



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees  
Educational Programs Committee  
November 18, 2020  
Virtual Meeting  
MINUTES**

**CALL TO ORDER**

Trustee Kenneth Bradley, chair of the Educational Programs Committee, called the meeting to order at 3:02 p.m. Committee members present were Trustee and Vice-Chair Caryl McAlpin, Trustee Sabrina La Rosa, Trustee Harold Mills, and Trustee David Walsh. Committee member and Trustee Joseph Harrington joined the meeting in session. Board of Trustees Chair Beverly Seay also attended.

**MEETING MINUTES**

The Educational Programs Committee approved the October 14, 2020 meeting minutes by unanimous consent as written. Trustee Harrington suggested changes to the minutes before approval. The October 14, 2020 meeting minutes will be submitted to the committee for approval at February 10, 2021 meeting.

**REPORTS**

**Inspirational Spotlight**

Dr. Maribeth Ehasz, Vice President for Student Development and Enrollment Services and a first-generation graduate, spoke about her opportunity to impact many students during her UCF tenure and higher education career. She said her father had a significant influence on her life. He dreamed of attending college. He was very excited to get an opportunity to participate in a training program at a small college where he received a certificate for his achievement. Her father's wish and dream were paramount in determining her career. She said studies show that fathers play a significant role in shaping their daughters' goals.

Ehasz said she developed a need to help others at a very young age and had been involved in education in some form most of her life. Teaching other young people as a child was confirmation that she and her parents would need to go to college to become a teacher. Ehasz said she realized very early on that helping others and earning an education were life changers.

In closing, Ehasz acknowledged teachers' role in inspiring her to be curious and pursue her dreams. She emphasized a high school teacher who instilled the notion that she could do anything.

**Provost Update**

In his provost update, Interim Provost Michael Johnson recognized faculty and students for their resilience during the pandemic. He particularly emphasized the faculty's hard work in providing high-quality teaching and students' efforts to learn in the face of adversity.

He said UCF continues to deliver valuable teaching, research, and service to transform lives and improve society despite these adverse conditions. He noted that both face-to-face and remote instruction have

worked well overall this fall. Faculty have been flexible, seeking to support all students, including those who are isolated or fell ill. Overall, he said, students had adapted well academically despite challenges from the pandemic. However, Johnson noted that a student survey indicated more dissatisfaction with remote classes than UCF had hoped.

He provided data on student performance for summer 2020 vs. the previous summer. The data showed – that despite severe disruptions, adjustments to remote learning, and the many personal stressors students encountered – there was a slight increase in the percentage of students with passing grades and a slight decrease in the rate of students that withdrew from classes, which is encouraging and remarkable. He also said the successful completion of credit hours by undergraduate students went up slightly this summer, as did GPA. He added a small increase in the number of students who successfully moved off probation after entering the summer on probation and a substantial 27 percent decrease in students who entered probation during summer.

Johnson said none of this is a direct measure of student learning, but it is encouraging to see this success level. He said he was grateful for UCF's deeply dedicated faculty members and their extra efforts to help students during a challenging time for them.

Provost Johnson also outlined plans for spring teaching:

- Led by our Deans and chairs, faculty will deliver more face-to-face teaching than this fall. He said the campus experience is vital for student success, especially in the retention and eventual graduation of undergraduates. The University is obligated to do its best to provide a full experience, he said.
- There are two significant limitations to our ability to offer face-to-face classes: classroom availability given CoVid capacity constraints with physical distancing and student | faculty member's safety in the class.
- For the Spring 2021 Semester, UCF has a ~~more~~ formal process to allow faculty to document these high-risk conditions and seek an exemption from face-to-face courses. The updated exemption form includes pregnancy, according to the latest CDC list of medical conditions known to increase the risk of severe illness from COVID-19. UCF also added being age 70 years or older (as of January 1, 2021) as a reason for exemption and extended the qualifying factors to members of a faculty member's household.

Johnson said 248 people had requested exemptions; 207, or 83 percent, are approved; 35 denied, and six are pending review. He shared results from a Faculty Senate survey that indicated most faculty members are concerned about teaching face-to-face classes in the Spring 2021 semester.

Johnson said the University has learned a great deal about teaching on campus from the past two semesters. The overarching goal is always to prioritize health and well-being. Overall, the campus community has complied well with our COVID-19 policies. And it is significant that we still have no indications of any transmission from within the classroom. Therefore, knowing that the on-campus experience is essential for students, we have sought to increase the number of face-to-face courses.

Currently, 3,100 spring sessions have an on-campus component, above the 2,100 this fall but well below the 5,600 face-to-face or mixed mode of last spring. Students began registering for spring courses on November 2, 2020.

Johnson said COVID-19 cases are on the rise in Florida and up slightly at UCF over the last two weeks, after two weeks of reduced numbers. All courses will be taught remotely after the Thanksgiving break as the semester ends.

He said flexibility with courses is critical in moving forward. If conditions deteriorate during the Winter months, we are ready to pivot at any time to more remote instruction, he said. Johnson added that it is probable that a vaccine or vaccines will become available in the Spring. Student Health has a well-developed and practiced plan for mass vaccinations.

Interim Provost Johnson said UCF's final fall enrollment settled at 71,948, up about 3.5 percent. UCF's minority enrollment has reached a new high of 48.5 percent as the university progresses toward becoming a minority-majority institution.

Enrollment grew in part out of a decision in early summer to admit more FTIC students. These numbers were more significant than expected. Transfer students, whose numbers were initially down, improved. The steep drop in fall enrollment suggested in polls and forecasts did not materialize for UCF.

Applications for next fall's FTIC class are down about a quarter from last year and are comparable to applications at the same time three years ago. Transfer applications are down 18 percent, and SAT/ACT scores received are down about a third. Florida is one of two states still requiring these tests. It is not clear if that will result in fewer applications or just later applications.

There are accommodations for students who plan to attend UCF to take the ACT in January 2021 at the University testing center.

Johnson noted this is International Education Week. UCF has many outstanding international faculty – including President Alexander Cartwright – who help give our students a new global perspective. Even more critical is having international students on campus, he said. Their presence broadens the horizons of all students at UCF.

Johnson said international and global education is one of the significant areas of focus for UCF in coming years. A committee of faculty and staff will make recommendations to President Cartwright on possible strategic directions and improvements.

The recent retirement of Dr. Jeffrey Jones, Vice Provost of UCF Connect and UCF Global, contributed to several academic units' realignment, Johnson said. He recognized Jones for excellent work in reshaping regional campuses and improving Direct Connect. Jones' success was rewarded in his last years at UCF with oversight of UCF Global. Johnson said he was very grateful for Jones' time with UCF and wished him well in his next life chapters.

Several academic units moved following Jones' retirement on October 1:

- UCF Global now reports to Dr. Timothy Letzring, Senior Associate Provost for Academic Affairs. Letzring will oversee strategic thinking about international education.
- Direct Connect to UCF® and the UCF Connect Centers now report to Dr. Theodora Regina Berry, Vice Provost of Student Learning and Academic Success, and Dean, College of Undergraduate Studies; this move combines transfer FTIC advising.
- The UCF Online Connect Center has moved to the Division of Digital Learning, under Dr. Thomas Cavanagh, Vice Provost for Digital Learning.
- The Office of Instructional Resources Classroom Support teams moved to UCF IT, reporting to Michael Sink, Interim Vice President, and CIO.

In concluding his remarks, Interim Provost Johnson said these changes promote student success and strengthen the university's academic enterprise in positioning UCF well for the future.

## **NEW BUSINESS**

### **Conferral of Degrees (EPC-1)**

Chair Bradley called on Interim Provost Johnson to present this item. Johnson indicated the earning of a degree is the crowning achievement for students and UCF.

Johnson indicated that UCF would award over 6,300 degrees at Fall Commencement on December 19, 2020; virtual ceremonies that day will feature all 13 UCF colleges.

Johnson congratulated UCF students and their families for their achievement and thanked faculty, staff, and other stakeholders who are part of student success efforts.

Due to the pandemic, there will not be the usual graduation ceremonies. However, UCF's Office of Presidential Events has created the UCF Grad Walk in the Pegasus Ballroom of the Student Union as a supplementary graduation experience. The event offers graduates the opportunity to schedule an appointment to have their name called and cross a commencement stage to *Pomp and Circumstance*. This opportunity includes the ability of up to four family members to watch in person and the option to purchase pictures from a professional photographer and buy flowers, grad T-shirts, and commemorative items from the UCF Bookstore. The Grad Walk will adhere to all university COVID-19 protocols.

Trustee McAlpin motioned to approve the Conferral of Degrees, and Trustee Harrington seconded. The committee passed the item unanimously.

### **New Degree Program – Master of Science in Cybersecurity and Privacy (EPC-2)**

Chair Bradley described the proposed program as collaborative, combining UCF Colleges of Engineering and Computer Science, Business Administration, Sciences, Community Innovation and Education, Graduate Studies, and School of Modeling, Simulation.

Chair Bradley introduced Dr. Timothy Letzring to present the new degree program proposal to the committee.

Letzring said this 30 credit-hour program builds on UCF's current reputation in Cybersecurity, as outlined by both the National Security Agency and the Department of Homeland Security. UCF is a designated center of academic excellence for cyber defense education and cyber defense research. The College of Engineering and Computer Science will host this program.

Letzring pointed out the planning process outline, which is a requirement of the Board of Governors as part of the template for new program proposals. The process to start this degree program began in 2018 with the assistance of many team members.

Trustee Harrington motioned to approve, and Trustee Walsh seconded.

In the discussion, Chair Bradley indicated that this program's approval would fill an important space in UCF IT offerings and was an overall important component. He explained that faculty are in place and will be drawing from other programs. Letzring added that the program builds on UCF's existing strengths and talent, and this program is in demand both in industry and with students.

The committee unanimously approved the new degree proposal.

### Accountability Plan – Mid Cycle Metric Review (INFO-1)

Chair Bradley introduced Dr. Paige Borden, Associate Provost and Chief Analytics Officer, Analytics, and Integrated Planning. Borden began with a reminder the Board of Governors (BOG) only partially approved Accountability Plans due to the pandemic. The Board of Governors was concerned submitting plans in the middle of the pandemic could create unrealistic goals. Therefore, UCF's Accountability Plan is still only partially approved by the Board of Governors (BOG) after submission to the committee in April 2020. She also indicated that the narrative of items that UCF proposed to accomplish in the next three-to-five years has not yet been approved. The elements approved include the data, enrollment plans and projections for new degree programs.

Borden said UCF has not received feedback or guidance from BOG on the next steps for final approval.

Borden discussed the benchmarking associated with Performance-based Metrics and Preeminent Research Metrics along with alterations to the Performance-based Funding program.

She explained goals and points achieved in 2020 and UCF's rank within the SUS, including comparable data from previous periods. Borden said the committee would be presented with a draft version of 2021 results when information is available. She cautioned that the BOG had not verified any information presented in the draft. These are UCF reviews. Borden continued with trends (performance within an individual metric), goals, and proposals to change those goals. She provided information on the FTIC four-year graduation and academic progress rates; Bachelor and Graduate Degrees Awarded within Programs of Strategic Emphasis; and the University Access Rate.

Borden also presented information on two new metrics: AA transfer 2-year Graduation Rate and Pell 6-year Graduation Rate. She said the metric of 'Percent of Bachelor's Degrees Without Excess Hours' has been eliminated. She concluded the new final metrics are Bachelor's degrees awarded to African American and Hispanic Students.

Chair Seay asked if having the new degree program in Cybersecurity would help lift our graduate degrees of interest; Borden said every STEM degree created helps achieve that goal.

Seay asked if UCF has a strategy to address the shortfalls in programs with strategic emphasis and how it can progress? Chair Bradley recognized Interim Provost Johnson, who answered that UCF is at a maximum score for this category. Borden added that we continue to monitor to ensure there is no drop in points.

Borden's presentation concluded with Preeminent University Metrics involving five either emerging-preeminent or fully preeminent universities. Chair Bradley asked if the five universities are Florida, Florida State, Florida International, South Florida, and UCF, and Borden said yes.

Chair Bradley said UCF has more work to do in reaching its goals for metrics. However, he said being ranked 2<sup>nd</sup> for average SAT and GPA in the State University System (SUS) is impressive.

Amendment to University Regulation 2.036 – College Credit for Nontraditional Course Before Initial Enrollment (INFO-2)

Chair Bradley called on Interim Provost Michael Johnson and Senior Vice Provost Tim Letzring to discuss this amendment. Bradley said this information item is on the Governance Committee agenda as an approval item.

Letzring indicated this regulation also relates to BOG Regulation 6.020 and seeks to clarify the authority, responsibility and roles, and standards for determining UCF credit equivalency for non-traditional courses completed before the initial term of enrollment. These amendments restrict the number and types of entities from which UCF will consider awarding credit for non-traditional classes. Accepted credits are from institutions with appropriate accreditation, along with UCF articulation partners.

Chair Bradley recognized Trustee Harrington, who asked about the definition of a non-traditional course. Harrington also suggested several edits to the regulation as written. Letzring responded that BOG has not yet defined this term. Dr. Heidi Watt, Director of Academic Program Quality, asked to be recognized to supply more information. She said there might not be a distinction currently.

Chair Bradley suggested the team would continue to work on ~~credits and~~ the distinction between traditional vs. non-traditional credits. The Committee endorsed the approval of this regulation to the Governance Committee.

Emerging Issue – Faculty Mix (INFO-3)

Chair Bradley introduced Interim Provost Michael Johnson, Dr. Jana Jasinski, Vice Provost for Faculty Excellence, and Associate Provost Dr. Paige Borden to present this final information item. Johnson gave a brief recap of the Board of Trustee's research workshop discussion, which outlines today's presentation. Johnson indicated topics for information are faculty types, trends, and mix; SUS benchmarks; the technical definition of student-to-faculty ratio; and additional benchmarks to peers.

Johnson explained that UCF's designation changed by Carnegie from R1 to a very high research university. Research is driven by tenure and tenure-earning faculty. Active research changes the nature of our students' education for the better. Johnson ended by saying the university looks at the strategic direction for research expansion and developing a research action plan. He introduced Jasinski to continue the presentation.

Jasinski described faculty funding:

UCF has allocated over \$81 million in the past five years for faculty focused investments. Fund distribution is 60 percent for faculty hiring, with the remaining 40 percent used for faculty retention in many forms, including raises, promotions, and awards. Funds are also used for student-centered programs to enhance student success and operational investments.

Jasinski explained that the growth of tenure and tenure-earning faculty is a goal of the Collective Impact Strategic Plan.

She went on to explain faculty types, including instructional, non-instructional, and specialized faculty. Jasinski pointed out that today's presentation will mainly focus on instructional. Over the past five years,



instructional mix and trends indicate overall growth is 20 percent, with tenure and tenure-earning faculty increasing by 28 percent.

Jasinski continued with the faculty mix by gender, presenting a comparison between 2015 and 2019. Data show the female instructional faculty grew 20 percent, and male growth was 19 percent. She also broke down race and ethnicity for the same period:

Race	2015	2019
Asian	10.6%	13.6%
Black	4%	4.4%
Hispanic	7%	7.8%
Multi-Racial	0.6%	0.9%
International	3.8%	4%
White	73.7%	69.1%

Trustee Mills asked how UCF's data related or compared to other R1 institutions. Jasinski offered to provide that information in the future.

Vice Provost Jasinski continued with benchmarking data, describing the increase in faculty compared to closest peers FIU, FSU, and USF. UCF had the highest volume increase.

Chair Bradley indicated the Committee's main challenge from this presentation is to offer the Board of Trustees future recommendations to address our faculty make-up and mix. The Educational Leadership team, along with this Committee are up to this challenge.

Trustee Harrington asked how much growth in tenured faculty came from tenure-track vs. tenure-with-hire. Jasinski indicated most faculty members with tenure; are promoted into tenure.

She introduced Borden to continue the discussion. Borden began by explaining the student-to-faculty ratio definition calculation as full-time students plus 1/3 part-time students and full-time instructional faculty plus 1/3 part-time. She continued with the student-faculty ratio trend, including FTE for both groups compared to close peer institutions.

Trustee Walsh asked for information on the broader peer group. Borden indicated this would be upcoming. She described the three general peer groups for UCF as operational, the University Innovation Alliance, and the Florida SUS.

Chair Bradley pointed out that UCF closely meets and may exceed comparisons with all listed peer institutions.

Trustee Walsh asked why the change in peer institutions had changed from 2016; Chair Bradley noted the list is published annually. President Alexander Cartwright offered that this listing is current and relates to UCF's desire to challenge and be challenged by peers. He said the methodology for selecting peers is effective and offered to provide a more detailed explanation if needed.

Interim Provost Johnson previewed material to be covered at the Board of Trustees Retreat on December 3, 2020, and for other meetings to follow. Discussions will include how faculty metrics fit with our aspirational goal of becoming a Top 50 public university. During the Educational Programs Committee meeting in February 2021, topics will consist of faculty careers, promotion, retention, attrition, job

satisfaction, and class size discussion. At the April 14, 2021 meeting, recommendations to address the challenge will be presented.

Chair Bradley called on President Cartwright, who thanked the Educational Programs Committee staff for its support and preparation for meetings. He said, "In mapping where you want to be, the key to knowing how to get somewhere is to know where you are." The President said this presentation represents the beginning of the process and highlights opportunities to improve. Moving forward as an institution will require matching analysis with goals; UCF will figure out the mix and strategy that is right for the future.

Trustee Mills suggested including facilities in the discussion to manage classroom space. Also, reducing the number of students enrolled should not be removed as an option to address the challenge. He said UCF might not need to be focused on being the largest university.

Chair Seay was recognized and indicated that while hiring more faculty is essential, UCF must consider retaining faculty members. Faculty members are in high demand. Other Universities constantly are recruiting. She said it would be challenging to re-hire this caliber of faculty once they leave the University.

Trustee Harrington added that UCF also needs to keep its mission for serving this area at the forefront when discussing a reduction in student enrollment. The community has grown, and UCF is a significant economic driver. When UCF's reduces the number of its students, it curbs opportunity and economic activity. He said the case to make to the legislature is this community is worth the investment and economically pays for itself. Part of the solution must be marketing our economic position better, both in terms of the economy and equality, access, and lifting people in this area.

Chair Bradley added that many moving parts are involved and would need consideration.

In endorsing Trustee Mills' comments, Trustee Walsh said UCF needed to consider the equation's numerator and denominator. Area community colleges are eager to take on responsibility for undergraduate programs, four-year programs. He encouraged UCF to look for programs that may make sense to transfer to these institutions. Secondly, year-one-and-two class size data should be considered collaborative and essential in this process.

In closing, Chair Bradley summarized that UCF needs to find the best approach that works best for the University and its constituents while recognizing the task is challenging and complicated.

**ADJOURNMENT**

Chair Bradley adjourned the Educational Programs Committee meeting on November 18, 2020, at 5:02 p.m.

Reviewed by: \_\_\_\_\_  
Kenneth Bradley  
Chair, Educational Programs Committee

\_\_\_\_\_ Date

Submitted by: \_\_\_\_\_  
Janet Owen  
Associate Corporate Secretary

\_\_\_\_\_ Date