on a bold venture to become a new kind of university that provides leadership and service to the Central Florida city-state. While sustaining bedrock capabilities in the future, the university will purposely pursue new strengths by leveraging innovative partnerships, effective interdisciplinarity, and a culture of sustainability highlighted by a steadfast commitment to inclusiveness, excellence, and opportunity for all.

### III. Goals

Goal 1: Offer the best undergraduate education available in Florida.

Goal 2: Achieve international prominence in key programs of graduate study and research.

Goal 3: Provide international focus to our curricula and research programs.

Goal 4: Become more inclusive and diverse.

Goal 5: Be America's leading partnership university.

### IV. Challenge

UCF will cultivate an engaging attitude of awareness, innovation, courage, and agile responsiveness in its members to promote discovery and address emerging needs within the university and the Central Florida city-state. The entire university community is empowered to identify, seek, develop, and capitalize on opportunities that arise in the future and meet the vision of the university.

## University of Central Florida Strategic Plan: Implementation

I. Units: As units move forward in pursuing UCF's vision using this strategic plan as a guide, an existing program or a new initiative should be rigorously and routinely assessed using the following criteria:

- What are the clear and measurable "value-added benefits" to the university or city-state?
- Is it "central" to the mission of the university?
- Are there compelling "demand" metrics?
- What is the "comparative advantage" it brings to the university or city-state?
- What are the short and long-term "costs" and availability of resources?

II. Education Team: A Strategic Plan Education Team will promote and support an ongoing educational campaign designed to assist the UCF family (internal and external) to understand its future roles and goals in the central Florida city-state. Clarity and consistency of message are key to successful transition over time.

- Education and Approval
  - President and vice presidents
  - Board of Trustees
- Education
  - Roundtable participants
  - Faculty Senate
  - Student Government Association and other university groups (including UCF Foundation board, Alumni Association board, and college advisory boards)
  - Community groups
  - Ongoing educational campaign (print and electronic media)
  - Ad hoc briefings, as required

III. Leadership Responsibilities:

- Articulate
  - How well have we told the "story"?
- Align
  - Are the "story" and day-to-day operations in synchrony?
- Measure
  - Do day-to-day operations fit the university's vision and goals?
    - Institutional effectiveness program
    - Academic program reports
    - Periodic program reviews
    - Accreditation
- Execute and Assess
  - Who maintains a focus on strategy and monitors performance of key initiatives, processes and outcomes?