

Educational Programs Committee Meeting

Feb 9, 2021 3:30 PM - 5:00 PM EST

Table of Contents

I. Agenda.....	2
II. Minutes of the October 14, 2020 and November 18, 2020 meetings.....	3
III. Reports.....	14
A. Discussion Inspirational Spotlight.....	14
B. Discussion Provost Update.....	14
C. INFO-1 Annual Plan Mid-Year Assessment.....	16
IV. New Business.....	20
A. INFO-2 Emerging Issue – Faculty Mix.....	20



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees
Educational Programs Committee
Virtual Meeting
February 9, 2021, 3:30 – 5:00 p.m.**

Livestream:

<https://ucf.webex.com/ucf/onstage/g.php?MTID=efd1167e66382bb7ab6ba68a5867a72a2>

Conference call number: 1-408-418-9388, access code: 132 337 2057

AGENDA

1. Call to order
Kenneth Bradley, *Chair, Educational Programs Committee*
2. Roll Call
Gwen Ransom, *Executive Assistant
Office of the Provost*
3. Minutes of the October 14, 2020 and
November 18, 2020 meetings
Chair Bradley
4. Reports
Chair Bradley
- Discussion
 Inspirational Spotlight
 Harold Mills, *Trustee, Educational Programs
Committee*
- Discussion
 Provost Update
 Michael D. Johnson, *Interim Provost and Vice
President for Academic Affairs*
- INFO-1
 Annual Plan Mid-Year Assessment
 Kenneth Bradley
5. New Business
Kenneth Bradley
- INFO-2
 Emerging Issue – Faculty Mix
 Michael D. Johnson
 Jana L. Jasinski, *Vice Provost, Faculty Excellence*
 M. Paige Borden, *Associate Provost and Chief
Analytics Officer, Analytics and Integrated
Planning*
6. Adjournment
Chair Bradley



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees
Educational Programs Committee
October 14, 2020
Virtual Meeting
MINUTES**

CALL TO ORDER

Trustee Kenneth Bradley, chair of the Educational Programs Committee, called the meeting to order at 9:01 a.m. Committee members Vice-Chair Caryl McAlpin, Trustee Joseph Harrington, Trustee Sabrina La Rosa, and Trustee Harold Mills were present. Trustee David Walsh joined the meeting in session. Board of Trustees Chair Beverly Seay also attended.

MEETING MINUTES

The Educational Programs Committee approved August 12, 2020, meeting minutes as written following Vice-Chair McAlpin's motion for approval and Trustee La Rosa's second.

REPORTS

Provost Update

Interim Provost Michael Johnson provided the provost update, leading off with the fall 2020 semester status. He said both face-to-face and remote education worked effectively overall. Johnson praised the campus community for working together to comply with COVID-19 policies and promote a culture of safety and consideration for others. He attributed a recent student spike in positive COVID-19 cases to activity at bars and other social gatherings around the UCF campus, emphasizing students' need to continue safe practices. Johnson said it was essential to recognize that the school's safety measures have prevented transmission within classrooms.

Johnson said preliminary enrollment for fall showed a 3.9 percent increase, primarily due to an early summer decision to admit more FTIC students. UCF's returning second-year FTIC students have a 92.3 percent retention rate, contributing to increased total headcount. Johnson outlined academic indicators and student success during the pandemic.

Despite this challenging time of unprecedented stress for students, which involves factors such as health, family care, income loss, and disruptions to their regular class routines, the interim provost said our students appear to have adapted well academically overall.

Johnson outlined these academic highlights for summer 2020 compared to the previous summer:

- UCF saw a slight increase in the percentage of students with passing grades and a slight decrease in the rate of students who withdrew from classes, which is encouraging and rather remarkable.
- Undergraduate students' successful completion of credit hours went up slightly, with an improved GPA.

- A small increase occurred in the number of students who successfully moved off probation after entering the summer on probation. There was a substantial 27 percent decrease in the number of 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. Also, faculty have worked very hard to make courses accessible and flexible; this semester, providing support to all students, including those who needed to be isolated or fell ill. This support has taken much more time than usual. Johnson said UCF has a deeply dedicated faculty, and he is very grateful for their effort.

Johnson also shared a layout for spring 2021 planning:

- The goal for spring 2021 is to substantially increase the number of face-to-face classes, beginning with subjects that would ordinarily be on campus. The campus experience is essential for student success, and UCF must do its best to provide it.
- We are comfortable with this path for several reasons: We know much more than we did in the summer about how to have a safe campus; our policies are well developed, as are our testing and tracing protocols; and, above all, this approach has worked, with no evidence of classroom transmission at UCF or across the SUS.
- It is difficult to predict the outcome of this planning. But, in a regular semester, we have around 5,600 sections on campus. This fall the number was about 2,100. We will seek to get as close to the typical number as possible, given space constraints, class size, and faculty availability.
- We intend to publish the results for students by early November to allow for time to finalize spring schedules and factor in travel and housing.
- During the fall 2020 semester, about a fourth of class sessions were on campus; also, about a fourth of students have at least one on-campus class. In a typical semester, approximately 80 percent of students would attend in-person on campus.
- There are two significant limitations to the ability to offer face-to-face classes.
 - First, space must be available, continuing our COVID policies, including masks, physical distancing, and extra cleaning. Many sessions, however, will need to be offered remotely, simply because we can't fit them in the available space with social distancing. For example, UCF has 40 rooms that will only seat 14 or fewer students under COVID distancing, but we do not offer so many small classes simultaneously.
 - Secondly, faculty members at higher risk should not teach face-to-face. UCF has developed a more formal process to document high-risk conditions when planning for the fall semester.

Johnson emphasized spring plans can be changed if necessary. If conditions deteriorate as the next semester approaches, UCF will pivot towards remote teaching. He indicated plans for Spring Break would begin soon.

Interim Provost Johnson summarized the academic discussion by emphasizing the commitment to provide a robust campus experience. He stated that the college experience is about more than academics and that

students want to engage in activities and be with other students. Belonging to a campus community is a crucial ingredient of retention and eventual graduation, he said.

Johnson stated that many offices and groups work to provide these experiences, with safety considerations, in a time of COVID. Some examples:

- More than 450 new UCF students came out for the physically distanced Knighting welcome event on Memory Mall.
- Students made approximately 18,000 visits to Recreation and Wellness facilities in one month.
- More than 700 students participated in a virtual Registered Student Organization Fair.
- And more than 670 students rushed a fraternity or sorority.

Johnson commended the thoughtful work of Dr. Maribeth Ehasz, UCF's Vice President for Student Development and Enrollment Services, her team, and others whose creativity and determination help to provide students with a well-rounded campus experience despite the challenges posed by the pandemic.

Johnson noted that Ehasz has announced she will retire in February 2021 after 26 years at UCF, including 15 years as vice president. Johnson described her as a champion for student success who has influenced thousands of students during her tenure. Johnson said she is a significant reason why our university is a leading choice for aspiring college students in Florida and beyond. He said she would be deeply missed and has earned this next step, along with UCF's gratitude.

Interim Provost Johnson announced the preparation for three dean searches involving the Library, College of Sciences, and College of Optics and Photonics. He noted good news around campus:

- Pegasus Professor Peter Delfyett has earned the 2021 Arthur L. Schawlow Prize in Laser Science from the American Physical Society. The society selects one scientist each year who has made outstanding research contributions in laser science. Delfyett, recognized for "pioneering contributions in the development of ultrafast, mode-locked, semiconductor diode lasers.
- Recent *U.S. News & World Report* rankings show UCF improved to 77th as a public national university. UCF is only one of three public universities in the nation to have improved our ranking in each of the last four years.

Johnson said a more in-depth look into the *U.S. News* rating algorithm is telling. UCF's outcomes are in the top 50 among public universities. That includes student success measures, including graduation and retention, social mobility, graduate indebtedness, and student excellence. UCF's financial resources and student-faculty ratio are far from the top 50, he said, and insufficient resources hold back the university's ranking.

Johnson emphasized that the university should be proud of performing well. But he said the constant burden of doing more with less weighs heavily on faculty, advisors, and administrative staff across UCF. Johnson said the return on investment at UCF is tremendous and that we need to help others understand how investing in UCF pays off.

Chair Bradley recognized Trustee Walsh, who added that contributions made by Ehasz are immeasurable and exemplary. Walsh said Ehasz had been a great representative of UCF across the country and region and that the university is blessed to have her.

Chair Bradley stated agreement and said there would be an opportunity to bid farewell to her as she heads into retirement. By acclamation, he noted, UCF appreciates and thank her abundantly for all that she has done.

Bradley continued with more responses to the provost update:

- He praised Pegasus Professor Peter Delfyett for earning his prestigious award. He stated that the professor is focused on teaching and doing good research. He said Delfyett probably did not seek to win this award. Bradley noted that receiving honors of this stature should be recognized and praised.
- Touts the remarkable showing of UCF for the fall semester, stating UCF grew the equivalent of a small university despite the pandemic, which is impressive.
- Reiterated Chair Seay's charge to the Educational Programs Committee to study the student-faculty ratio. An upcoming discussion on the university's research enterprise will inform findings and work related to the student-faculty mix. Educational programs leadership staff will soon present to the committee on the student-faculty issue.

In concluding his comments, Bradley expressed his thanks and gratitude for the hard work and incredible flexibility of UCF during pandemic times.

Chair Bradley recognized Trustee Joseph Harrington to deliver the inspirational spotlight.

Inspirational Spotlight

Trustee Harrington recognized and commended his parents for putting him on a positive career path to becoming a scientist. Both parents earned doctorates; Harrington said their love of science had greatly influenced him. His father, an environmentalist, worked as a nuclear engineer. Harrington stated that he got an early start in science because of his father's influence and inspiration.

Trustee Harrington stated that his grandmother learned about the sky because of a subscription to an astronomy magazine. She would point out and describe stars to him in the night sky, which is how he got interested in astronomy.

In closing, Harrington said both his father and grandmother inspired him, spurred his curiosity in science, and influenced the career journey that brought him to where he is today.

NEW BUSINESS

2021-22 Undergraduate Admissions Tests (INFO-1)

Chair Bradley introduced Interim Provost Johnson and Dr. Gordon Chavis, Associate Vice President for Enrollment Services, to present this information item, which outlined data on UCF applications and future test submissions.

The impact of COVID-19 has caused many test centers across Florida and the nation to cancel test-taking due to students' and parents' safety concerns. More than 1 million fewer students nationally and 42,000 fewer students in Florida have taken the SAT this year, versus last year. SAT or ACT scores are requirements for admission under the Board of Governors Regulation 6.002. The testing issue has led to a reduction in applications for UCF and the entire SUS in Florida. Given the lack of ability for a significant number of students to take a test this year, on August 4, a recommendation was made by the SUS admissions deans for a one-year temporary relief from the BOG admissions requirement.

Chair Bradley asked if the BOG had responded to the request, and Chavis said there had not been a response given to date. While the lack of access to safe test environments impacts all new student application and test receipt trends, resulting in fewer applications, Chavis said work continues to provide additional test opportunities for students; the situation should gradually improve.

Chavis continued by highlighting summer and fall FTIC application trends for the same period and student submissions of SAT and ACT scores. Despite several negative trends, there are positive areas, he said.

For instance, Chavis said the number of prospects for admission had increased by 15 percent over the previous year. UCF continues to be No. 1 among state universities in Florida in receiving the most test scores from high school seniors. UCF has led the state in this category since 2008, Chavis said.

Chavis shared two other points with the committee:

- Trends in applications this year are inconsistent with the positive application and test trends of the past five years. COVID-19-related factors – such as family economics, safety concerns, and the inability to get a test administered – are adversely impacting UCF application trends and those throughout the SUS.
- On the positive side, the ACT administration has shared its adjustments for increasing testing opportunities for students. Those efforts, in combination with College Board efforts for SAT testing and UCF adopting recruitment and marketing practices that show positive signs – give a reason for optimism as we look to the future.

As part of this discussion, Chair Bradley recognized Trustee Harrington, who explained the distinction between ACT and SAT testing. Chair Bradley also recognized Trustee Harold Mills, who asked about the tests' role in the admissions process. Chavis said the approach to admissions is holistic. A combination of the high school curriculum's strength and a student's high school performance are better indicators of success than a test. He said other factors are also involved, such as letters of recommendation, student writing, and employers' references.

Trustee Walsh was recognized and said the University of Chicago had abandoned these tests as a requirement for applicants, and he would hope that UCF is not moving in that direction. He asked about the long-term thinking about these tests. Chavis answered that UCF is not headed in that direction and reiterated the importance of all the admissions process components in determining if a student is the right fit or can be successful. There are many indicators of future academic success. UCF should continue to think about all pathways, Chavis said.

Chair Bradley recognized Board of Trustees Chair Beverly Seay. She asked about the impact of ACT/SAT testing on scholarship opportunities. Will there be an additional burden on the university to provide scholarship resources from other areas that do not have the testing requirement? Chavis stated it would be necessary to evaluate candidates for merit scholarships, resulting from carefully evaluating high school GPA and test scores. If students do not have the opportunity to retake tests, they do not have the chance to increase scores, which could be the difference in obtaining a scholarship or not. The process will need careful review.

Chair Seay asked if the CARES Act could fund scholarships? Chavis replied that the funds had been exhausted, helping 20,000 students with various needs.

Trustee Harrington was recognized and stated that standardized testing discussions continue among faculty.

Chair Bradley closed this discussion by asking Interim Provost Johnson to keep the EPC informed and updated at future meetings. Also, he asked about the admission deadlines for the summer and fall of next year. Chavis stated that these deadlines are in the spring, and we will have a better picture of the admission direction in December or January.

Graduate Admissions Tests – Regulation Update (INFO-2)

Chair Bradley introduced Dr. Elizabeth Klonoff, Vice President for Research and Dean of the College of Graduate Studies, to present this information item regarding regulations for graduate-level admissions exams.

Klonoff began by noting the request to modify UCF Regulation 2.003, which currently requires anyone entering a doctoral program and who does not have a master's degree to take some form of a standardized test. With the modification, UCF seeks to make this test-optional in 2021 for spring, summer, and fall, based on department and program, giving the program the option to decide.

UCF local regulations require the GRE of all incoming doctoral students; it is at the program's discretion for incoming master's students. Many universities have elected to waive requirements to take the GRE. Klonoff said it makes sense to waive the GRE testing requirement of graduate programs due to the difficulty in applicants taking the GRE in the COVID environment.

This request for approval has been reviewed and approved by the Graduate Policy Committee at UCF and is on the Governance Committee's October 22 consent agenda for approval.

Chair Bradley asked how UCF uses the GRE for admissions at the graduate level.

Klonoff said admissions at the graduate level are very different from undergraduate admissions. Leaders of degree programs know what they are looking for in students and better understand what they have done in the past. Also, there is a record of research, performance, and work experience, which is very different from high school students being in college for the first time.

She also indicated that the Graduate Policy Committee is currently meeting to discuss if the waiver request should extend beyond 2021.

Digital Learning Course Redesign Initiative (INFO-3)

Dr. Tom Cavanagh presented an update on the DLCRI project, a three-year effort that began in January 2018, as authorized and funded by the Board of Trustees. Cavanagh explained that periodic updates are a funding requirement for this strategic initiative; the project will conclude at the end of the year.

Cavanagh outlined progress on projected goals for the fiscal year 2020-21:

- Transform 100 courses: 96 are complete, and the program is on track to deliver 154
- Train 120 faculty: They found that UCF did not require 120 faculty members trained; 75 trained, with 80 expected by the end of the fiscal year
- Impact 50,000 enrollments: 81,305 are complete and the program is on track for 90,000
- Partner with five colleges: Nine are engaged to date
- Transform eight classrooms into technology-enhanced active-learning spaces: This task is complete

Cavanagh also delivered a spring 2020 evaluation overview on migration to remote instruction. It included redesigning and adapting courses to maintain or gain student success. He reported the courses' success rates.

In closing, Cavanagh indicated the project is running under budget, according to accomplished objectives. The plan is to continue with the project until funds are no longer available while laying out a new focus of strategically recruited team projects.

ADJOURNMENT

Chair Bradley adjourned the Educational Programs Committee meeting on October 14, 2020, at 10:01 a.m.

Reviewed by: _____
Kenneth Bradley
Chair, Educational Programs Committee

_____ Date

Submitted by: _____
Janet Owen
Associate Corporate Secretary

_____ Date



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

Trustee Harrington suggested changes to the minutes before approval. October 14, 2020, meeting minutes will be submitted to the committee for approval at the 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.

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 despite adverse conditions. Overall, he said, faculty and students had adapted well academically despite stressors and challenges from the pandemic that included severe disruptions and remote learning adjustments.

The provost provided data on student performance for summer 2020 vs. the previous summer. The data showed that the successful completion of credit hours by undergraduate students went up slightly this summer, as did GPA.

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 an approved medical exemption for instructors
- For the spring 2021 semester, UCF has an updated exemption form allowing faculty to document these high-risk conditions and seek an exemption from face-to-face courses.

Johnson said 248 people had requested exemptions; he also 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.

Provost Johnson said the university 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.

Currently, 3,100 spring sessions are planned with 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.

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.

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.

Johnson noted it was International Education Week. He said 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 the coming years. A committee of faculty and staff will make strategic recommendations for direction and improvements.

The October 1 retirement of Dr. Jeffrey Jones, Vice Provost of UCF Connect and UCF Global, contributed to the academic realignment of several academic units that will benefit UCF in the future, Johnson said. Those were:

- UCF Global now reports to Timothy Letzring, Senior Associate Provost for Academic Affairs. Letzring will oversee strategic thinking about international education.
- DirectConnect to UCF® and the UCF Connect Centers now report to 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.

Johnson 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.

NEW BUSINESS

Conferral of Degrees (EPC-1)

Chair Bradley called on Interim Provost Johnson to present this item. Johnson said UCF would award over 6,300 degrees at Fall Commencement on December 19, 2020; virtual ceremonies that day will feature all 13 UCF colleges.

Due to the pandemic, there will not be the usual graduation ceremonies. UCF has created the UCF Grad Walk in the Student Union's Pegasus Ballroom as a supplementary graduation experience.

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 the School of Modeling, Simulation. Chair Bradley introduced Dr. Timothy Letzring to present the new degree program proposal.

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.

Trustee Harrington motioned to approve, and Trustee Walsh seconded. 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 supported elements include the data, enrollment plans, and projections for new degree programs.

Borden also 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. Dr. Borden also introduced two new metrics: AA transfer 2-year Graduation Rate and Pell 6-year Graduation Rate. Borden's presentation concluded with Preeminent University Metrics involving five either emerging-preeminent or fully preeminent universities.

Chair Bradley said UCF has more work to do in reaching its goals for metrics.

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 suggested the team would continue to work on 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. Chair Bradley indicated the committee's primary challenge from this presentation is to offer the Board of Trustees future recommendations to address our faculty make-up and mix.

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.

Following the presentation, Chair Bradley called on President Cartwright, who thanked the EPC staff for preparing this emerging issue item. 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, he said, will require matching analysis with goals; UCF will figure out the mix and strategy that is right for the future.

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

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

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

Course Sections In-Person

Spring 2021

2,200 (39 percent)

Fall 2020

1,400 (23 percent)

Spring 2020

5,600 (75 percent)

In-Person Options For Spring 2021

79 percent of Spring 2020 courses that were offered on campus

Students in Class at Busiest Hour

Spring 2021: 4,400

Typical Spring: 16,000

Student Course Outcome Comparisons

Undergraduates: Fall 2019 to Fall 2020

More Passing Grades

88.6% to 90.1%

Fewer Withdrawals

4.5% to 4.0%

Increased Credit Hours (UGRD)

10.5 to 10.6

Improved GPA (UGRD)

3.10 to 3.20

UCF BOARD OF TRUSTEES
Agenda Item Summary
Educational Programs Committee
February 9, 2021

Title: Mid-Year Annual Plan Assessment

Information **Information for upcoming action** **Action**

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

At the beginning of FY21, committee annual plans were developed and shared for trustee input. Currently, at the mid-point in the fiscal year, committee annual plans are being included on all agendas for a brief assessment of the following:

- To acknowledge discussions, informational presentations, or action items that have been moved since the plan was presented in the fall.
- To provide committee members the opportunity to suggest strategic discussion items for the remaining FY21 meetings.

Background Information:

In response to trustee feedback, the Board Office, in coordination with the President's Office and committee staff, have drafted a template for all committees to use in developing plans for strategic discussions, informational presentations, and actionable items that come before the committees on an annual basis. The draft template was presented to all committee chairs for their input and direction on strategic discussions to address in FY21.

Recommended Action:

This item is being presented as information only.

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

N/A

Contract Reviewed/Approved by General Counsel N/A

Committee Chair or Chair of the Board has approved adding this item to the agenda

Submitted by:

Michael D. Johnson, Interim Provost and Vice President for Academic Affairs

Supporting Documentation:

Attachment A: Educational Programs Committee Annual Plan

Facilitator/Presenter:

Kenneth Bradley



UNIVERSITY OF CENTRAL FLORIDA

UCF Board of Trustees
Educational Programs Committee Mid-Year Annual Plan Assessment
Fiscal Year 2021 (July 1, 2020 – June 30, 2021)

Mission Statement:

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.

Charter Summary:

Purpose: The general purpose of the **Educational Programs Committee** is to provide strategic input to the provost and president to ensure that curricular and co-curricular educational programs, student life, support services, faculty tenure, information technology, library resources, learning resources, and assessment systems are of high-quality and that they support and strengthen the institution's mission, strategies, and academic priorities.

Minimum Number of meetings: 4 Charter last amended: June 18, 2020

Minimum Number of members: 5 Next charter review: April 14, 2021

2020-2021 Committee Priorities:

Align actions with approved goals: Ensure university actions align with the president's strategic goals approved by the Board of Trustees.

Emerging Issues Monitoring: Faculty Mix, Enrollment Strategy, UCF Global

Types of Agenda Items:

Currently, agenda items fall into three categories: Discussion, Information, and Motion.

Discussion: These items may include a specific theme that carries through several meetings. The chair develops these items with committee staff and presentations are structured to engage the Committee in strategic discussion.

Information: These items are brought before the Committee to educate, but also to engage the committee members in discussion that will set the background for a future action. Except for extenuating circumstances, the Committee should never be asked to act on a decision with significant fiscal or reputational impact without prior discussion as a full body.

Motion (Action): These items require committee approval as required by federal or state laws, external standards, Board of Governors' Regulations, Board policies, and/ or university regulations. These items require a motion and a vote, but approval is never assumed. Staff bring recommendations to the Committee, but the approval lies within the Committee's decision-making authority.

**Educational Programs Committee
Annual Plan Detail – FY21**

Committee Meeting Date	Item Type	Agenda Item	Lead(s)
August 12, 2020	Discussion	Provost's Update	Johnson
	Information	FY21 Educational Programs Committee Annual Plan	Bradley
	Motion	Textbook and Instructional Materials Affordability Report	Berry Bowdon
	Motion	Potential Establishment of a Geospace Research Program	Klonoff
	Information	Academic Program Development Process	Letzring
	Discussion	Emerging Issue Action Plan Development – Faculty Mix including Student-Faculty Ratio, Awarding of Tenure, and Tenure with Hire	Johnson
Committee Meeting Date	Item Type	Agenda Item	Lead(s)
October 14, 2020	Discussion	Provost's Update	Johnson
	Information	2021-22 Undergraduate Admissions Tests	Johnson Chavis
	Information	Graduate Admissions Tests – Regulation Update	Johnson Klonoff
	Information	Digital Learning Course Redesign Initiative	Cavanagh
	Motion	Tenure with Hire*	Jasinski
	Motion	Degree Proposals*	Letzring
Committee Meeting Date	Item Type	Agenda Item	Lead(s)
November 18, 2020	Discussion	Provost's Update Spring Planning, Fall Enrollment	Johnson
	Motion	Conferral of Degrees	Johnson
	Motion	Degree Proposal – MS in Cybersecurity and Privacy	Letzring
	Information	Accountability Plan with Updated Metrics	Borden
	Information	Amendment to University Regulation 2.036	Letzring
	Information	Emerging Issue – Faculty Mix	Johnson/ Jasinski/ Borden
Committee Meeting Date	Item Type	Agenda Item	Lead(s)
February 9, 2021	Discussion	Inspirational Spotlight	Bradley
	Discussion	Provost's Update	Johnson
	Information	Annual Plan Mid-Year Assessment	Bradley
	Motion	Tenure with Hire	Johnson
	Motion	New Degree Program	Johnson
	Information	Emerging Issue – Faculty Mix	Johnson/Jasinski/ Borden
Committee Meeting Date	Item Type	Agenda Item	Lead(s)
April 14, 2021	Discussion	Provost's Update	Johnson
	Information	Educational Programs Committee Charter Review	Bradley
	Motion	Tenure Recommendations	Johnson
	Motion	Spring Conferral of Degrees	Berry
	Motion	Accountability Plan	Johnson Borden
	Motion	Tenure with Hire*	Jasinski
	Motion	Degree Proposals*	Letzring
	Information	Emerging Issue – Faculty Mix	Johnson/Jasinski/ Borden
Committee Meeting Date	Item Type	Agenda Item	Lead(s)
June 16, 2021	Discussion	Provost's Update	Johnson
	Discussion	End-of-year Annual Plan Assessment	Bradley
	Motion	Educational Programs Committee Charter Amendments	Bradley
	Motion	Summer Conferral of Degrees	Berry
	Motion	Tenure with Hire*	Jasinski
	Motion	Degree Proposals*	Letzring

*Item can be every meeting, as needed

UCF BOARD OF TRUSTEES
Agenda Item Summary
Educational Programs Committee
February 9, 2021

Title: Emerging Issue – Faculty Mix

Information **Information for upcoming action** **Action**

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

The Phase IV discussion of Faculty Mix will include the following topics:

- Faculty recruitment and hiring
- Faculty promotion, retention, and attrition
- Faculty job satisfaction using the COACHE survey findings

Background Information:

The Educational Programs Committee was charged in July with deeper consideration of an emerging issue regarding faculty mix, student-to-faculty ratio, and faculty tenure. A series of related discussions and presentations will present UCF’s current status, impacts of various options, and formulate a strategic direction for the emerging issue.

Phase I – A research workshop at the October 22, 2020 Board of Trustees meeting focused on the mission of an R1 institution, research awards and expenditures, and the centrality of tenure-earning faculty to the research enterprise.

Phase II – INFO-3 at the November 18, 2020 Education Programs Committee meeting focused on faculty mix trends and benchmarking. The federal definition for student-to-faculty ratio was also introduced with trends and benchmarks.

Phase III – A benchmarking discussion at the December 3, 2020 Board of Trustees Retreat focused on U.S. News and World Reports “2021 Best Colleges” benchmarked UCF’s performance to the Top 40-51 public institutions. This discussion included additional metrics related to Faculty Resources.

Recommended Action:

N/A

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

N/A

Contract Reviewed/Approved by General Counsel N/A

Committee Chair or Chair of the Board has approved adding this item to the agenda ☒

Submitted by:

Jana L. Jasinski, Vice Provost for Faculty Excellence

M. Paige Borden, Associate Provost and Chief Analytics Officer, Analytics and Integrated Planning

Supporting Documentation:

Attachment A: Emerging Issue – Faculty Mix - Presentation

Facilitators/Presenters:

Michael D. Johnson, Interim Provost and Vice President for Academic Affairs

Jana L. Jasinski

M. Paige Borden



Faculty Mix – Phase IV

Educational Programs Committee

February 9, 2021

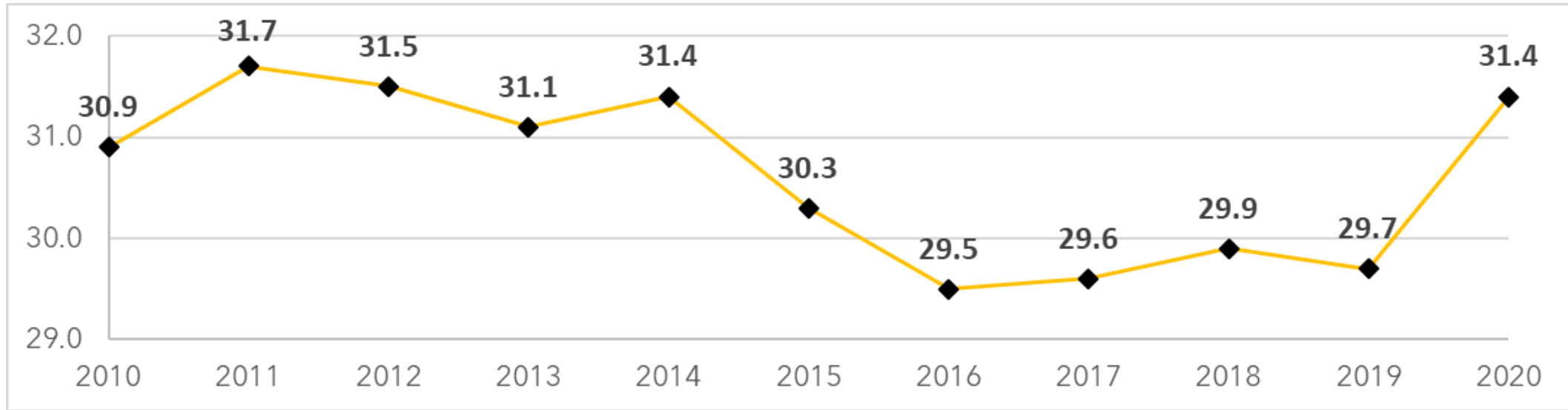
Today's Topics

- Recap Phase I-III discussions
- Fall 2020 Ratio Update
- 2019-20 Faculty Snapshot and Trends
- Recruitment and Hiring of Faculty
- COACHE Survey and Findings
- Faculty Retention Initiatives

Recap of Prior Presentations

- Phase I (October 22) - Tenured and Tenure-Track faculty and research are key to maintaining UCF's **R1 university** Carnegie Classification held by only **94** public universities
- Phase II (November 18) - Faculty mix trends and benchmarks, along with a Student-to-Faculty Ratio deep dive
- Phase III (December 3) - Faculty Resources metrics, including class size as defined by U.S. News and World Report

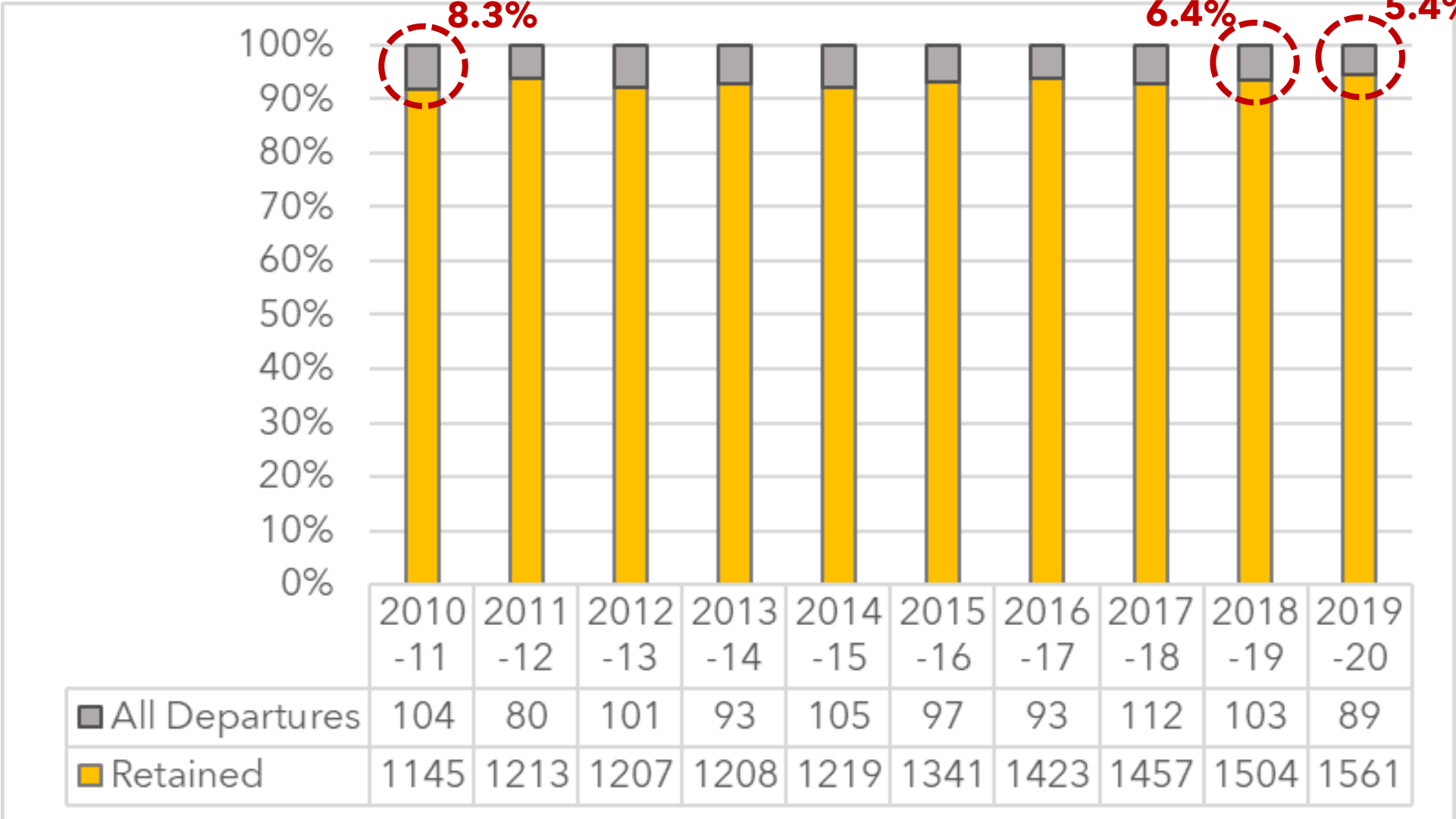
UCF Student-to-Faculty Ratio Trend



Student FTE	46,975	0%	46,994	+5%	49,551	+9%	54,189	55,805 (+3%)
Faculty FTE	1,483	+1%	1,494	+12%	1,680	+9%	1,826	1,779 (-3%)

Students +19%, Faculty +20%

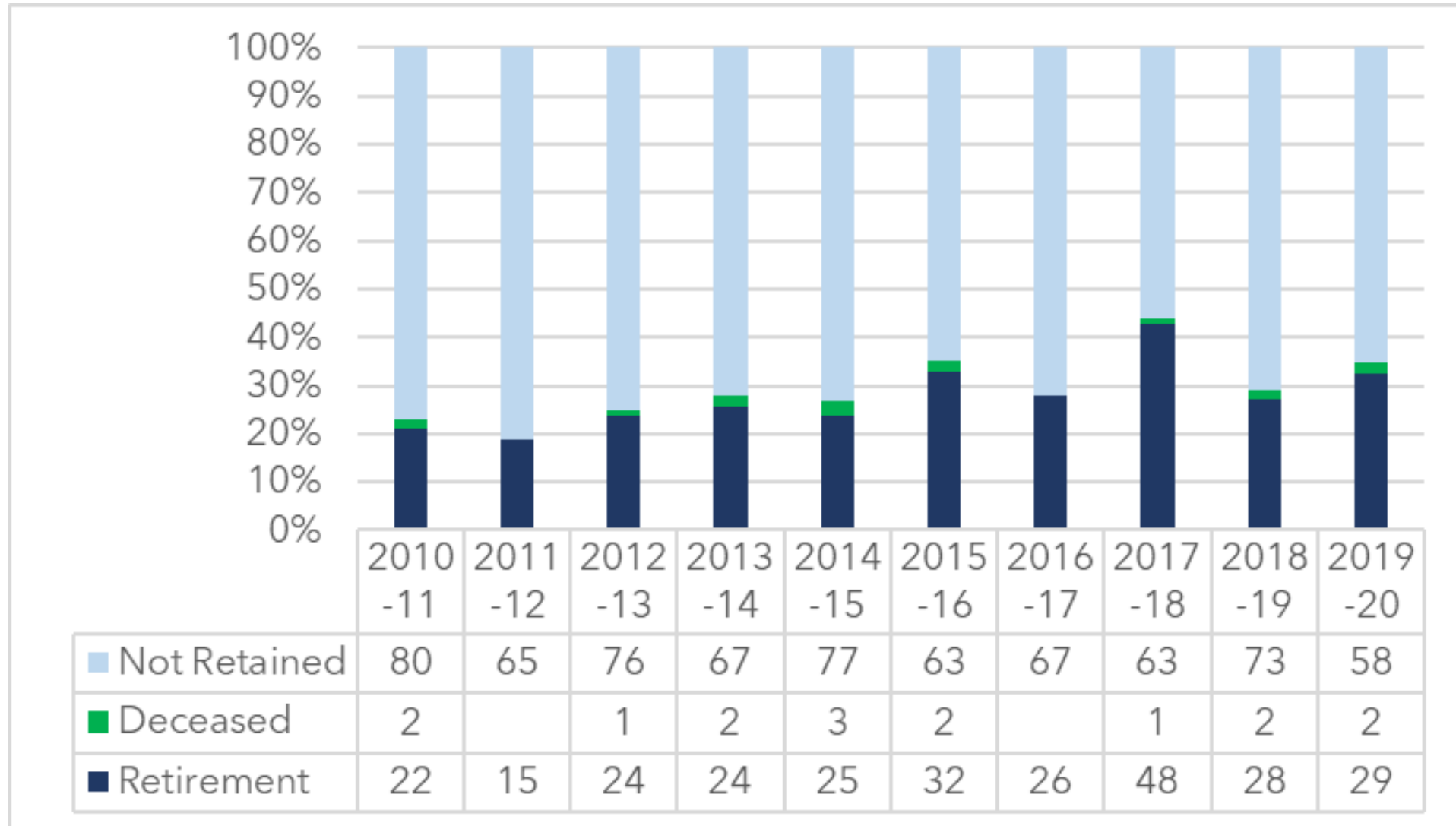
Year over Year Faculty Status



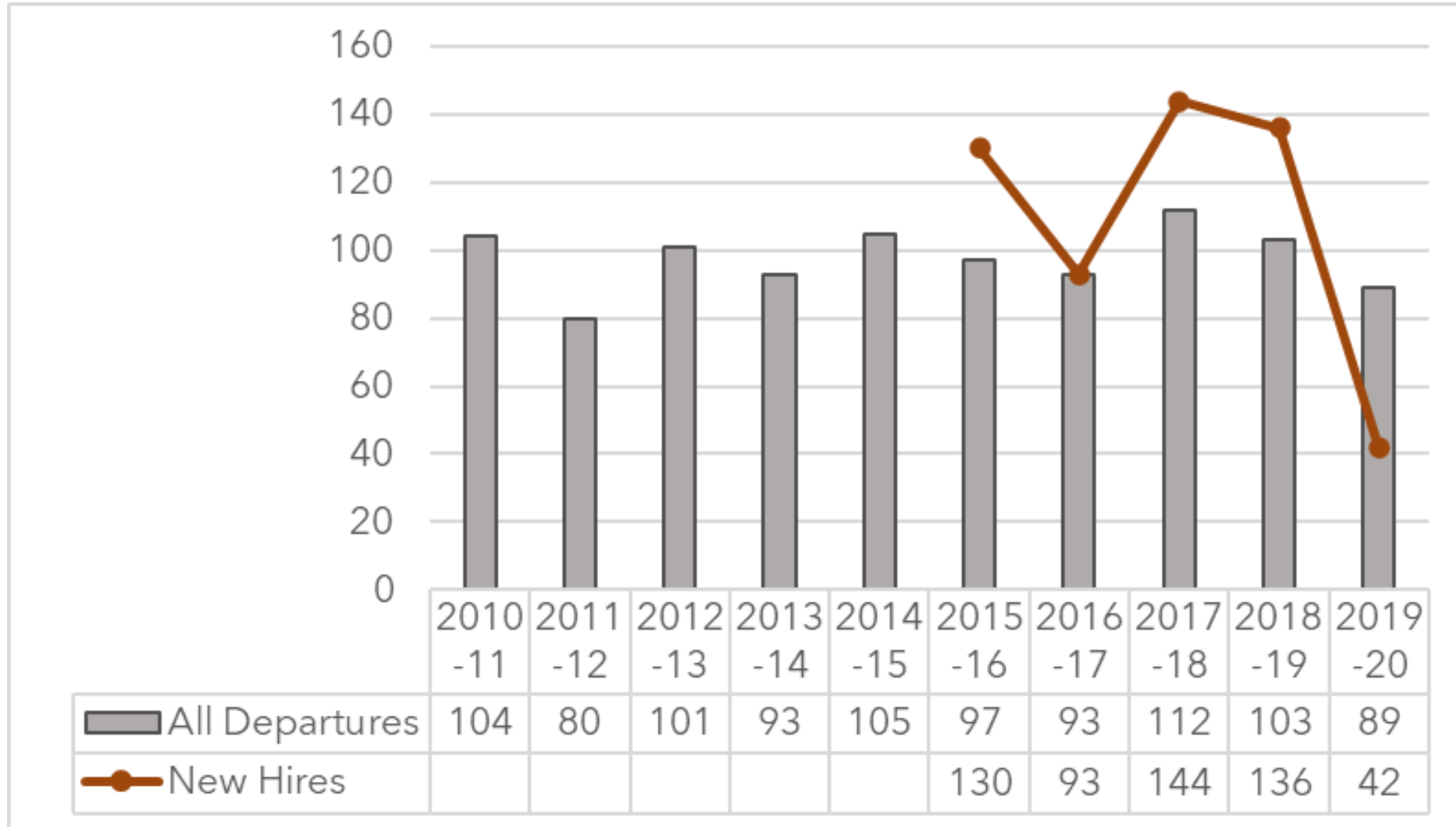
Source: UCF Faculty Staff Retention



Year Over Year Departures



Year Over Year Departures and Next Cycle New Hires

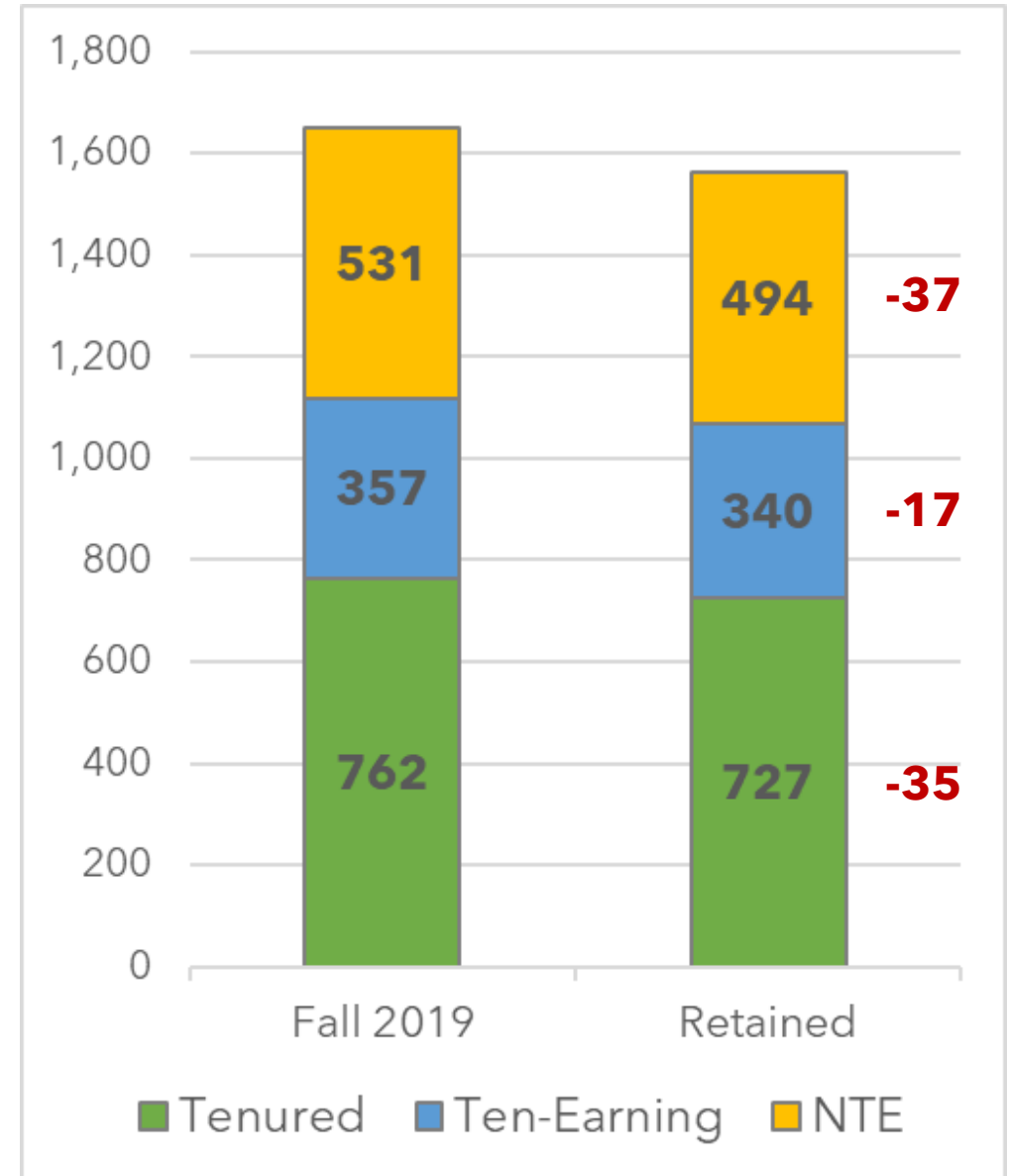


Source: UCF Faculty Staff Retention

2019-20 Faculty Snapshot and Retention Trends

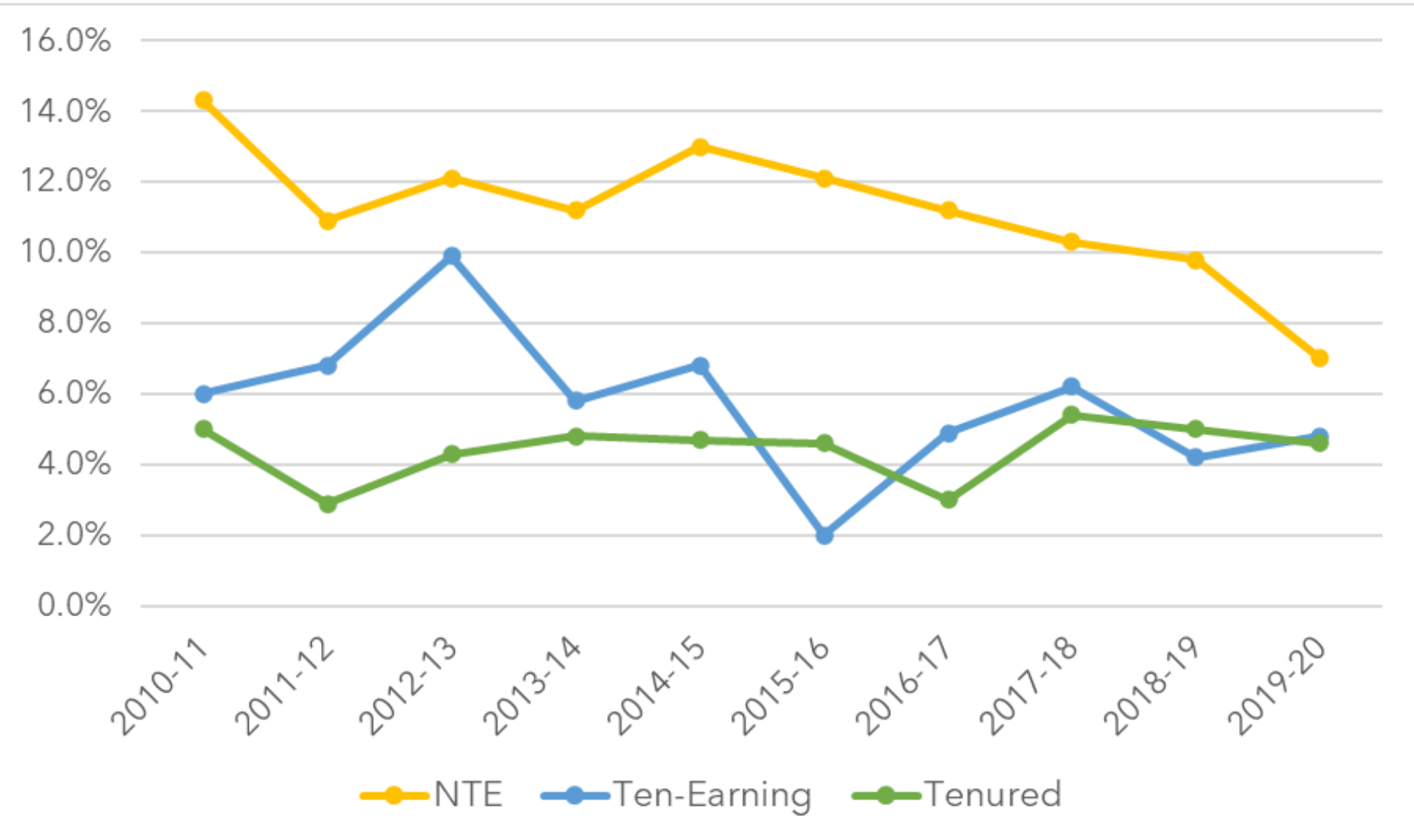
2019-20 Snapshot by Tenure Status

- 1,650 faculty members in Fall 2019
- Retained 1,561 (94.5%)
- Departures:
 - Tenured and Ten-Earning: Less than 5%
 - Not Tenure-Earning (NTE): 7%



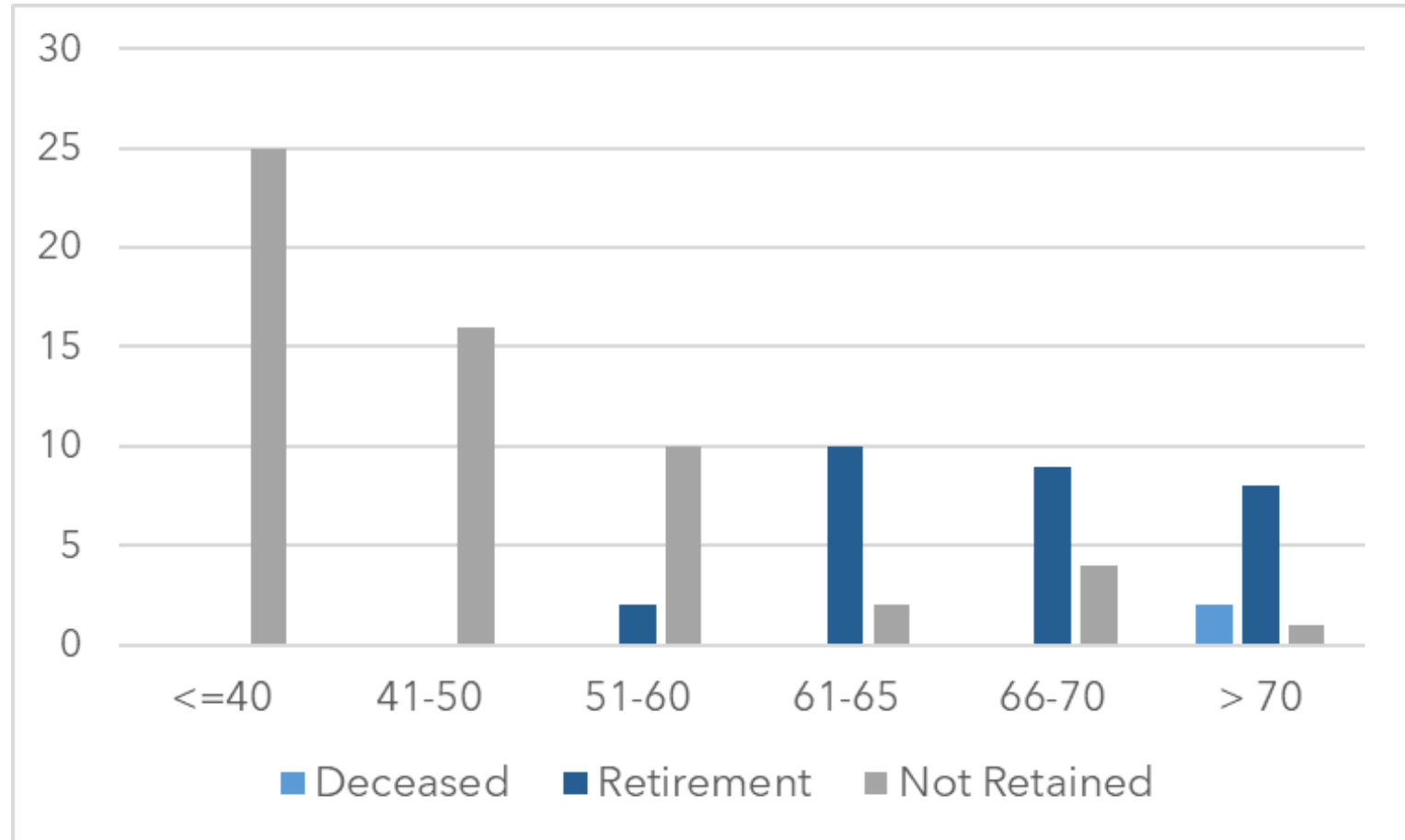
Source: UCF Faculty Staff Retention

Departure Trend by Tenure Status

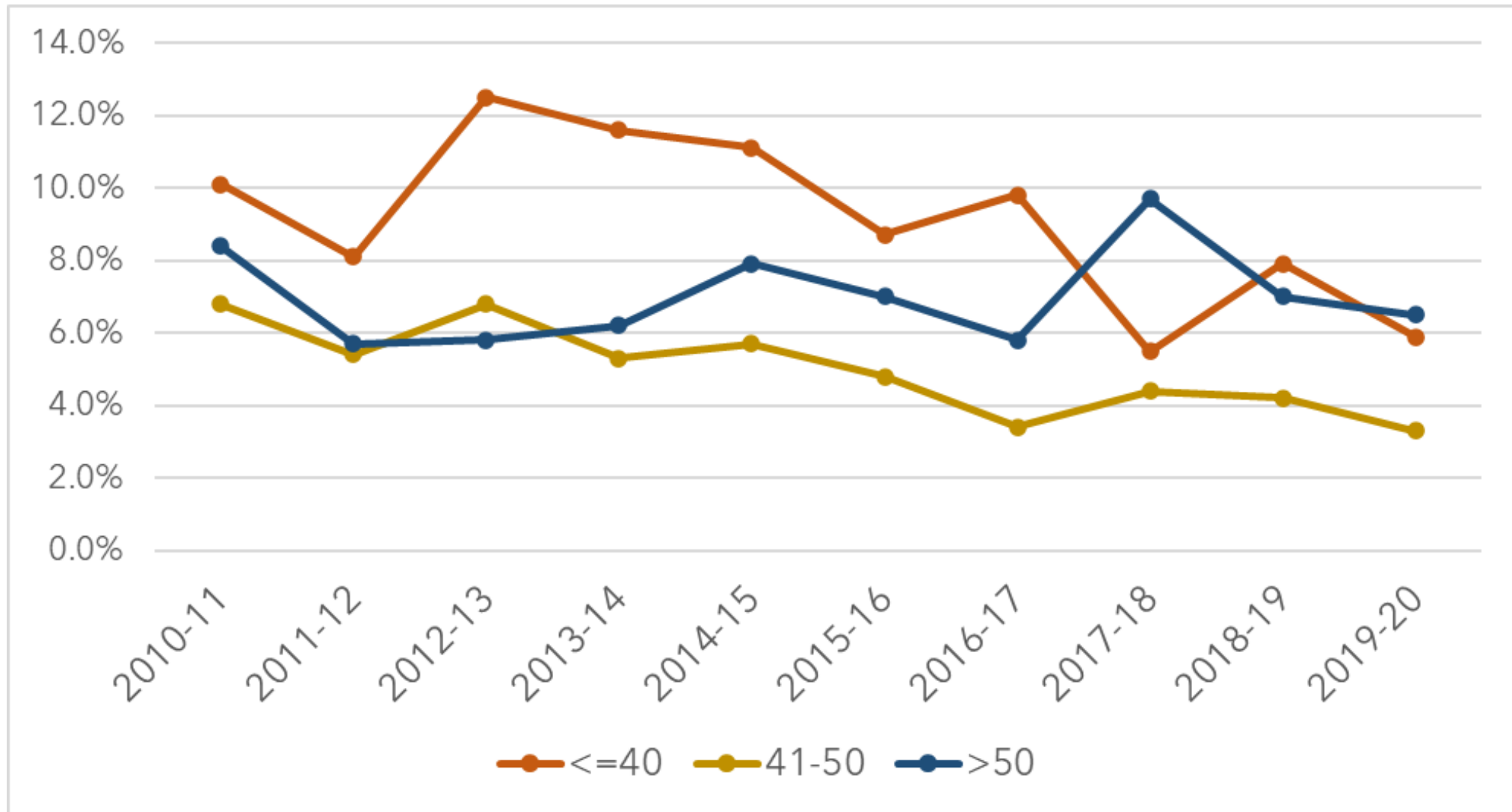


2019-20 Snapshot of Departures by Age

- Overall - 89 departures (5.4%)
- 45% of faculty are over the age of 50
 - 4.0% of 51+ retired

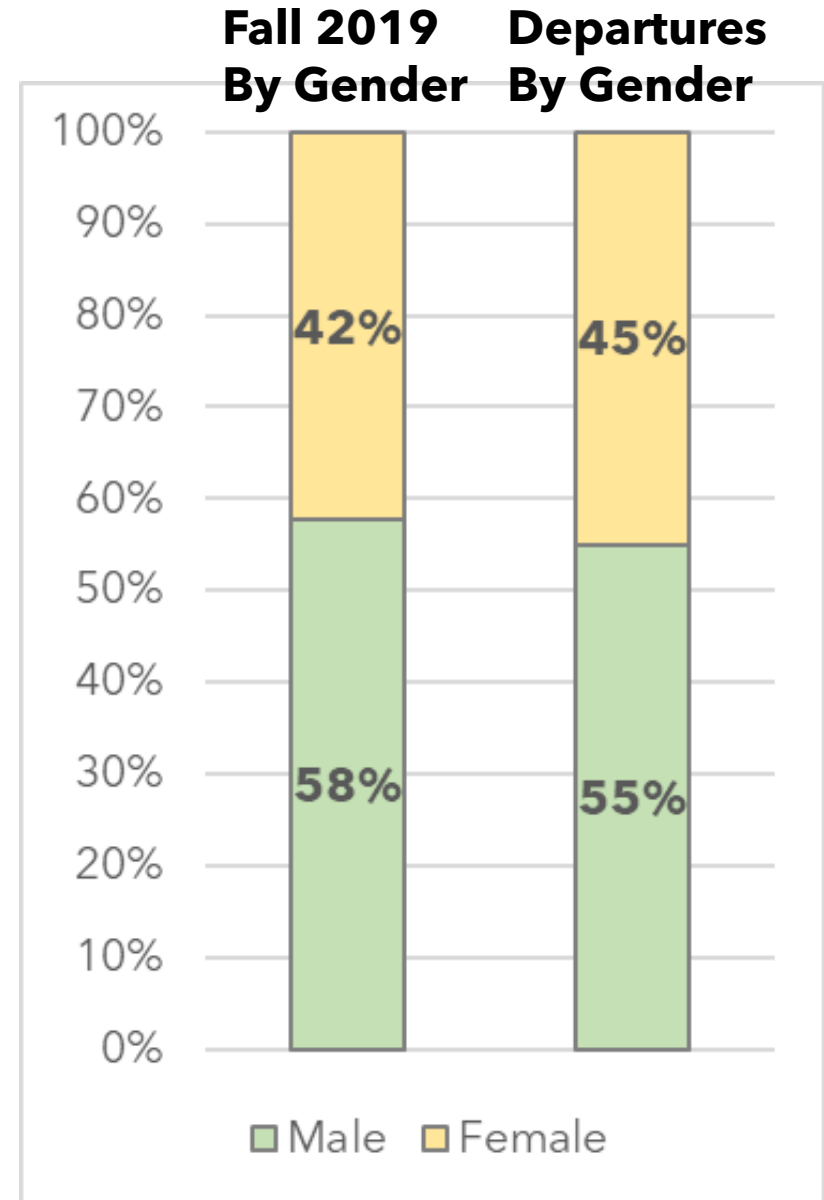


Departure Trend by Age Brackets



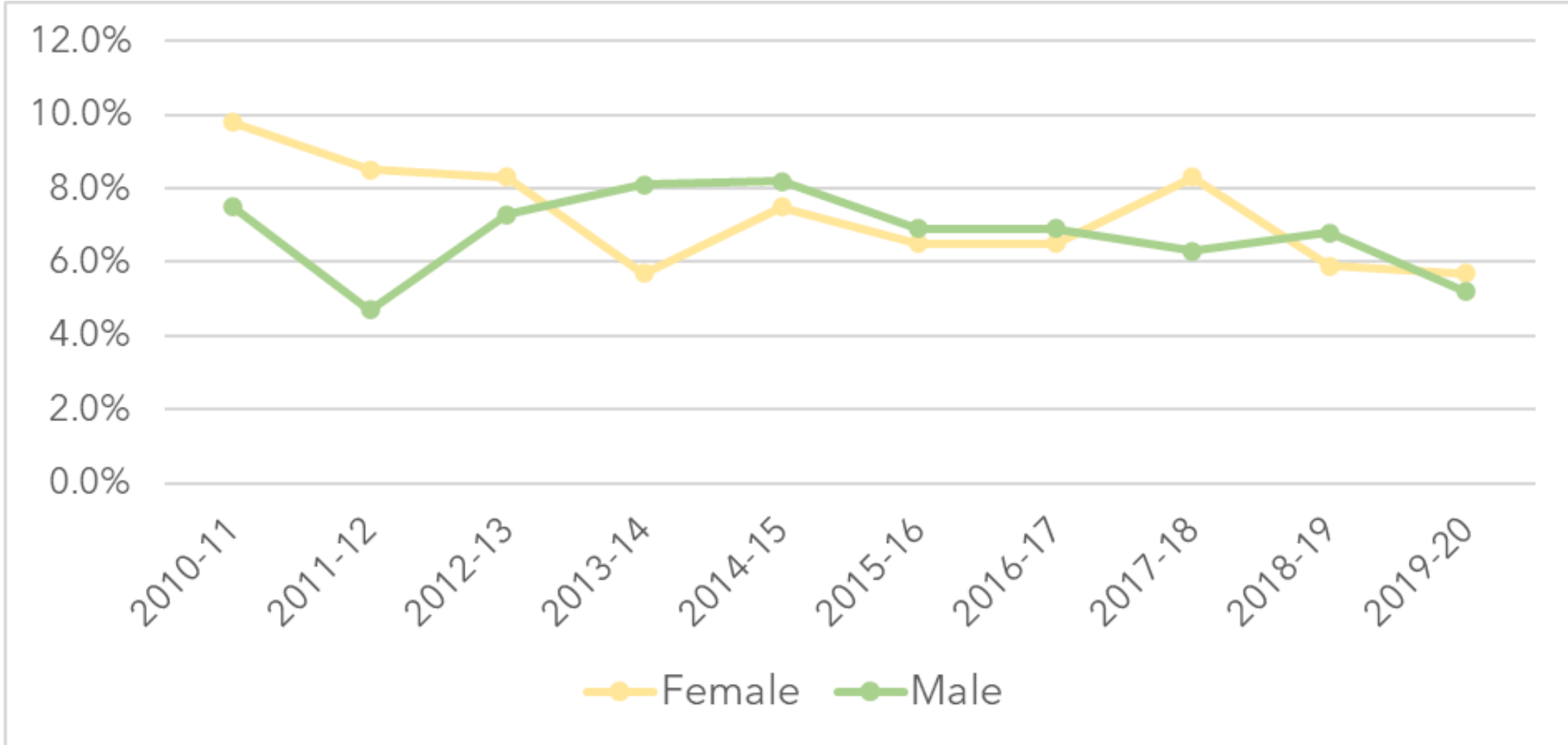
2019-20 Snapshot by Gender

- Overall Gender Departures:
 - Female: 5.7%
 - Male: 5.2%



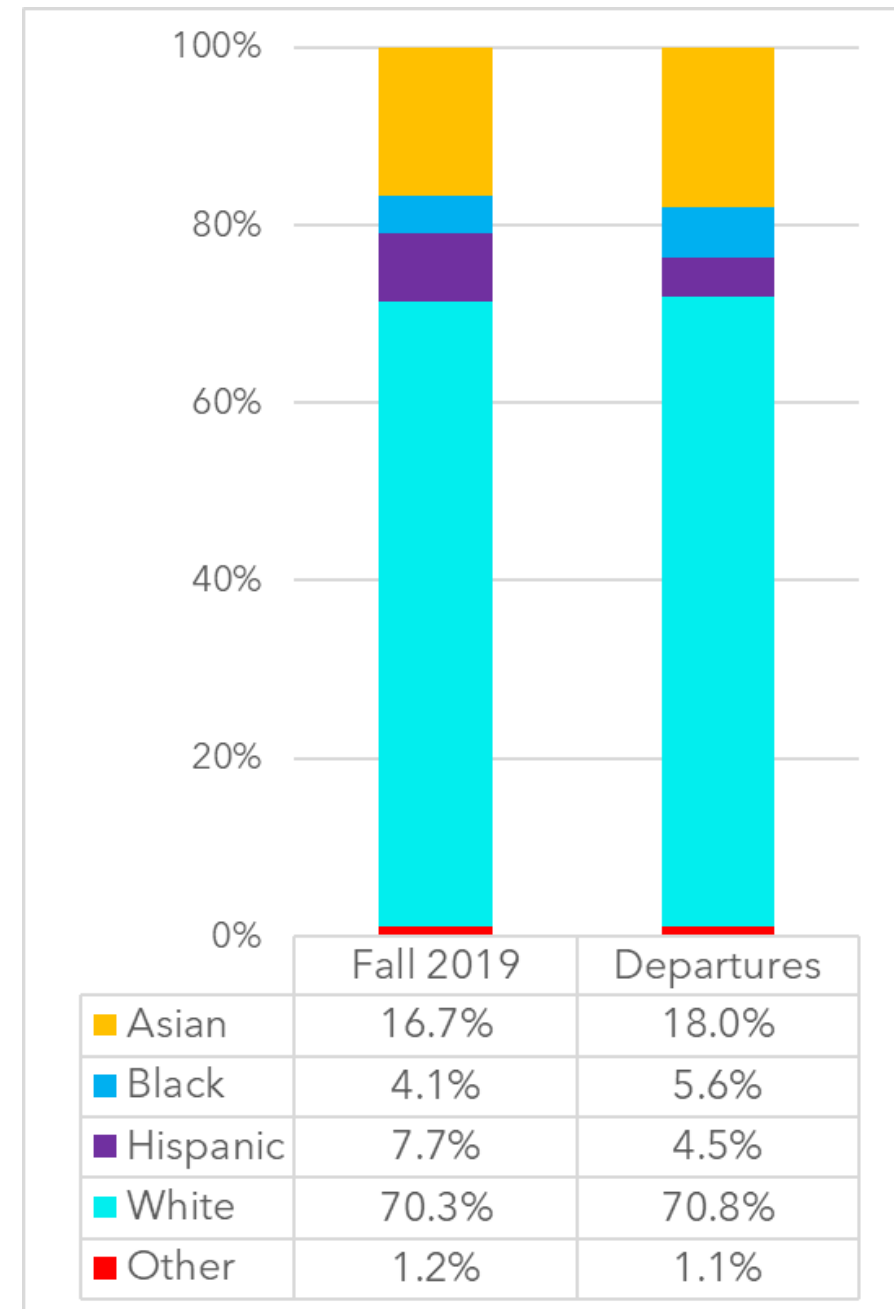
Source: UCF Faculty Staff Retention

Departure Trend by Gender



2019-20 Snapshot by Ethnicity

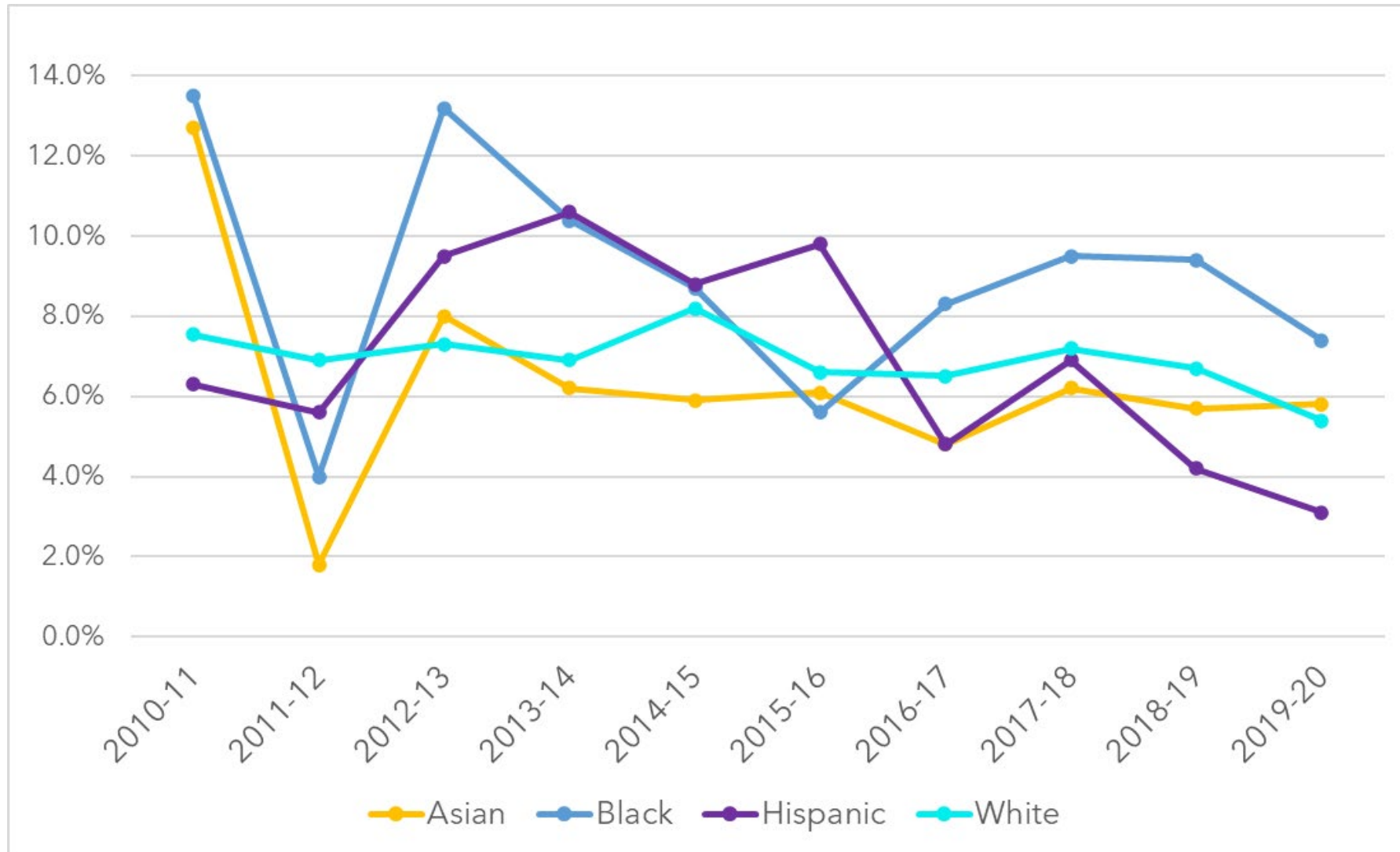
- Departure ratio compared to overall representation by group:
 - Higher - Asian, Black, White
 - Lower - Hispanic and Other



Source: UCF Faculty Staff Retention



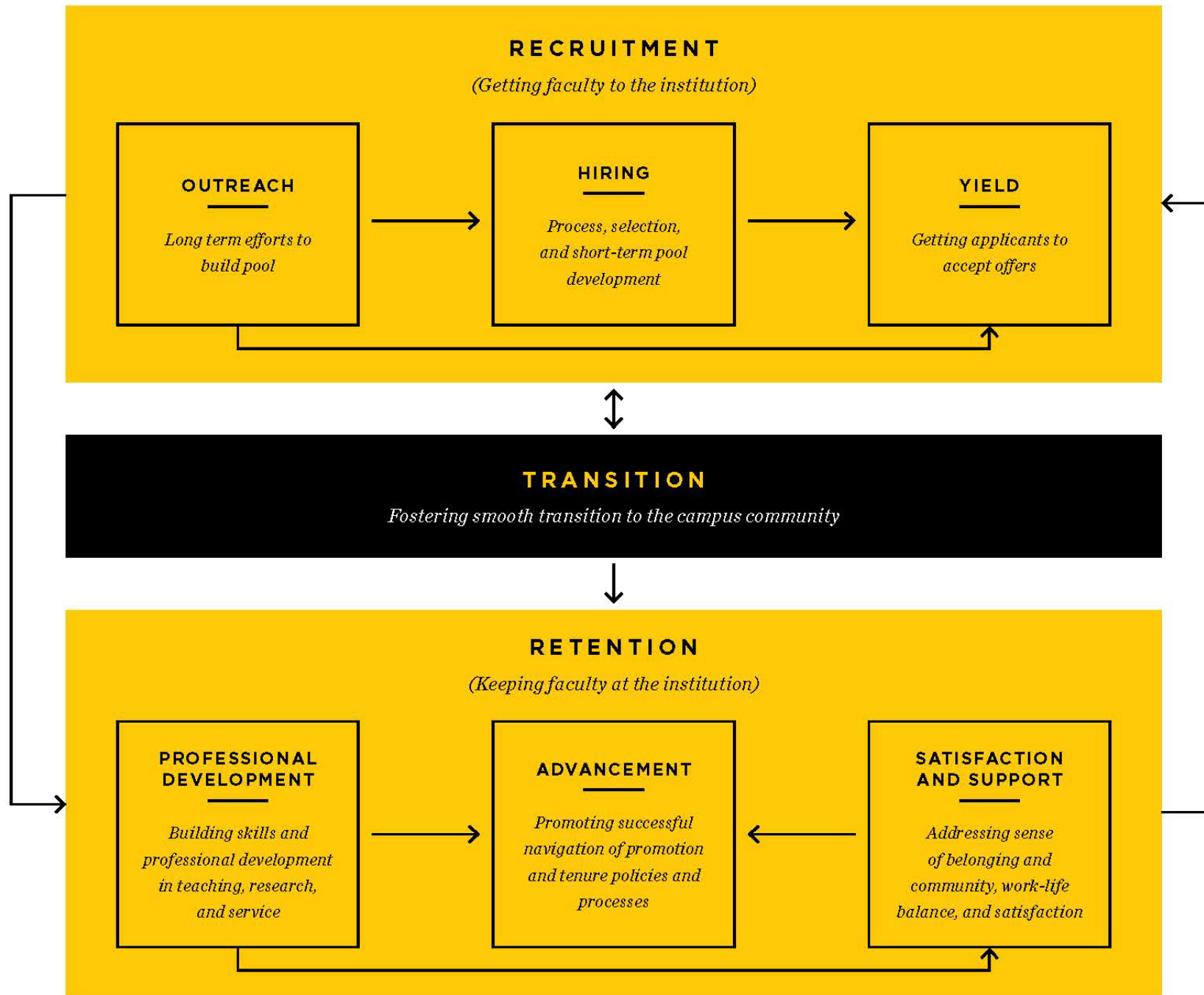
Departure Trend by Ethnicity



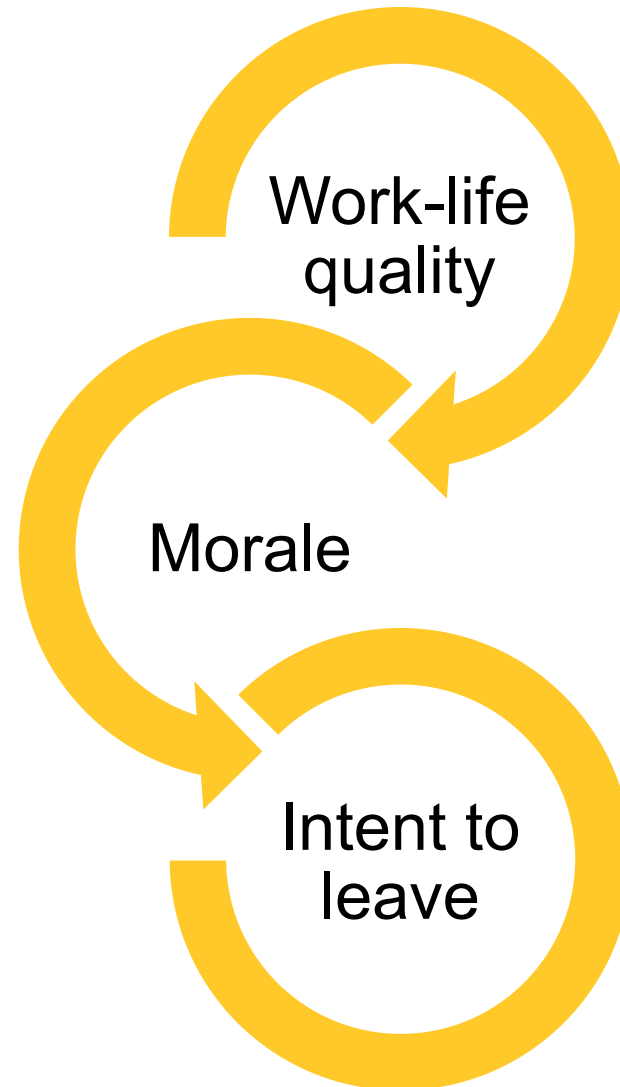
Source: UCF Faculty Staff Retention



Hiring and Retaining Faculty



What's Important



COACHE Faculty Satisfaction Survey, Results, and Initiatives

COACHE Survey

- Faculty work satisfaction survey
- Themes specific to faculty work
- Internal assessment and external benchmarking

2018 COACHE Results

Areas UCF Did Well

Leadership: Faculty

Leadership: Senior

Tenure Expectations:
Clarity

Tenure Policies

Areas for Improvement

Departmental Collegiality

Nature of Work: Teaching

2018 COACHE Results



Best Aspects

- 29% Geographic location
- 26% Quality of colleagues
- 15% Support of colleagues
- 14% Academic freedom



Worst Aspects

- 22% Compensation
- 15% Lack of support for research/creative work
- 14% Too much service
- 14% Teaching load

Initiatives

- COACHE innovation Awards
- Mid-Career Refresh/Seed Funding
- Inclusive Excellence Faculty Fellows Program
- Recognitions
- Promotion Q&A series
- Chairs and Directors Excellence Program
- COACHE mini-grants focused on departments

Key Takeaways

- Key Takeaways
 - Significant investment made by simply hiring faculty
 - Retention and job satisfaction is key
- Ongoing Management Analysis
 - Assessment of retention programming
 - 3rd COACHE cycle review and new initiatives

Additional Deep Dives

- April EPC meeting –
 - Class Size and Facility Alignment
 - Finalize strategic direction

