



# Faculty Senate

## Faculty Senate Personnel Committee

Agenda for meeting of Wednesday, September 16, 2020, 11:30 am via ZOOM

1. Call to Order
2. Roll Call
3. Approval of Minutes of February 19, 2020 and of August 26, 2020 meetings
4. Recognition of Guests
5. Announcements
6. Old Business
  - None
7. New Business
  - Microsoft Teams usage
    - Handouts     -01-Microsoft Teams Meeting Instructions
    - 02-Accessing Microsoft Teams Files
  - Topics List
    - Handout       -03-Personnel Topics for 2020-2021 -
8. Other Business
9. Adjournment

## Faculty Senate Personnel Committee

Wednesday, February 19, 2020

11:30 – 12:30 p.m.

Location: HPA 1 room 335

MINUTES

### Members Present

Stephen King (Chair and Senate Liaison), Wingyan Chung, Rodrigo Amezcua Correa, Nina Orlovskaya, Michael Proctor, Blake Scott, Kristine Shrauger, Vladimir Solonari, Edwin Torres, Martine Vanryckeghem, Linda Walters, Nora Warshawsky.

Call to order was given at 11:30 a.m.

- Roll call was taken. Kristine Shrauger agreed to take notes.
- Minutes of January 15, 2020 were corrected and approved.
- Announcements and recognition of guests: Jana Jasinski and Lucretia Cooney from Faculty Excellence.
- Chairperson King described a desire to have the committee be able to function year round, not necessarily with meetings, so that issues can keep moving forward in the April-August time frame
- Old Business:
  - Alternative deceased faculty option (Linda Walters) topic 2019-2020-22
    - Another resolution is being brought forward that gives faculty the option to opt-in/opt-out for University wide death announcements.
    - Faculty Excellence would send this notice out.
    - Going to Steering tomorrow. We should **Follow** this
  - 2019-2020-21-email access for faculty leaving UCF (IT committee)
    - Ability to download files.
    - Set up for 2 years
  - Feedback from the Salary Study Resolution. IKM is moving forward. Subcommittee (Michael Proctor, Linda Walters, Stephen King) formed to help guide and keep things moving.
- New Business: Review of outstanding Topics for 2019-2020 Faculty Senate:
  - **Faculty Administrative Action -- #4**  
*Consistent investigation and consequences for faculty administrative action regarding sexual harassment or other issues of misconduct.*  
**Continue.** How to investigate?
  - **Faculty facing administrator and vice president reviews. -- #5**  
*The Senate was heavily involved in the review of administrative vice presidents pre-BOT during the 90's. Previously approved administrative review resolutions were approved and placed in the Faculty Handbook (1971-1972-3, 1978-1975-5, 1983-1984-5, 1991-1992-13). With the evolution of the BOT and Faculty Excellence, faculty need more involvement in the review process.*  
**Continue.** Linda Walters, Stephen King and Kristine Shrauger
  - **Faculty Grievances. -- #12**  
*Grievances should be heard by a faculty panel instead of one administrator making the final decision. Obtain statistics on grievances from Contract Compliance & Administration Support on historical total number of grievances by type, gender, etc. to identify a trend. Also research / benchmark other university process.*  
**Continue.** Gather some statistics and data. Nina Orlovskaya

- **Summer Work Assignments – #17**  
*Current discrepancies in the compensation for faculty that are required to have graduate students take thesis hours during the summer, independent of other responsibilities.*  
**Completed:** Resolution created and approved by Faculty Senate.
- **Out-of-Unit Faculty Benefits – Resolution 2017-2018-12 was denied. - #18/Combined topic with Topic 2019-2020-26**  
*Work with the Faculty and Staff Benefits Committee in upcoming year to address issue.*  
**Continue:** Linda Walters and Stephen King will continue to work on this.
- **Emeritus Resolution 2017-2018-13**  
**Follow:** Policy update proceeding examine to see if points raised in Personnel and IT committee resolutions are addressed in the policy.
- **Faculty Excluded from Awards – 2018-2019-1**  
*Faculty with minor administrative roles (out-of-unit) are now excluded from awards based on the Collective Bargaining Agreement. The impact on the faculty evaluation based on the inability to apply and be selected for an award.*  
**Keep monitoring.**
- **Faculty Structure for Awards – 2018-2019-2**  
*Excellence and Pegasus Professor awards should be more prestigious than individual accomplishment awards such as TIP, RIA, and SoTL and the financial benefit should be more than a one-time payment.*  
**Keep monitoring, address with new Administration.**
- **Faculty Salary Compression Study – 2018-2019-12**  
*Update to study for all faculty.*  
**Follow:** Resolution was approved by Senate, IKM is currently working on this project. Subcommittee formed to answer any question.
- **Faculty Retention – 2018-2019-14**  
*Collects are struggling with faculty retention*  
**Continue:** Nora & Blake Scott will look into this further.
  - Retaining people who have gotten ADIs, TIPs, and RIAs.
  - Is retirement separate than faculty retention?
- **Spousal Conflict of Interest Resolution; Resolution 2016-2017-13 – 2017-2018-16**  
*Keep informed of progress the UCF Research Conflict of Interest committee is making on issue. Policy didn't resolve specific issues.*  
**Continue.**
- **Travel – develop a short bullet point guidelines for faculty regarding travel procedures.**  
*Keep informed of progress the UCF Research Conflict of Interest committee is making on issue. Policy didn't resolve specific issues.*  
**Continue.** Steve King and Vladimir Solonari

Personnel Committee Meeting  
Faculty Senate  
8/26/2020 11:30 a.m.-12:30 p.m.  
Virtual meeting

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Attendees: Kristine Shrauger, Stephen King, Jascinth Lindo, Karol Lucken, Jana Jasinski, Mark Ehrhart, Timothy Hawthorne, Blake Scott, Lucretia Cooney, Michael Proctor, Edwin Torres Areizaga, Martine Vanryckeghem, Mason Cash

The following people were nominated and elected to serve in the following capacities in the Personnel Committee:

- Stephen King, Chair
- Edwin Torres Areizaga, Vice-Chair
- Kristine Shrauger, Secretary

Faculty Senate Steering has not finalized reviewing and assigning the Topic List for 2020-2021. After the next meeting, topics that have been assigned to Personnel will be reviewed and discussed. For now, the Personnel Committee will review the outstanding topics from 2019-2020:

**2019-2020-4 - Faculty Administrative Action**

- *Consistent investigation and consequences for faculty administrative action regarding sexual harassment or other issues of misconduct.*
- This is too big and not understandable. Need more information.

**2019-2020-5 - Faculty Facing Administrator and Vice President reviews**

- *(The Senate was heavily involved in the review of administrative vice presidents pre-BOT during the 90's. Previously approved administrative review resolutions were approved and placed in the Faculty Handbook (1971-1972-3, 1978-1975-5, 1983-1984-5, 1991-1992-13). With the evolution of the BOT and Faculty Excellence, faculty need more involvement in the review process). – last February's minutes*
- Some of the Vice Presidents are not faculty. They are A&P as well as Faculty. Their direct supervisor evaluates them, faculty do not have the ability to review and evaluate them as well. We need faculty input on upper division administrators.
- Do we have a sense of the scope of this: how many administrators would need to be evaluated? Someone had a list from last year that we will need to review again. We need to define who needs to go through this process. Would Administrators even appreciate this sort of evaluation? Do Administrators seek input on their evaluation of their employees?
- Examine what other universities are doing; justify why it is needed.
- Are there previous resolutions regarding this topic? There is no set process that this happens. We already have a template; we need to look into past resolutions.
- With the new president, it is important for us to act on this quickly, so that he may have some feedback from faculty.
- Committee members: Kristine Shrauger, Michael Proctor, along with Richard Harrison and Stephen King

**2019-2020-12 - Faculty Grievances**

- *Grievances should be heard by a faculty panel instead of one administrator making the final decision. Obtain statistics on grievances from Contract Compliance & Administration Support on historical total number grievances by type, gender, etc. to identify a trend. Also research/benchmark other universities process.*
- This is a UFF issue, but we could investigate it and give suggestions and what should/could be done.
- How big of a problem is this?

- Nina submitted this topic, she's not on this committee this year. Let us put it on hold.
- This will stay on the topic list.
- Seems vaguely related to the previous resolution of supervising graduate students.

#### **2019-2020-17 - Summer Work Assignments**

- *Current discrepancies in the compensation for faculty that are required to have graduate students take thesis hours during the summer, independent of other responsibilities.*
- We had a resolution last year with this, it was not approved.
- Before we come up with another resolution, what is a way to move forward in order for the resolution to move forward.
- *Chat Notes: Mason Cash: From Provost Johnson The resolution on summer salary was denied by interim provost Johnson for the following reason: "Discussions with representatives of the university regarding faculty compensation are the purview of the UFF, which has jurisdiction to bargain the terms and conditions of employment. Discussing compensation in other forums has the appearance of bargaining away from the table, which is prohibited. Consequently, I need to deny this resolution."*
- It is out of our hands, we shouldn't have an opinion on this. We should reach out to UFF with some rational and that may help move it. That may help move it.
- Michael Proctor ran it last time and does not want to put it forward this time. He doesn't see the potential for change.
- Mason Cash will be the liaison with UFF and send the resolution and rational over to UFF.
- Mason Cash will be responsible for this cause.

#### **2019-2020-18 – Out-of-Unit Faculty Benefits –**

- *Work with the Faculty and Staff Benefits Committee in upcoming year to address issue.*
- *Resolution 2017-2018-2 was denied. Work with the Faculty and Staff Benefits Committee in upcoming year to address issue.*
- Stephen King is very interested in working on this. Stephen is considered out-of-unit. When in-unit faculty members get raises, he and others in out-of-unit do not qualify.
- Rarely see the benefit of being out-of-unit.
- There are two types of out-of-unit faculty:
  - Those that have certain percentage of administrative roles (deans and chairs)
  - Those faculty at the College of Medicine and some others

#### **2017-2018-19 - Emeritus Resolution**

- *Policy update proceeding examine to see if points raised in resolution are addressed in the policy.*
- There is a policy already out there.
- Just need to monitor it and make sure it keeps going.
- Make sure we are happy where things are.
- Martine will keep the committee informed.

#### **2018-2019-1 Faculty Excluded from Awards 2018-2019-2 Faculty Structure for Awards**

- Monitoring them.
- Faculty Structure for Awards – Karol brought it up last year, went nowhere. Let us hold off for now.

#### **2018-2019-12 Faculty Salary Compression Study**

- This is one of the good things that has come out of this committee.
- Perform the salary study, we need to make sure that it was completed, and look at the data. See if it is moving forward.
- Edwin, Martine, Mason and Michael are on the committee.

## Faculty Retention – 2018-2019-14

- *Blake Scott* would like to work on this one.
- Blake would like to recommend a systematic approach to stay and exit interviews with Faculty. He has been doing some research on the topic over the summer. At least more information or a draft of a resolution for the next meeting.
- Michael Proctor: I've mentioned on the topic of retention and diversity, inclusion and equity that his department has done a really good job at diversity; he discussed that people moved on to other positions outside of the department. Do you have any DEI in the systematic approach to the exit interviews? We can look at some of the evidence through the COACHE survey.
- Another mechanism to answer questions – a systematic stay and exit interview. Why did people leave?
- Karol Lucken: ADIs, TIPs, RIAs – does this dovetail with exiting faculty. Salary boosts in order to leave and acquire more money from the next position. ADIs, TIPs and RIAs before they get tenure, so they get a 4-fold salary boost.
- Mark Ehrhart volunteered to help.
- Steering is planning on creating a Diversity, Equity and Inclusion. Some topics may dovetail into their committee and vice versa.

## Resolution 2016-2017-13 / 2017-2018-16 Spousal Conflict of Interest Resolution;

- *Keep informed of progress the UCF Research Conflict of Interest committee is making on issue. Policy didn't resolve specific issues.*
- The scope has increased. At one point it was about research grants. Spouses are no longer allowed to be on student dissertation committees. For many students, where spouses have been recruited together, work together, have students that work between labs; that wants to work in inter-disciplinary degrees have a problem.
- There was also a possibility to move this to Research Council. It might be easier to do outside of Research Council.
- It seems that the committee is of 2 minds:
  - Some see it as good.
  - Some see it as bad.
  - We will have to discuss.
- Karol Lucken and Mason Cash will lead this charge.

Travel: we found out that the information is there. In a poorly written form. Someone needs to write it up in bulleted points.

We will wait to see what Steering gives us this year to work on.

Further discussion amongst the committee:

- 3% tax that is being taxed on each college. Michael Proctor... classes have increased dramatically. Police Department had positions cancelled. Safety is an aspect. Safety of people is part of this committee. Which committee oversees the safety of the University. Wondering that this 3% cut is distributed equally across the university.
- Stephen King is chair of the Ad Hoc Faculty Senate Health and Safety Crisis Response Committee. Deal with any COVID medical side. Similar committee on budget – Reid Ojtgen. Blake is on the Ad Hoc budget Committee. Something that may come up before us is – after legislature meets – recommendations for furloughs, lay-offs – beyond the Collective Bargaining Agreement in conjunction. The Ad Hoc committees will continue through the next year. The input will be important over the next year.
- Martine Vanryckeghem.
  - Do we have a subcommittee dealing with excessive amount of service that we do that is not reflected in our teaching/research/service assignments.

- Ad Hoc Shared Governance committee still has it on the radar. It maybe something that we want to do in conjunction with them. If Personnel moves with this, Martine will be involved if we develop this topic further.
- Blake Scott: put on radar:
  - Steering Committee and even Full Senate Meetings – confusion and concern around faculty working in other countries and getting paid ... research appointments, sabbaticals, shorter terms. Feeling among Faculty that they are not working fast enough to clarify the policies. Other universities have clear policies.
  - Is this a Personnel question or another committee that needs to be working on this. This is a legal question. We don't have that expertise.
  - Travel for certain people from certain countries has become a problem, in addition to covid restrictions has been a mess (Stephen King).

A move was made to accept minutes; tabled as the attendees were missing.

Email Stephen with which subcommittee that you'd like to work on so we could move forward quickly next month.

Green – indicates copied information from topics spreadsheet.

Blue – copied from chat.

## Notes about Faculty Exit and Stay Interviews

Blake Scott

### Why are they important?

Other universities report that one or both types of interviews inform their continuous improvement efforts in retaining and recruiting faculty. Such interviews can provide important qualitative data about the factors and motivations that influence faculty members' decisions about leaving or staying, helping to answer the "why" question that surveys and other types of data collection cannot adequately answer (see, for example, <https://link.springer.com/article/10.1007%2Fs11162-004-6226-6>). Further, this qualitative data can provide a more multiscalar picture--including both the institutional and unit levels--of why faculty come, stay, or leave.

### What is UCF doing?

We need to gather more information about this from HR, OIE, and the academic colleges. From the conversations I've had with people, I understand that UCF has had a scattered approach to exit interviews for faculty and staff. Human Resources conducts exit interviews with some staff, and it has developed a uniform exit questionnaire (<https://hr.ucf.edu/files/EmployeeExitQuestionnaire.pdf>) that it asks units to refer exiting employees to as part of the Employee Exit Checklist (<https://hr.ucf.edu/files/EmployeeExitChecklist.pdf>); this rather blunt instrument doesn't ask employees about how and why they are satisfied or dissatisfied, however. Across the universities, some colleges and units have developed exit interview processes, but these vary, even across colleges, and are not consistently followed. In some units, the chair or unit head has conducted exit interviews--an approach that is not considered best practice, as it could entail a conflict of interest and prevent open and honest responses from faculty. Other units have not been conducting exit interviews at all.

I'm not aware of faculty or staff stay interviews being used at UCF.

Because UCF has adopted other, institutional-level surveys of faculty--namely the 2015 and 2018 COACHE surveys and the 2020 Climate Survey--we are well positioned to add a systematic approach to exit and stay interviews to complement these and provide additional, actionable unit-level data, in particular. In addition to a systematic approach to exit and stay interviews, informed by national best practices, UCF could also encourage units to implement unit-level equity audits, such as the nationally validated AUDiT survey designed by the National Center for Professional & Research Ethics (<http://ethicscenter.csl.illinois.edu/academic-leadership/cccaudit/>).

### What are other universities doing?

Although the literature about academic exit and stay interviews with higher education faculty is scarce, a substantial number of universities have developed systematic approaches to exit interviews, and a growing number have begun using and considering stay interviews.



### ***Exit Interviews***

A substantial number of universities have systematic, regular, university-wide exit interview processes and mechanisms. At some institutions, faculty exit interviews are overseen by an institutional equity and diversity office (e.g., Michigan Tech, Colorado State, DePaul, North Carolina State). At other institutions, the exit interview process is overseen by an academic affairs unit (e.g., Illinois Chicago, Penn State, Arizona State) or HR (e.g., Clemson, South Carolina, UNC). Some universities regularly review, synthesize, and analyze, and develop institutional responses to the data from these exit interview processes (e.g., <https://diversity.ncsu.edu/wp-content/uploads/2016/03/Exit-Survey-Report-2013-14.pdf>; <https://opair.psu.edu/project/faculty-exit-study/>).

At most institutions that take an institution-wide approach, exit interviews appear to be an optional, opt-in mechanism that faculty can choose in addition to in lieu of an exit questionnaire. In some places, however, these processes are automatic, with faculty having the option to opt out. Exit interviews are conducted by various personnel across these institutions. At Penn State, interviews are conducted by trained “exit interview officers” who are regular faculty designated by colleges. At Colorado State U, interviewers are trained volunteers who represent all employee classifications. Auburn U is considering creating exit interviewing committees that include a provost appointee, a representative from the office of inclusion and diversity, and a faculty member designated by faculty senate. Typically, universities with such processes attempt to involve a diverse set of interviewers. Notably, unit heads, department chairs, or other direct supervisors do not typically conduct these interviews, though they sometimes send faculty information about them and/or a link to an online exit questionnaire.

### ***Stay Interviews***

Stay interviews are much rarer but could potentially be at least as useful as exit interviews in identifying ways to better support and retain faculty. Stay interviews can be “triggered” by a specific event, such as when a faculty member decides to stay after receiving an offer from elsewhere or when job circumstances change (e.g., teaching during a pandemic). They can also be implemented on a regular, perhaps rotating, schedule, such as when faculty set their annual activity goals for the year; stay interviews should not be tied to annual performance evaluations, however. Depending on their more specific purposes and uses, stay interviews can be more informal than exit interviews and can sometimes be conducted by supervisors or managers, though other places handle these more centrally (e.g., through HR).

## **Where can we learn more about exit and stay interview processes and see models of mechanisms?**

### ***Exit Interview Resources***

Harvard Business Review--“Making Exit Interviews Count”: <https://hbr.org/2016/04/making-exit-interviews-count>

InsideHigherEd--“When Colleagues Leave”: <https://www.insidehighered.com/blogs/technology-and-learning/when-colleagues-leave>

COACHE Retention and Exit Survey: <https://coache.gse.harvard.edu/faculty-retention-and-exit-survey>

Auburn U Working Draft of Exit Interview Strategy:  
[http://www.auburn.edu/administration/governance/senate/agendas/2018-2019/Oct/gf/Draft\\_Strategy-FacultyExitInterviews.pdf](http://www.auburn.edu/administration/governance/senate/agendas/2018-2019/Oct/gf/Draft_Strategy-FacultyExitInterviews.pdf)

Penn State U Process: <https://www.vpfa.psu.edu/faculty-exit-feedback/>

U of Illinois Chicago process and survey: <https://faculty.uic.edu/exitinterviews/>

Michigan Tech questionnaire: <https://www.mtu.edu/equity/equal-opportunity/exit-interviews/faculty-exit-interviews.pdf>

### ***Stay Interview Resources***

U of California--"10 Stay Interview Questions You Can Use Now:  
<https://ucnet.universityofcalifornia.edu/working-at-uc/your-career/talent-management/succession-readiness-retention/step6-10-stay-interview-questions.pdf>

U of Denver toolkit: [https://www.du.edu/human-resources/media/documents/engage-stay\\_interview\\_toolkit.pdf](https://www.du.edu/human-resources/media/documents/engage-stay_interview_toolkit.pdf)

U of Missouri process: [https://www.umsystem.edu/ums/hr/tmr/stay\\_interviews](https://www.umsystem.edu/ums/hr/tmr/stay_interviews)

Columbia U stay interview questions:  
<https://humanresources.columbia.edu/sites/default/files/content/Toolkit/Stay%20Interview%20Questions.pdf>

## Personnel Committee Steering Assigned Topics for 2020-2021 Faculty Senate

Steering #	Committee Assignment	Topic	Description	Referred By	Status
3	Personnel	Married Couples	Issues related to married couples barred from being PI and Co-PI or from being on a student's dissertation or thesis committee. See UCF Policy X.XXX and CGS policy Y.YYY.	Harrington 4-24-20	
4	Personnel	Anonymizing Supervisor Surveys	Addressing the problem of creating surveys they are truly anonymous	Filler 4-27-20	
2019-2020-4	Personnel Committee	Faculty administrative action	Consistent investigation and consequences for faculty administrative action regarding sexual harassment or other issues of misconduct.	Deans Meeting 5-31-19	
2019-2020-5	Personnel Committee	Faculty facing administrator and vice president reviews.	The Senate was heavily involved in the review of administrators and vice presidents pre-BOT during the 90's. Previously approved administrative review resolutions were approved and placed in the Faculty Handbook (1971-1972-3, 1978-1979-5, 1983-1984-5, 1991-1992-13). With the evolution of the BOT and Faculty Excellence, faculty need more involvement in the review process.	Self and Steering 5-29-19	
2019-2020-12	Personnel	Faculty Grievances	Grievances should be heard by a faculty panel instead of one administrator making the final decision. Obtain statistics on grievances from Contract Compliance & Administration Support on historical total number grievances by type, gender, etc. to identify a trend. Also research/benchmark other universities process.	Steering 4-4-19	
2019-2020-18	Personnel	Out-of-unit Faculty Benefits	Resolution 2017-2018-12 was denied. Work with the Faculty and Staff Benefits Committee in upcoming year to address issue.	Personnel 3-6-19	
2019-2020-19	Personnel	Emeritus Resolution 2017-2018-13	Policy update proceeding, examine to see if points raised in resolution are addressed in the policy.	Personnel 3-6-19	
2018-2019-1	Personnel	Faculty Excluded from Awards.	Faculty with minor administrative roles (out-of-unit) are now excluded from awards based on the Collective Bargaining Agreement. The impact on the faculty evaluation based on the inability to apply and be selected for an award. <b>Response: Pegasus Award now includes out-of-unit.</b>	Steering 4-5-18	Committee monitoring.

2018-2019-2	Personnel	Payment Structure for Awards.	Excellence and Pegasus Professor awards should be more prestigious than individual accomplishment awards such as TIP, RIA, and SoTL and the financial benefit should be more than a one-time payment.	Steering 4-5-18	Continuing Issues regarding TIP, RIA, SoTL, etc.
2018-2019-12	Personnel	Faculty Salary Compression Study	Update to study for all faculty. <b>Comment: Request both equity AND compression studies in upcoming year.</b> Steering 4-4-19: Identify the annual pay raises around the State.	Self 8-8-18	Not addressed
2018-2019-14	Personnel	Faculty Retention	Colleges are struggling with faculty retention.	Dean meetings 8-8-18	Faculty Excellence is examining via COACHE response.

## Five Year Denied Resolution Review Request

The Steering Committee requests the committee review the previous resolutions denied by the Provost at the time and determine if the resolution should be modified and re-submitted, request the Senate vote to appeal the decision to the President, or if the resolution should not be re-addressed.

The committee should discuss and submit the following to the Steering Committee with the committee's recommendation.

Resolution #	Title	Description	Denied	Committee Rec. (Re-Write, Appeal, or Kill)
2017-2018-12	<a href="#">Personal and Family Benefits for Out-of-Unit Faculty</a>	Personal and family policies, including paid parental leave, afforded to in-unit faculty be extended to all out-of-unit faculty.	4-16-2016 Dooley	
2016-2017-13	<a href="#">Fair and equal enactment of the UCF Employment of Relatives Policy</a>	Remove the second sentence of paragraph in the Employment of Relatives Policy 3-008.2.	3-24-2017 Whittaker	
2015-2016-4	<a href="#">Paid Family Emergency Leave Policy and Procedures for UCF Faculty</a>	Work with UFF-UCF to develop equitable, consistent policies and procedures to provide paid family emergency leave for faculty and address the list of examples and conditions.	3-28-2016 Whittaker	
2014-2015-2	<a href="#">Parental Leave Policy and Procedures for UCF Faculty Birth/Adoption</a>	Work with UFF-UCF to develop equitable, consistent policies and procedures to provide paid family emergency leave for faculty and address the list of examples and conditions.	3-4-2015	