



September 27, 2023 Academic Excellence and Student Success Committee

Board of Trustees
FAIRWINDS Alumni Center
Sep 27, 2023 1:00 PM - 2:30 PM EDT

Table of Contents

I. Agenda	2
II. Minutes of the June 28, 2023 meeting.....	4
III. Reports	
A. DISC - 1 Student Government President Report.....	7
B. DISC - 2 Faculty Senate Chair Report.....	14
IV. Action	
A. AESC - 1 Tenure with Hire.....	25
B. AESC – 2 2023 Textbook and Instructional Materials Affordability Report.....	30
C. AESC - 3 Self-Supporting and Market Tuition Rate Program Report.....	44
D. AESC - 4 Academic Excellence and Student Success Committee Charter.....	51
V. Discussion	
A. DISC - 3 UCF Research Enterprise Plan & Research and Development Reporting.....	56
VI. Information	
A. INFO - 1 FY2024 Work Plan Review.....	67
B. INFO - 2 Strategic Metrics Update.....	73
C. INFO - 3 Accreditation Quarterly Update.....	81
D. INFO - 4 UCF Policy UCF-4-410 Comprehensive Post Tenure Review.....	87
VII. New Business	
VIII. Adjournment	



September 27, 2023 Academic Excellence and Student Success Committee

Board of Trustees

Sep 27, 2023 at 1:00 PM EDT to Sep 27, 2023 at 2:30 PM EDT

FAIRWINDS Alumni Center

Meeting Details: https://youtube.com/live/BKrij_5_b_sA

Conference Call Number: 929 205 6099

Meeting ID: 916 9962 4851

Passcode: 586734

Agenda

I. Agenda

Call to Order and Welcome

1:00 PM

Presenter: Tiffany Altizer, Chair, Academic Excellence and Student Success Committee

Roll Call

1:01 PM

Presenter: Juan Lugo, Operations Manager

II. Minutes of the June 28, 2023 meeting

1:02 PM

Presenter: Chair Altizer

III. Reports

A. DISC - 1 Student Government President Report

1:03 PM

Presenter: Brandon Greenaway, Student Government President

B. DISC - 2 Faculty Senate Chair Report

1:13 PM

Presenter: Stephen King, Faculty Senate Chair

IV. Action

A. AESC - 1 Tenure with Hire

1:23 PM

Presenters: Michael Johnson, Provost and Executive Vice President for Academic Affairs, Jana Jasinski, Vice Provost for Faculty Excellence

B. AESC – 2 2023 Textbook and Instructional Materials Affordability Report

1:28 PM

Presenter: Timothy Letzring, Vice Provost for Academic Affairs

C. AESC - 3 Self-Supporting and Market Tuition Rate Program Report

1:33 PM

Presenter: Timothy Letzring

D. AESC - 4 Academic Excellence and Student Success Committee Charter

1:43 PM

Presenters: Chair Altizer, Michael Johnson

V. Discussion

A. DISC - 3 UCF Research Enterprise Plan & Research and Development Reporting 1:46 PM

Presenters: Michael Johnson, Winston Schoenfeld, Interim Vice President for Research and Innovation, Rhonda Bishop, Vice President for Compliance, Ethics, and Risk

VI. Information

2:26 PM

A. INFO - 1 FY2024 Work Plan Review

Presenter: Chair Altizer

B. INFO - 2 Strategic Metrics Update

Presenters: Michael Johnson, Paige Borden, Chief Analytics Officer

C. INFO - 3 Accreditation Quarterly Update

Presenter: Timothy Letzring

D. INFO - 4 UCF Policy UCF-4-410 Comprehensive Post Tenure Review

Presenters: Michael Johnson, Jana Jasinski

VII. New Business

2:28 PM

VIII. Adjournment

2:29 PM



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees
Academic Excellence and Student Success Committee
June 28, 2023
MINUTES**

CALL TO ORDER

Trustee Tiffany Altizer, chair of the Academic Excellence and Student Success Committee, called the meeting to order at 11:00 a.m.

In addition to Chair Altizer, committee members present were Trustees Brandon Greenaway, Stephen King and Caryl McAlpin. Board of Trustees Chair Alex Martins, Vice Chair Harold Mills and Trustee Michael Okaty also joined the meeting. Chair Altizer welcomed Trustee Greenaway, student body president, to the Academic Excellence and Student Success Committee.

MEETING MINUTES

Trustee King motioned to approve, and Trustee McAlpin seconded. The committee unanimously approved the meeting minutes of February 23, 2023.

REPORTS

Progress of Strategic Priorities (DISC-1)

Provost Michael Johnson and Dr. Paul Dosal, senior vice president for Student Success, led a robust discussion on the progress of strategic priorities. The discussion focused on updates to investments made in three key areas of UCF's strategic plan: faculty hiring, research and student success.

Provost Johnson spoke on investments in research priorities that align with the university's strategic plan areas of focus. These are important areas to the economy of our region and Florida and fields in which UCF has strong ties with local industry. The investments include the hiring of tenured and tenure-earning faculty, faculty retention, postdoctoral scholars, research staff and seed funding.

Dr. Dosal spoke on UCF's current performance of key student success metrics, efforts underway and work needed to more rapidly advance these efforts. He stressed the importance of the role everyone has in student success at UCF. He further explained new initiatives that will focus specifically on FTIC 4-year graduation and 3-year transfer student graduation rates.

ACTION

At Chair Altizer's request, Youndy Cook, vice president and general counsel, confirmed there were no disclosures of conflict of interest from the trustees.

FY2024-2025 UCF Legislative Budget Request (AESC-1)

Provost Johnson and Janet Owen, vice president for Government and Community Relations, presented the fiscal year 2024-2025 Legislative Budget Request. The request focused on: 1) rapidly meeting the goals of UCF's strategic plan and plans to become preeminent and AAU-eligible; 2) greatly strengthening UCF's support of Florida's high-tech economy; and 3) meeting changing expectations of students and families.

Trustee King motioned and Trustee McAlpin seconded. The FY2024-2025 UCF Legislative Budget Request was unanimously recommended for approval.

2023 UCF Tenure Recommendations (AESC-2)

Provost Johnson presented the 2023 UCF tenure recommendations. The 50 candidates recommended for tenure represent nine colleges and have undergone a rigorous, thorough and objective review process.

Tenure is a key factor in UCF's drive to meet metrics for preeminence and to fulfill the strategic vision of becoming a top public institution and the world's leading metropolitan research university.

Trustee King motioned and Trustee Greenaway seconded. The 2023 UCF tenure recommendations were unanimously recommended for approval.

Tenure with Hire (AESC-3)

Provost Johnson sought tenure with hire approval for seven highly qualified faculty members who come with proven track records and clear plans and trajectories for continued success at UCF. Hiring senior faculty allows the university to rapidly advance academic excellence.

Trustee King motioned and Trustee Greenaway seconded. Tenure with hire for the faculty members was unanimously recommended for approval.

UCF Educational Sites (AESC-4)

Dr. Timothy Letzring, vice provost for Academic Affairs, presented on UCF educational sites. In accordance with BOG regulation 8.009 and UCF regulation 2.034, the Board of Trustees is required to approve the closing or reclassification of Type III campuses. As a result of changes in demand, approval to close UCF Leesburg and UCF Palm Bay and reclassify UCF Ocala was sought.

Trustee King motioned and Trustee Greenaway seconded. The UCF educational sites closure and reclassification was unanimously recommended for approval.

Conferral of Degrees (AESC-5)

Provost Johnson presented the conferral of degrees and said that UCF preliminarily projects to award 3,658 degrees during the Summer 2023 commencement ceremonies on August 4-5, 2023. Of the degrees being awarded, 2,921 are baccalaureate, 572 master's, and 165 are doctoral and specialist.

Trustees Greenaway motioned and Trustee King seconded. The conferral of degrees for the Summer 2023 commencement ceremonies was unanimously recommended for approval.

INFORMATION

Three information items were included in the committee's meeting materials: 1) 2023-2024 Academic Calendar (INFO-1); 2) University Regulation UCF-3.010 Faculty Evaluation and Improvement (INFO-2); and 3) University Regulations UCF-2.003 Admission of Graduate Students & UCF-2.009 Admission of International Students. Trustees were instructed to direct any questions on these items to Dr. Timothy Letzring.

NEW BUSINESS

No new business was brought before the committee.

ADJOURNMENT

Chair Altizer adjourned the Academic Excellence and Student Success Committee meeting of June 28, 2023, at 12:25 p.m.

Reviewed by: _____
Tiffany Altizer
Chair, Academic Excellence and Student Success Committee

Date

Submitted by: _____
Michael A. Kilbride
Associate Corporate Secretary

Date



Board of Trustees

Academic Excellence and Student Success Committee

September 27, 2023

Agenda Item

DISC-1 – Student Government President Report

Proposed Board Action

N/A

Authority for Board of Trustees Action

N/A

Supporting Documentation Included

Attachment A: Student Government Areas of Focus

Attachment B: Platform Initiatives

Facilitators/Presenters

Brandon Greenaway, Student Body President



DISC-1 – Student Government President Report

EXECUTIVE SUMMARY

Objective

Provide an opportunity for Trustee Brandon Greenaway, Student Body President, to highlight the priorities and goals of this year's Student Government administration, discuss areas of focus for the year, and allow trustees to engage in discussion with the elected representative of the student body.

Summary of Key Observations/Recommendations

For the 2023-2024 Academic Year, the Student Government Executive Branch will focus on the following priorities:

- Academic Advising: More funding and focus on this area is very important. Students who have negative experiences with advising, whether that is not being able to get an appointment or receiving inaccurate information from an advisor, will be prevented from graduating on time.
- Mental Health: CAPS currently only provides six free sessions for students. Students who are not emotionally and mentally healthy will not succeed and graduate on time.
- Food Insecurity: According to a study conducted by Forbes, 1 in 3 college students face food insecurity. Currently, students who qualify for SNAP benefits and live on campus are unable to utilize them at most campus stores.
- Student Safety: Initiatives currently in progress include parking garage safety, increased lighting in low-traffic areas, and creating drug and alcohol safety kits for students. It is also important that students feel safe to express themselves and for UCF to remain an inclusive environment for all.
- Resource Accessibility: Because there are so many student support services on campus, it can often be confusing for students to find what resources they need. One central place that has every UCF resource listed and categorized would be incredibly beneficial.

Additional Background

Student Government represents, advocates for, and serves the Student Body. As outlined in Florida Statute, Student Government is also responsible for allocating the Activity and Service Fee that students pay. This fee funds the operations of the Student Union, the Office of Student Involvement, the Recreation and Wellness Center, as well as student services prioritized by Student Government.

Student Government has three branches.

The Judicial Branch ensures that students' rights are being protected and supports students who are working through the conduct process.

The Legislative Branch advocates for students' needs by meeting with administrators, writing resolutions to express the concerns of the Student Body, as well as allocating funds to students and student organizations that are working to improve the campus and community. Student senators are elected annually.

The Executive Branch serves students by hosting programs to educate and support students, representing the Student Body on University Committees, and implementing change to create a better student experience. The Student Government President and Vice President are elected annually.

Rationale

A focal point of UCF's strategic plan is student success and well-being. As ongoing efforts in this area take place, it is important to hear the feedback and concerns of the student population. This will further allow the university to implement efforts in the best interest of students.

Implementation Plan

Student Government representatives are engaged in University Committees and planning work annually. SG leaders work closely with university administrators and academic leaders to implement the priorities outlined during the presentation.

Resource Considerations

The discussion surrounding student priorities and concerns will help provide insight to Trustees on other matters coming before them, which may include items that require university resources.

Conclusion

The report will help provide a better understanding of student priorities and concerns as the committee conducts business throughout the fiscal year.



UCF Student Government

2023-2024

Areas of Focus

- Academic Advising
- Mental Health
- Food Insecurity
- Student Safety
- Resource Accessibility



Student Government Executive Branch Platform 2023-2024

Academics

- Host a College Major Showcase to allow students to find a major that best fits their interests
- Implement professional headshot booths in campus locations, such as the Student Union, Library, etc.
- Work with UCF administration to improve advising
- Improve the current system for reserving library study rooms
- Provide resources for affordable textbooks
- Host workshops to equip students on how to follow their degree audit
- Increase accessibility to Student Government scholarships

Campus Life

- Create a Commuter Student Lounge
- Strengthen the relationship between the Greek communities and UCF administration
- Advocate for classes to be canceled on Election Day
- Enhance UCF spirit through a celebration of Knight pride on UCF's founding date
- Create a job fair for on-campus employment opportunities (paid and federal work study)
- Work with the Transfer Center to advertise resources and opportunities for transfer students prior to their start at UCF
- Advocate for the continued development and construction of the UCF Performing Arts Center
- Encourage equitable advertising for all UCF sport teams

Diversity and Inclusion

- Collaborate with UCF Card Services to include students' preferred pronouns on their ID
- Develop an accessibility checklist for departments and RSOs to use when planning events
- Work with the Student Union to provide more kosher/halal food options
- Create a focus group with Student Accessibility Services centered around building accessibility at all UCF campuses
- Advocate for an expansion of UCF Counseling and Psychological Services

Student Safety

- Work with UCF Parking & Transportation Services to implement protective measures in parking garages, such as speed bumps and mirrors
- Develop a hurricane relief fund that is accessible to all students negatively impacted
- Collaborate with UCFPD to create drug and alcohol safety kits that are accessible to students in campus offices, housing, and public spaces
- Increase awareness on how to evacuate classrooms, sporting events, etc. during an emergency
- Increase visibility in low-traffic areas on campus

Sustainability

- Ensure that the Arboretum is supported as they complete their transition into the Facilities department
- Allow for qualifying students to utilize their SNAP benefits at Knight Stop and other campus stores
- Create a competition between housing communities regarding energy usage, awarding the community that utilizes the least amount of energy
- Collaborate with Athletics to promote informational graphics about eco-friendly tailgating
- Host a campus-wide Earth Day celebration at Lake Claire
- Increase the amount of trash cans and recycling bins across campus and in parking garages to reduce litter

Transparency & Outreach

- Create a centralized resource hub to advertise all campus resources that are available to students
- Increase transparency and education regarding budget spending
- Hold conversations with UCF administration to increase transparency in administrative decisions
- Promote Downtown, Rosen, and Lake Nona opportunities to main campus
- Bridge the communication gap between Student Government and RSOs
- Continue the partnership with Downtown, Rosen, and Lake Nona to ensure all campuses feel connected
- Implement regular updates on social media accounts to increase engagement



Board of Trustees

Academic Excellence and Student Success Committee

September 27, 2023

Agenda Item

DISC-2 – Faculty Senate Chair Report

Proposed Board Action

N/A

Authority for Board of Trustees Action

N/A

Supporting Documentation Included

Attachment A: Faculty Senate Chair Report

Facilitators/Presenters

Stephen King, Faculty Senate Chair



DISC-2 – Faculty Senate Chair Report

EXECUTIVE SUMMARY

Objective

Provide an opportunity for Trustee Stephen King, Faculty Senate Chair to present a summary of the Senate's mission, structure, and priorities for the coming academic year, and allow trustees to engage in discussion with the elected representative of the faculty.

Summary of Key Observations/Recommendations

For the 2023-2024 Academic Year, the Faculty Senate will focus on the following priorities:

- Develop policies and best practices for the development of AI Fluent Graduates
- Develop policies and practices for the faculty usage of AI tools in research and scholarship
- Identify ways to enhance Faculty Success for our diverse faculty

One new issue that has exploded across campus is the presence of AI tools used by students, faculty, and staff. The Senate is moving quickly to provide input and ideas into how UCF can ensure that our graduates are AI fluent and prepared for suddenly altered career development.

Another focus of the Senate this year will be to identify ways to promote faculty success across campus. The success of our students requires our faculty to have the best possible environment and experiences to help them grow their research endeavors and find new innovative ways to teach our students.

This proactive approval is anticipated to be a cornerstone in achieving the milestones outlined in UCF's strategic plan, ensuring that students are well-equipped for a dynamically evolving career landscape and reinforcing UCF's commitment to academic excellence and student success.

Additional Background

Through collaborative efforts, innovative ideas, and steadfast leadership, the Senate aims to be the catalyst for change, facilitating a nurturing environment where faculty can excel in research and employ groundbreaking teaching methods.

The Faculty Senate was formed in 1967 to provide faculty voice in shared governance with the administration at what was then Florida Technological University. Since that time the name of the university changed to the University of Central Florida, and the Senate changed, too. The UCF Faculty Senate currently has 75 members, chosen proportionally from the academic units on campus.

The main work of the Senate is performed by over 30 different Senate committees, which fall into four main classes. The Senate has two operational councils, undergraduate council and graduate council, which break out into 6 committees to focus on areas including curriculum, course and

program review, and policy related to the faculty teaching mission. These councils report to the Senate at the monthly meetings in the fall and spring semesters. There are four Senate operational committees (Budget and Administration, Information Technology, Personnel, and Research) that provide faculty input to the university administration in core areas of the academic mission, and also report to the Senate monthly. Seventeen Senate joint committees are led via joint partnerships with university administrators. These committees are comprised with Senate appointed members, but the committees report to their university administrator, and not the Senate. Examples of these committees include the Strategic Planning Council, the University Athletics Advisory Committee, and the Faculty Senate Student Success Council. Four ad hoc committees make up the last group of Senate committees. These committees are charged in response to timely faculty and university needs and are focused in specific areas. The Senate formed an ad hoc Government Relations committee in March of this year to immediately provide faculty input into pending and approved Florida Legislature and BOG Regulations.

Rationale

Faculty Senate involvement, ideas, and initiatives will be critical for the success of the UCF strategic plan. The strategic initiatives governed by the BOT's Academic Excellence and Student Success Committee will rely on a highly motivated faculty body, led by the Senate and the Senate chair. All aspects of fulfilling the Strategic Plan require active engagement of UCF faculty, who are our greatest resource at UCF. This cannot happen in a vacuum and requires development and support from the administration and the faculty themselves.

Implementation Plan

The Senate chair's role will be to lead the Senate and the faculty in finding innovative solutions to the problems facing UCF. The Senate is the mechanism of change for faculty and can help the faculty and administration adapt to the changing needs of the University.

The Senate, through its committees and full Senate meetings, is set to undertake a range of initiatives this year. Central to the agenda is fostering faculty success and cultivating AI-fluent graduates, among other critical topics. Detailed discussions on the integration of AI in higher education are slated as a priority, with a broader goal of exploring various feasible pathways at UCF. As the year progresses, the Senate will delve into other pressing issues, with developed plans and initiatives being escalated to the president and provost for consideration.

Resource Considerations

N/A

Conclusion

The report will help provide a better understanding of faculty priorities and concerns as the committee conducts business throughout the fiscal year.

Faculty Senate Chair Report

Overview

- The Faculty Senate
- How Does the Senate Work?
- Chair Report
 - Philosophy
 - Update
 - Future Priorities



The Faculty Senate

Shared Governance at UCF

- Faculty Body that is Advisory to the Administration
- Promote Common Faculty and UCF Missions:
 - Teach our Students
 - Expand Knowledge and Research
 - Service to the UCF Community



How Does the Senate Work?

Full Senate Meetings

- 75 Senators elected proportionally
- Meet monthly in fall and spring semesters
- Includes updates from the president and provost
- Discuss and take action on critical topics



How Does the Senate ^{REALLY} Work?

Senate committees

- Only a fraction of committee members are senators
- Graduate and Undergraduate Councils
- Senate operational committees
- Joint committees
- ad hoc committees



Senate Chair Report

My philosophy as Senate Chair

- Work with faculty and administration to share
 - faculty viewpoints, issues, and concerns
 - and
 - faculty ideas, aspirations and solutions.
- Develop solutions to issues facing UCF.
 - Communicate, reach out to the right people
 - Commitment to work together and collaborate
 - Not faculty solutions or administration solutions



Senate Chair Report

Senate Priorities for the Year

- **Reactive topics**
 - Retain current faculty and staff
 - Address impediments to hiring faculty



Senate Chair Report

Senate Priorities for the Year

- **Proactive topics**
 - Promote Faculty Success
 - Develop AI fluent graduates
 - Ethics
 - Usage and Implementation
 - Advantages
 - Limitations
 - Utilize AI to enhance scholarship and research



Senate Chair Report

A Critical Question to Consider

- **What happens to a species when the environment around it changes?**
 - ADAPT
 - MOVE
 - DIE





Board of Trustees

Academic Excellence and Student Success Committee

September 27, 2023

Agenda Item

AESC-1 – Tenure with Hire

Proposed Board Action

The Academic Excellence and Student Success Committee is asked to recommend to the Board of Trustees, on its consent agenda, approval of the proposed individuals for tenure with Hire.

Authority for Board of Trustees Action

UCF 3.015(4)(a)4 – Promotion and Tenure of Tenured and Tenure-earning Faculty

Supporting Documentation Included

Attachment A: Tenure with Hire Justification

Facilitators/Presenters

Michael Johnson, Provost and Executive Vice President for Academic Affairs

Jana Jasinski, Vice Provost for Faculty Excellence and Pegasus Professor of Sociology



AESC-1: Tenure with Hire

EXECUTIVE SUMMARY

Objective

In adherence to university regulation 3.015, this item will consider the proposal to grant tenure with hire to the faculty candidates outlined in Attachment A.

Summary of Key Observations/Recommendations

- Faculty members have normally earned tenure at their previous institution. For others, tenure is part of the hiring package when senior faculty members are hired for administrative positions.
- Department faculty members and the university's administrative officers have approved granting tenure to two individuals:
 - Cüneyt G. Akçora, Associate Professor, College of Business Administration, Department of Finance
 - Like Li, Associate Professor, College of Engineering and Computer Science, Department of Mechanical and Aerospace Engineering

Additional Background

In accordance with university regulation [3.015](#), the recommendation of a faculty member for tenure shall signify that the president and the Board of Trustees believe that the employee will continue to make significant and sustained professional contributions to the university and the academic community.

The market for these faculty is highly competitive, and one of the fundamental requirements for UCF to compete and attract top faculty is a tenure system.

The primary purpose of tenure is to protect academic freedom. The award of tenure shall provide annual reappointment until voluntary resignation, retirement, removal for just cause, or layoff.

Rationale

The UCF Strategic Plan outlines the university's goal to recruit and retain 2,100 FTE faculty by 2027. Tenure with hire aligns with this goal by facilitating the recruitment and retention of high-caliber faculty and supporting heightened academic outcomes and research activity enhancement.

Implementation Plan

If approved, tenure is granted upon the successful hiring of the faculty member and approval from the Board of Trustees.

Resource Considerations

Faculty are considered employees of the university and like other employees, compensation is negotiated during the hiring process. Recommendations for tenure are considered independently from compensation. Faculty who are awarded tenure will have annual reappointment until voluntary resignation, retirement, removal for just cause, or layoff.

Conclusion

Recommend approval of the proposed individuals for tenure with hire.

Attachment A

Tenure with Hire Justification Board of Trustees Meeting September 28, 2023

Cüneyt G. Akçora, Associate Professor College of Business Administration, Department of Finance

CV: https://bot.ucf.edu/wp-content/uploads/sites/5/2023/08/Akcora-Cuneyt_CV_Redacted.pdf

Dr. Cüneyt G. Akçora received his Ph.D. in computer science from the Università degli Studi dell'Insubria, Varese, Italy. He came to UCF from the University of Manitoba, where he was an assistant professor of computer science and statistics. Dr. Akçora has worked and collaborated with Yahoo! Research Barcelona, Qatar Computing Research Institute and Huawei Research, Turkey. His primary interests are explainable artificial intelligence, data science on complex networks, deep learning and graph mining on Blockchain networks, and machine learning for privacy and security research on online social networks. Dr. Akçora has published numerous peer-reviewed journal articles and conference papers, has presented at national and international conferences, and given many invited talks and guest lectures. He has extensive teaching experience at the graduate and undergraduate levels and has served on thesis committees as a committee chair or member. He serves as review editor to the Editorial Board of Cybersecurity and Privacy for *Frontiers in Big Data*, and an associate editor for *Frontiers of Physics, Social Physics* among many other service activities in the profession, college, and university. The Department of Finance and the College of Business Administration support the recommendation for tenure with hire.

Like Li, Associate Professor College of Engineering and Computer Science, Department of Mechanical and Aerospace Engineering

CV: https://bot.ucf.edu/wp-content/uploads/sites/5/2023/08/LiLike_CV_Redacted.pdf

Dr. Like Li received his Ph.D. in mechanical engineering from the University of Florida. He came to UCF from Mississippi State University, where he was a tenured associate professor of mechanical engineering. Dr. Li's research expertise is in thermos-fluids, solar energy conversion and storage, and additive manufacturing process modeling. He has extensive experience with both computational modeling and experimental testing of materials/structures/reactors. He has received as PI/Co-PI over \$5 million in funding from agencies such as the Department of Energy (DOE) and the National Science Foundation (NSF). Dr. Li was the recipient of the NSF EPSCoR Research Infrastructure Improvement (RII) Track 4 Research Fellowship. He has published numerous peer-reviewed journal articles, presented at regional, national, and international conferences and given invited seminars. Dr. Li has extensive teaching experience at the undergraduate and graduate levels and has advised many Ph.D. and M.S. students. He

serves as journal article reviewer for several journals and a grant proposal reviewer for the Department of Energy, among many other service activities in the profession. The Department of Mechanical and Aerospace Engineering and College of Engineering and Computer Science support the recommendation for tenure with hire.



Board of Trustees

Academic Excellence and Student Success Committee

September 27, 2023

Agenda Item

AESC-2 – 2023 Textbook and Instructional Materials Affordability Report

Proposed Board Action

The Academic Excellence and Student Success Committee is asked to recommend to the Board of Trustees, on its consent agenda, approval of the UCF Textbook and Instructional Materials Affordability Report for submission to the Board of Governors.

Authority for Board of Trustees Action

BOG Regulation 8.003; UCF Regulation 2.032 Textbook Adoption

Supporting Documentation Included

Attachment A: Student Savings

Attachment B: Textbook and Instructional Materials Affordability Report

Facilitators/Presenters

Timothy Letzring, Vice Provost for Academic Affairs



AESC-2 – 2023 Textbook and Instructional Materials Affordability Report

EXECUTIVE SUMMARY

Objective

In accordance with Florida Statute 1004.085, the university is required to annually report to the Florida Board of Governors (BOG) on the accessibility and affordability of textbooks and instructional materials.

Summary of Key Observations/Recommendations

- UCF continues to increase savings to students by leveraging various forms of free and reduced costs materials including open education resources and library materials.
- UCF students saved \$2,560,740 through the Library Resource program and \$2,172,745 in Open Educational Resources savings, both increases over last year's savings.
- This cycle's report has a new tab labeled "Posting Policies." This section addresses new compliance requirements from SB7044 of the 2022 legislative session, now part of BOG Reg. 8.003. UCF is compliant in these new areas as well.

Additional Background

The 2023 report addresses:

- Accountability for having instructional materials posted 45-days before start of semester.
- Textbook and instructional materials selection process for high enrollment general education courses
- Number of courses using no cost or low-cost textbooks and instructional materials
- University initiatives designed to reduce textbook and instructional materials costs
- University policies for the posting of textbooks and instructional materials
 - Searchable website with published list of required and recommended textbooks and instructional materials
 - Searchable website with published list of course syllabi for general education core courses
 - Information included on published list of required and recommended textbooks and instructional materials; and
 - Information included on published list of course syllabi for general education courses.

Rationale

The university is committed to adherence to Florida Statute 1004.085 and providing our students with accessible and affordable textbooks and instructional materials.

Implementation Plan

Submission of approved report to the BOG by September 30, 2023.

Resource Considerations

N/A

Conclusion

The textbook and Instructional Materials Affordability Report is annually required for submission to the BOG. The 2023 report focuses on the accessibility and affordability of instructional materials. This year's report is due to BOG by September 30, 2023.

AESC-1: Textbook Affordability Report

- Compliant for four straight years.
 - 97.5% - Fall 2022
 - 97.7% - Spring 2023
- Library Resource program savings - \$2,560,740
- Open Educational Resources savings - \$2,172,745

Textbook & Instructional Materials Affordability Initiatives

Describe specific initiatives of the institution designed to reduce the costs of textbooks and instructional materials.

Affordable Instructional Materials Initiative

The Affordable Instructional Materials (AIM) Initiative is a university-wide collaboration consisting of representatives from the Division of Digital Learning, the UCF Libraries, the Faculty Center for Teaching and Learning, the UCF Bookstore, and the Office of the Provost and Vice President for Academic Affairs. It supports faculty efforts to reduce instructional material costs and focuses its efforts on four affordability initiatives: First Day Inclusive Access Program, Open Educational Resources, Library-Sourced Materials, and Affordability Counts. Each year, AIM hosts the AIM High Event which recognizes faculty involvement in these initiatives.

Library Resources

UCF Librarians actively search for textbooks that are available as e-books with unlimited use. These are one-to-one replacements of currently assigned course textbooks and are freely available to UCF students. Once these books are identified and purchased, faculty are informed of their availability and asked to share this information with students in their courses. In the 2022-2023 academic year, use of library resources saved students \$2,560,740.

STARS

Faculty share open course resources through STARS, the university repository Showcase of Text, Archives, Research & Scholarship (<https://stars.libraries.ucf.edu>).

Open Educational Resources (OER)

UCF instructional designers support faculty discovering, implementing, and creating open educational resources. In the 2022-2023 academic year, use of open educational resources saved students \$2,172,745.

UCF's bookstore offers several cost saving choices that enable students to select the purchasing options that meet their needs.

Price Match Program

Students can compare the cost of course materials at off-campus bookstores (e.g., BN.com, Amazon, and local competitors) and Barnes & Noble College will price match. Offer matches exact textbook -- same edition, format, and rental. One copy, per title, per customer. In-stock titles on competitor's website or in their store only. Includes new, used, and used rentals. The price match offer does not include digital textbooks and access codes, special orders, new rentals, peer-to-peer pricing, or online marketplaces.

Rental Program

This program allows students to rent new, used, and digital textbooks. It provides an affordable and convenient option. Students can acquire textbook rentals in-store or online with several options for payment; highlight text and make notes on pages; keep books until finals are over; and return books at the bookstore or through the mail. On average, the cost savings for rental books is 70 to 80 percent versus purchasing a new book. Students selecting a digital rental can save up to 90 percent.

Used Textbooks and Buyback Option

Students also have the option to purchase used textbooks through UCF's Cash for Books program. At the end of each semester, students can sell their books back to Barnes & Noble. Depending on the condition of the materials, students can receive up to 50 percent of the new textbook price. The bookstore closely reviews course information to identify those materials that may be used again. The bookstore then notifies students who have purchased those titles that their books can be sold back to the store. As a result, the next year's students are able to purchase these used books at a discounted rate, giving all students the opportunity to save money through used textbooks. Nearly 60 percent of all titles are available for purchase at all of UCF's campuses as used course materials.

Digital Option

Digital textbooks allow students to save up to 60 percent compared to traditional textbooks. The bookstore's digital offerings are designed with convenience in mind, allowing students to choose from several forms of payment and to access these materials immediately following their purchase or digital rental. To optimize the digital experience, the bookstore offers, the Yuzu Web, iOS, and Android apps. Just over 80 percent of textbooks are currently in digital format.

Coursepack Creation

Barnes & Noble College offers the ability for faculty to easily customize course materials in their preferred format by building

a course pack with XanEdu. With XanEdu Custom Solutions, educators at more than 1,200 institutions deliver affordable and transformative learning experiences. By creating their own coursepack, faculty can combine content from virtually anywhere -- journal and scholarly articles, book chapters, business cases, multimedia, and original or self-authored material. XanEdu provides copyright clearance, content research and development, editorial consulting, and document clean up and scanning. XanEdu is publisher neutral -- combine any and as many third-party content items. The benefit to students is by creating course materials with only content covered in the syllabus, students pay only for what they need in the course.

Has the *opt-in* provision been implemented by your institution for the purchase of student materials? If yes, describe the impact this has had on student savings, if any.

UCF has implemented the opt-in model of Barnes & Noble College's First Day Inclusive Access program. In the 2022-2023 academic year, the First Day Inclusive Access program saved students \$3,308,479.

Has the *opt-out* provision been implemented by your institution for the purchase of student materials? If yes, describe the impact this has had on student savings, if any.

UCF has not implemented an opt-out provision.

University Policies for the Posting of Textbooks and Instructional Materials & Compliance with the Posting Deadline

Describe policies implemented to ensure the posting of textbooks and instructional materials for at least 95% of all courses and course sections 45 days before the first day of class.

UCF's regulation 2.032 Textbook Adoption establishes an internal adoption deadline of no later than 60 days prior to the start of each semester. In support of the regulation, UCF has implemented a Textbook and Instructional Materials Affordability communication timeline, which ensures the timely adoption of textbooks and instructional materials.

Are the policies effective in meeting the reporting requirement? If not, what measures will be taken by the university to increase faculty and staff compliance for meeting the reporting requirement?

UCF's policies and procedures, which are reviewed and updated regularly, are effective in meeting the reporting requirements. Since their implementation, UCF has continued to see improvements in faculty and staff compliance in meeting the reporting requirement and has consistently met or exceeded the 95% target.

Published List of Required and Recommended Textbooks and Instructional Materials	
Please use the drop-down options to confirm the published list of required and recommended textbooks and instructional materials includes the following information.	
Information Required	Affirm Information is Included
International Standard Book Number (ISBN) or Other Identifying Information	Included
Title	Included
All Authors Listed	Included
Publishers	Included
Edition Number	Included
Copyright Date	Not Included
Published Date	Not Included
Searchable by Course Subject, Course Number, Course Title, Name of Instructor, Title of Material, and Author(s) of Material	Included
Material Information is Easily Downloadable by Current and Prospective Student	Included

Published Course Syllabus Requirements	
Please use the drop-down options to confirm the course syllabus of the general education core course options identified pursuant to section 1007.25, Florida Statutes include the following information.	
Information Required	Affirm Information is Included
Course Curriculum	Included
Goals, Objectives, and Student Expectations of the Course	Included
How Student Performance will be Measured	Included

Link to Published List of Required and Recommended Textbooks and Instructional Materials
Please provide a link to the webpage housing the information listed under "Published List of Required and Recommended Textbooks and Instructional Materials.". If each course section has its own website link, please provide one example link.
Please Provide Link Below
https://ucf.bncollege.com/course-material/course-finder https://my.ucf.edu/psp/IHPROD/GUEST/CSPROD/c/COMMUNITY_ACCESS_CLASS_SEARCH.GBL?pslinkid=UCF_S201303041350157557298501

Link to Published List of Course Syllabi for General Education Courses	
Please provide links to the webpages housing the information under "Published Course Syllabus Requirements."	
Please Provide Links Below	
Communication	https://my.ucf.edu/psp/IHPROD/GUEST/CSPROD/c/COMMUNITY_ACCESS_CLASS_SEARCH.GBL
Humanities	https://my.ucf.edu/psp/IHPROD/GUEST/CSPROD/c/COMMUNITY_ACCESS_CLASS_SEARCH.GBL
Mathematics	https://my.ucf.edu/psp/IHPROD/GUEST/CSPROD/c/COMMUNITY_ACCESS_CLASS_SEARCH.GBL
Natural Sciences	https://my.ucf.edu/psp/IHPROD/GUEST/CSPROD/c/COMMUNITY_ACCESS_CLASS_SEARCH.GBL
Social Sciences	https://my.ucf.edu/psp/IHPROD/GUEST/CSPROD/c/COMMUNITY_ACCESS_CLASS_SEARCH.GBL

University Requirements for the Posting of Textbooks and Instructional Materials & Compliance with the Posting Deadline

Please use the tables below to report the total number of course sections offered at the 45-day posting deadline, the number of course sections that met the posting requirement, the number of course sections that changed materials after the posting deadline, and the number of course sections that did not meet the posting requirement.

Fall 2022					
Total Course Sections at the 45 Day Posting Deadline (Not Including Exceptions)	# Of Course Sections Meeting Requirement (Not Including Course Sections That Changed Adopted Materials After The Deadline)	% Of Course Sections Meeting Requirement (Auto-Calculated)	# Of Course Sections That Changed Adopted Course Materials After The Required Posting Deadline	# Of Course Sections Not Meeting Requirement (Including Course Sections That Changed Adopted Materials After The Deadline)	% Of Course Sections Not Meeting Requirement (Auto-Calculated)
12,788	12,469	97.51%	213	319	2.49%

Spring 2023					
Total Course Sections at the 45-Day Posting Deadline (Not Including Exceptions)	# Of Course Sections Meeting Requirement (Not Including Course Sections That Changed Adopted Materials After The Deadline)	% Of Course Sections Meeting Requirement (Auto-Calculated)	# Of Course Sections That Changed Adopted Course Materials After The Required Posting Deadline	# Of Course Sections Not Meeting Requirement (Including Course Sections That Changed Adopted Materials After The Deadline)	% Of Course Sections Not Meeting Requirement (Auto-Calculated)
9,811	9,586	97.71%	167	225	2.29%

****Note:** Per Board Regulation 8.003 (1) (h), a course or course section added after the posting requirement is considered an exception and should be reported on the "Exceptions" tab. A request for any other exception to the compliance deadline shall be submitted in writing to the designated university official and shall provide a reasonable justification for an exception. A course or section added after the notification deadline is exempt from this notification requirement.

Exceptions

Per Board of Governors Regulation 8.003(1)(h), Textbook and Instructional Materials Affordability, any request for an exception to the compliance deadline shall be submitted in writing to the designated university official and shall provide a reasonable justification for an exception. A course or section added after the notification deadline is exempt from this notification requirement.

Fall 2022				
Total # of Course Sections (Not Including Exceptions)	# of Course Sections Identified As Exceptions	Total # Of Course Sections Including Exceptions (Column A + Column B) (Auto-Calculated)	% Of Total Course Sections That Were Identified As Exceptions (Auto-Calculated)	Reasons For Exceptions
12,788	514	13,302	4%	Courses added after 45-day deadline

Spring 2023				
Total # Of Course Sections (Not Including Exceptions)	# Of Course Sections Identified As Exceptions	Total # Of Course Sections Including Exceptions (Column G + Column H) (Auto-Calculated)	% Of Total Course Sections That Were Identified As Exceptions (Auto-Calculated)	Reasons For Exceptions
9,811	954	10,765	9%	Courses added after 45-day deadline

Textbook and Instructional Materials Selection Process

Report the textbook and instructional materials selection process used for general education courses with high enrollment. Include the course prefix(es) and number(s), the course title(s), and the total number of courses (*n*=). In column "F," use the drop-down arrow in each cell to select the appropriate selection process. The methodology for determining high enrollment courses is as follows: *Order courses (course prefix/number) by headcount enrollment, excluding honors courses. The top 10% of courses are determined as high enrollment.*

General Education Courses with High Enrollment		Total Number of Course Sections (<i>n</i> =)	Selection Process	If "other," describe
Course Prefix & Number	Course Title			
AMH 2010	U.S. History: 1492-1877	4	Individual Faculty	
AMH 2020	U.S. History: 1877-Present	4	Individual Faculty	
ANT 2000	General Anthropology	6	Combination of the Above	
ANT 2410	Cultural Anthropology	3	Combination of the Above	
ANT 2511	The Human Species	10	Combination of the Above	
ARH 2050	History of Western Art I	2	Combination of the Above	
ARH 2051	History of Western Art II	2	Combination of the Above	
AST 2002	Astronomy	7	Combination of the Above	
BSC 1005	Biological Principles	2	Combination of the Above	
BSC 2010C	Biology I	8	Combination of the Above	
CGS 1060	Introduction to Computers	2	Individual Faculty	
CHS 2100C	Computer Fundamentals for Business	4	Individual Faculty	
CHM 1020	Concepts in Chemistry	2	Combination of the Above	
CHM 1032	General Chemistry	2	Combination of the Above	
CHM 2045C	Chemistry Fundamentals I	12	Combination of the Above	
CHS 1440	Principles of Chemistry	6	Combination of the Above	
COM 1000	Introduction to Communication	14	Combination of the Above	
COP 2500C	Concepts in Computer Science	10	Department Committee	
COP 3502C	Computer Science I	9	Department Committee	
COT 3100C	Introduction to Discrete Structures	4	Individual Faculty	
ECO 2013	Principles of Macroeconomics	12	Combination of the Above	
ECO 2023	Principles of Microeconomics	12	Combination of the Above	
EUH 2000	Western Civilization I	3	Combination of the Above	
EVR 1001	Introduction to Environmental Science	2	Combination of the Above	
FIL 1000	Cinema Survey	2	Combination of the Above	
FIL 2030	History of Motion Pictures	4	Combination of the Above	
GEO 1200	Physical Geography	5	Combination of the Above	
GLY 1030	Geology and Its Applications	2	Combination of the Above	
HUM 2020	Encountering the Humanities	4	Individual Faculty	
LIT 2110	World Literature I	2	Individual Faculty	
MAC 1105C	College Algebra	10	Combination of the Above	
MGF 1107	Explorations in Mathematics	3	Combination of the Above	
MUH 2017	Survey of Rock Music	2	Combination of the Above	
MUL 2010	Enjoyment of Music	4	Combination of the Above	
MUL 2016	Evolution of Jazz	1	Combination of the Above	
PHI 2010	Introduction to Philosophy	4	Combination of the Above	
PHY 1038	Physics of Energy, Climate Change and Environment	1	Combination of the Above	
PHY 2048	General Physics Using Calculus I	9	Combination of the Above	
PHY 2053	College Physics I	10	Combination of the Above	
POS 2041	American National Government	3	Combination of the Above	
PSC 1121	Physical Science	2	Combination of the Above	
PSY 2012	General Psychology	12	Combination of the Above	
STA 2014	Principles of Statistics	4	Combination of the Above	
STA 2023	Statistical Methods I	11	Combination of the Above	
STA 3032	Probability and Statistics for Engineers	6	Combination of the Above	
SYG 2000	Introduction to Sociology	9	Combination of the Above	
THE 2000	Theatre Survey	14	Combination of the Above	

Board Action Plan - Low Cost Course Materials

Report the total number of course section(s) offered including exceptions and the total number of course sections that required or recommended textbook(s)/instructional materials for \$20 or less per credit hour (e.g., \$60 or less for a three-credit-hour course), which meets the State University System of Florida Action Plan for the Pricing of Textbooks and other Instructional Materials.

Fall 2022

Total Number of Course Sections Offered (Including Exceptions)	12,966
Total Number of Course Sections Offered with the Cost of Materials at \$20 or less per credit hour	604
Percent of Course Sections Offered with the Cost of Materials at \$20 or less per credit hour (Auto-Calculated)	5%

Spring 2023

Total Number of Course Sections Offered (Including Exceptions)	10,514
Total Number of Course Sections Offered with the Cost of Materials at \$20 or less per credit hour	533
Percent of Course Sections Offered with the Cost of Materials at \$20 or less per credit hour (Auto-Calculated)	5%

Course Sections with No Cost for Textbooks/Instructional Materials

Report the total number of course section(s) offered including exceptions and the total number of course sections that did not require or recommend the purchase of a textbook(s)/ instructional materials and/or utilized open educational resources. These may include general education courses, upper level courses, and courses for directed independent study, internships, thesis/dissertation, etc.

Fall 2022	
Total Number of Course Sections Offered (Including Exceptions)	12,966
Total Number of Course Sections Offered with No Cost Materials	9,158
Percent of Course Sections with No Cost Materials (Auto-Calculated)	71%

Spring 2023	
Total Number of Course Sections Offered (Including Exceptions)	10,514
Total Number of Course Sections Offered with No Cost Materials	7,059
Percent of Course Sections with No Cost Materials (Auto-Calculated)	67%

Textbook and Instructional Materials Affordability Annual Report

Instructions

1. Complete each tab/worksheet as designed. The template reflects the interpretation of the reporting requirements by Board staff.
Do not edit the content of the template. Expand the response space as needed.
2. Statutory due date is September 29, 2023.
3. If there are questions, contact Kirsten Harvey Director of Student Success & Workforce Alignment, at Kirsten.Harvey@flbog.edu
4. Include the university contact name and email for the staff who completed the report below:
5. Please note some cells are auto-calculated and do not require you to enter a figure. These cells are green.

University Contact Name and Email: Timothy Letzring, Timothy.Letzring@ucf.edu



Board of Trustees

Academic Excellence and Student Success Committee

September 27, 2023

Agenda Item

AESC-3 – Self-Supporting and Market Tuition Rate Program Report

Proposed Board Action

The Academic Excellence and Student Success Committee is asked to recommend to the Board of Trustees, on its consent agenda, approval of the Self-Supporting and Market Tuition Rate Program Report for submission to the Board of Governors.

Authority for Board of Trustees Action

BOG Regulation 8.002

Supporting Documentation Included

Attachment A: UCF FY 2021-2022, 2022-2023 Self-Supporting and Market Tuition Rate Program Report

Facilitators/Presenters

Timothy Letzring, Vice Provost for Academic Affairs



AESC-3: Self-Supporting and Market Tuition Rate Program Report

EXECUTIVE SUMMARY

Objective

As required by Board of Governors (BOG) Regulation [8.002](#), the university annually reports on UCF's market rate and self-supporting tuition programs.

Summary of Key Observations/Recommendations

- Since UCF's last report submission on April 7, 2022, the regulation has been amended twice, most recently in November 2022 when it was stipulated that each university's Board of Trustees must approve their institution's report before submission to the BOG.
- UCF has 13 approved market-rate programs which includes tracks and certificates as a subset of the larger graduate degree program. UCF also offers five self-supporting programs or certificates. All programs are at the graduate level and UCF has not added a new market rate or self-supporting program since 2016. The SUS has not approved a new market rate program since 2015.
- Of the 18, the following are currently suspended:
 - Master of Science in Engineering Management
 - ~ This program suspended its operations FY2022-23. This program began in 2012 at as a fixed price program, which at the time matched the market. However, its tuition has not kept up with the market. The program and academic leadership are exploring options.
 - Graduate Health Information Administration Certificate
 - ~ Suspended Fall 2017.
 - ~ Demand for the Professional Master of Science in Health Care Informatics is very strong with 145 students enrolled this past year with no need or demand for the certificate program.
 - Management MSM, Entrepreneurship Track
 - ~ Track was suspended beginning Fall 2022 due to low enrollment the prior year. Program is evaluating all three tracks of this program. The Human Resource track remains the strongest.
 - Nonprofit Management MNM and Nonprofit Management Graduate Certificate
 - ~ Main program suspended February 2022 and certificate suspended in 2018.
 - ~ Due to faculty resources needed to operate two separate programs, the program is focusing on its E&G program as demand has not been as strong for the market rate version.

Additional Background

In 2011, the Board of Governor's began allowing SUS institutions to submit proposals for market tuition rate programs. These market rate programs were in addition to the already allowed "cost recovery" programs. One of the primary reasons for market rate programs was to allow the SUS institutions to generate revenue and degrees, with minimal added cost to Florida taxpayers. The key distinctions between cost recovery tuition and market rate tuition involve the method of determining the tuition, the allowed rate of tuition, and the uses for any excess revenue. Cost recovery tuition rate was the amount needed to cover the cost of the program and were not to exceed that amount. These programs may charge above in-state tuition rate but may not exceed the out-of-state tuition rate without official Board of Governors' approval. If a cost-recovery program's revenue exceeded expenses, there were strict limits on how an institution could use such revenues.

Market tuition rate looks at the national market for tuition and may charge above the current out-of-state rate when the market justifies such a rate, upon approval by both boards. There were also less restrictions on how an institution could use any excess funds. In its 2016 Executive Summary of the market rate program, the BOG staff noted SUS institutions found "the administrative relief from the strict cost-recovery requirement" a major positive from the market rate program.

BOG Regulation 8.002 which governs market-rate and self-supporting tuition was originally titled "Continuing Education" until 2017 when the BOG updated the regulation to its current title - Self Supporting and Market Tuition Rate Program and Course Offerings.

All UCF self-supporting programs were created under the former cost recovery regulation. Under the updated BOG regulation, both market rate and self-supporting programs may exceed the cost to operate. For self-supporting, the regulation specifically states that "[u]niversities may collect and expend revenues collected above the level needed for cost-recovery of college-credit self-supporting activity when such revenues are used to provide enhanced support for the academic units associated with the courses or programs or to provide financial support to students." (BOG Reg. 8.002(2)(a)5.b.).

Rationale

UCF remains committed to optimizing program offerings, adhering to regulatory updates, and enhancing support for academic units and students, thereby fostering a conducive environment for academic excellence and financial stability. This item is in alignment with this commitment, in addition to being a requirement mandated by the BOG for Trustee approval consideration.

Implementation Plan

There are currently no plans to seek approval for new self-supporting or market rate programs. The annual report is due to the BOG by October 1, 2023.

Resource Considerations

N/A

Conclusion

The annual report delineates the status and operational details of UCF's market rate and self-supporting tuition programs as per BOG Regulation 8.002. The data illustrates the evolving landscape of these programs, highlighting the suspension of certain tracks due to varying factors, including market dynamics and enrollment figures. Staff recommends approval of this report for submission to the BOG.

Attachment A

Column Definitions	
Instructions: Institutions are required to provide the information below for all non-E&G college-credit programs, including sponsored-credit, certificate, and degree programs (at all levels) and any majors or tracks that exist under an approved degree program. Do not combine cells or alter the template in any way when reporting the data.	
CIP Code	CIP code for approved degree program as listed in the State University System approved degree inventory. Please report the complete 6-digit CIP code (XX.XXXX).
Program Name (in inventory)	All non-E&G college-credit programs, including sponsored-credit, certificate, and undergraduate and graduate degree programs, should be reported. Use the program name as listed in the State University System approved degree inventory for degree programs.
Program Level	Indicate whether the program is offered at the undergraduate- or graduate-level.
Program Type	Select the program type for the program - select certificate, bachelor's, master's, specialist, or doctoral.
Local Program Name (if different from inventory name)	If the local program name differs from what is listed in the approved degree inventory, please provide the name used within the university.
Major or Track Name (if different)	Please list each major/track in the degree program as defined in Reg 8.002 in a separate row.
Program Length	Total minimum number of credit hours required to complete the program.
Tuition Type	Select market rate, self-supporting, or sponsored credit (explain or provide more detail if needed in comments).
Mode of Delivery	Delivery method for program - select face-to-face, hybrid, or online
UBOT Tuition Approval Date	Date program's tuition rate was approved by the University Board of Trustees.
BOG Tuition Approval Date	Date program's tuition rate was approved by the Board of Governors, if applicable
Program Start Date	List the term and year the program began enrolling students - select fall, spring, or summer and input the year using four digits
Tuition Rate Per Credit Hour - Resident	Tuition per credit hour including fees for resident/in-state students.
Tuition Rate Per Credit Hour - Non-Resident	Tuition per credit hour including fees for non-resident/out-of-state students.
Additional Program Fees - Resident	Any required fees specific to the program not included in the tuition per credit hour rate for resident/in-state students, if applicable.
Additional Program Fees - Non-Resident	Any required fees specific to the program not included in the tuition per credit hour rate for non-resident/out-of-state students, if applicable.
Resident Enrollment	Unique headcount of resident students for the academic year most closely aligned with the fiscal year being reported.
Non-Resident Enrollment	Unique headcount of non-resident students for the academic year most closely aligned with the fiscal year being reported.
Degree/Program Completions	Degree or program completions for the academic year most closely aligned with the fiscal year to the one being reported.
Revenues	Total revenues from tuition and fees collected by each program for the fiscal year being reported. If there is any additional revenue source, such as a corporate sponsorship, please identify each source in the comments.
Expenditures	Total expenditures associated with each program for the fiscal year being reported.
Comparable E&G Program	Does the program have a comparable E&G approved program with the same CIP code (yes/no)?
Comparable E&G Program - Name	Identify the program name of the comparable E&G program, if one exists.
Comparable E&G Program - Level	Identify the Degree Level for the comparable E&G program, if one exists
Comparable E&G Program - CIP	Identify the CIP Code for the comparable E&G program, if one exists
Additional Comments	Any additional information or clarification the institution wishes to provide on a specific program.

Due date in the DRS:	10/1/2023
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Include the university contact name and email for the staff that completed and approved this file.	
Data provided by: 09/01/2023	
Name: Lisa Ruscigno	E-Mail: Lisa.Ruscigno@ucf.edu
Data approved by: 09/14/2023	
Name: Timothy Letzring	E-Mail: Tim.Letzring@ucf.edu
Date Approved by the Board of Trustees*: [Redacted]	

*Submit documentation of Board of Trustees approval in the DRS along with this completed file.

CIP Code (XX.XXXX)	Program Name (in inventory)	Program Level	Program Type	Local Program Name (if different from inventory name)	Major or Track Name (if different)	Program Length	Tuition Type	Mode of Delivery	UBOT Tuition Approval Date	BOG Tuition Approval Date	Term	Year	Tuition Rate Per Credit Hour - Resident	Tuition Rate Per Credit Hour - Non-Resident	Program Fees - Resident	Program Fees - Non-Resident	Resident Enrollment	Non-Resident Enrollment	Degree/Program Completions	Revenues	Expenditures	Comparable E&G Program?	Program Name	Degree/Program Level	CIP Code (XX.XXXX)	Additional Comments (if any)
14.3501	Masters of Science Industrial Engineering	Master's	Master's	Industrial Engineering MS	Healthcare Systems Engineering Track Professional Engineering Management (PEM) Track	30	Market Rate	Online	September 2015	November 2015	Fall	2016	\$ 1,200.00	\$ 1,200.00	n/a	n/a	17	15	7	\$ 380,400.00	\$ 267,823.72	No	Not Applicable	Masters		
15.1501	Master of Science in Engineering Management	Master's	Master's	Engineering Management MSEM		30	Market Rate	Face to Face	September 2012	November 2012	Summer	2013	\$ 893.94	\$ 893.94	n/a	n/a	18	6		\$ 326,601.00	\$ 292,337.01	No	Not Applicable	Masters		Face to face modality at Rosen College campus
30.3001	Data Analytics MS	Master's	Master's			30	Supporting	Face to Face	March 2016	N/A	Fall	2016	\$ 1,128.51	\$ 1,128.51	n/a	n/a	29	41	30	\$ 980,314.00	\$ 1,232,200.10	No	Not Applicable	Masters		
44.0701	Masters of Social Work	Master's	Master's	Social Work MSW	Online Part-Time Advanced Standing Track	32	Market Rate	Online	August 2014	November 2014	Summer	2016	\$ 448.29	\$ 448.29	n/a	n/a	50	32	46	\$ -	\$ -	Yes	Social Work MSW, Part-Time Advanced Standing Track	Masters	44.0701	Track Revenues and Expenses built in to the MSW Online Part-Time Track Budget
44.0701	Masters of Social Work	Master's	Master's	Social Work MSW	Online Part-Time Track	62	Market Rate	Online	August 2014	2014	Spring	2016	\$ 448.29	\$ 448.29	n/a	n/a	244	206	88	\$ 3,681,670.28	\$ 2,327,302.46	Yes	Social Work MSW, Part-Time Track	Masters	44.0701	
44.9999	Research Administration MRA	Master's	Master's	Research Administration Graduate Certificate	Professional Science Master's Track	36	Supporting	Online	March 2011	N/A	Fall	2011	\$ 616.46	\$ 616.46	n/a	n/a	35	24	24	\$ 407,860.82	\$ 239,782.81	No	Not Applicable	Masters		Program Revenues and Expenses Built in to the Master of Research Administration Program Budget
44.9999	Research Administration Graduate Certificate	Master's	Master's			18	Supporting	Online		N/A	Fall	2014	\$ 616.46	\$ 616.46	n/a	n/a	9	4	5	\$ -	\$ -	No	Not Applicable	Certificate		
51.0706	Professional Master of Science in Health Care Informatics	Master's	Master's	Health Care Informatics MS		38	Market Rate	Online	September 2011	November 2011	Spring	2012	\$ 733.53	\$ 733.53	n/a	n/a	118	40	57	\$ 1,521,061.52	\$ 823,112.36	No	Not Applicable	Masters		Program suspended beginning AY 17-18; Program Revenues and Expenses Built in to the Health Care Informatics Program Budget
51.0706	Graduate Health Information Administration Certificate	Master's	Master's	Health Information Administration Graduate Certificate	N/A	20	Market Rate	Online	August 2014	November 2014	Fall	2015	\$ 733.53	\$ 733.53	n/a	n/a				\$ -	\$ -	No	Not Applicable	Certificate		
52.0101	Business Administration (MBA)- Executive MBA	Master's	Master's	n/a	n/a	39	Market Rate	Face to Face	January 2011	March 2011	Spring	2011	\$ 1,205.13	\$ 1,205.13	n/a	n/a	25	10	15	\$ 722,494.00	\$ 727,234.00	Yes	Business Administration (MBA)	Masters	52.0101	EMBA cohorts start every fall and are five semesters long; PMBA Part-time/evening cohorts are six semesters long. Downtown evening cohorts begin every summer term, regional evening cohorts begin in varying fall terms. PMBA full-time cohorts are three semesters long and begin every fall term. PMSM/HR cohorts are five semesters long and begin in the semester after a previous cohort graduates (back to back)
52.0101	Business Administration (MBA)- Professional MBA	Master's	Master's	n/a	n/a	39	Market Rate	Face to Face	January 2011	March 2011	Spring	2011	\$ 1,000.00	\$ 1,000.00	n/a	n/a	129	51	73	\$ 2,697,027.00	\$ 1,758,933.00	Yes	Business Administration (MBA)	Masters	52.0101	PMSM/BA cohorts are five semesters long and have varying start terms
52.0201	Management (MSM)- Human Resources	Master's	Master's	Professional Masters of Management, Human Resources	n/a	30	Market Rate	Face to Face	January 2011	March 2011	Spring	2011	\$ 1,000.00	\$ 1,000.00	n/a	n/a	52	12	26	\$ 611,728.00	\$ 542,324.00	No	Not Applicable	Masters		
52.0201	Management (MSM)- Business Analytics	Master's	Master's	Professional Masters of Management, Business Analytics	n/a	30	Market Rate	Face to Face	August 2014	November 2014	Fall	2014	\$ 1,000.00	\$ 1,000.00	n/a	n/a	15	3	10	\$ 231,465.00	\$ 324,321.00	No	Not Applicable	Masters		
52.0201	Management MSM, Entrepreneurship Track	Master's	Master's	Professional MS in Management - Entrepreneurship Track	n/a	30	Market Rate	Face to Face	January 2011	March 2011	Fall	2018	\$ 1,000.00	\$ 1,000.00	n/a	n/a	4	1	5	\$ 56,567.00	\$ 281,907.00	No	Not Applicable	Masters		
52.0206	Nonprofit Management MNM	Master's	Master's	Out of State Cohort Track	Out of State Cohort Track	36	Supporting	Online	March 2004	N/A	Fall	2006	\$ 401.46	\$ 401.46	n/a	n/a	2	15	5	\$ 32,433.54	\$ 31,078.53	Yes	Nonprofit Management MNM, Online track	Masters	52.0206	Program suspended as of February 2022; no students admitted after Spring 2022
52.0206	Nonprofit Management Graduate Certificate	Certificate	Certificate		Out of State Cohort Track	18	Supporting	Online		N/A			\$ 401.46	\$ 401.46	n/a	n/a				\$ -	\$ -	No	Nonprofit Management Graduate Certificate Online	Certificate		Program Suspended until FA 2018
52.1501	Real Estate (MSRE)	Master's	Master's	Professional Masters of Science in Real Estate	n/a Executive Health Services Administration Track	30	Market Rate	Face to Face	January 2011	March 2011	Spring	2011	\$ 1,000.00	\$ 1,000.00	n/a	n/a	13	0	12	\$ 140,722.00	\$ 296,490.00	No	Not Applicable	Masters		PMRE cohorts are five semesters long and begin every odd fall
51.0000	Executive Masters of Science in Health Services Administration	Master's	Master's	Health Administration MHA		44	Market Rate	Online	September 2015	November 2015	Fall	2016	\$ 733.53	\$ 733.53	n/a	n/a	124	70	48	\$ 2,014,805.52	\$ 842,489.59	No	Not Applicable	Masters		

Fiscal Year 2021-2022 Self-Supporting and Market Tuition Rate Report

CIP Code (XX.XXX X)	Program Name (in inventory)	Program Level	Program Type	Local Program Name (if different from inventory name)	Major or Track Name (if different)	Program Length	Tuition Type	Mode of Delivery	UBOT Tuition Approval Date	BOG Tuition Approval Date	Program Start Date		Tuition Rate Per Credit Hour - Resident	Tuition Rate Per Credit Hour - Non-Resident	Program Fees - Resident	Program Fees - Non-Resident	Resident Enrollment	Non-Resident Enrollment	Degree/Program Completions	Revenues	Expenditures	Comparable E&G Program?	Comparable E&G Program			Additional Comments (if any)	
											Term	Year											Program Name	Degree/Program Level	CIP Code (XX.XXXX)		
14.3501	Masters of Science Industrial Engineering	Master's	Master's	Industrial Engineering MS	Healthcare Systems Engineering Track	30	Market Rate	Online	September 2015	November 2015	Fall	2016	\$ 1,200.00	\$ 1,200.00	n/a	n/a	17	12	13	\$ 298,650.00	\$ 285,191.00	No	Not Applicable	Masters			
15.1501	Master of Science in Engineering Management	Master's	Master's	Engineering Management MSEM	Professional Engineering Management (PEM) Track	30	Market Rate	Face to Face	September 2012	November 2012	Summer	2013	\$ 893.94	\$ 893.94	n/a	n/a				\$ -	\$ -	No	Not Applicable	Masters		Face to face modality at Rosen College campus; Program suspended for AY 2022-2023	
30.3001	Data Analytics MS	Master's	Master's			30	Market Rate	Self Supporting	Face to Face	March 2016	N/A	Fall	2016	\$ 1,128.51	\$ 1,128.51	n/a	n/a	41	40	24	\$ 1,169,136.00	\$ 1,290,519.00	No	None	Masters		
44.0701	Masters of Social Work	Master's	Master's	Social Work MSW	Online Part-Time Advanced Standing Track	32	Market Rate	Online	August 2014	November 2014	Summer	2016	\$ 448.29	\$ 448.29	n/a	n/a	58	24	25	\$ -	\$ -	Yes	None	Masters		Track Revenues and Expenses built in to the MSW	
44.0701	Masters of Social Work	Master's	Master's	Social Work MSW	Online Part-Time Track	62	Market Rate	Online	August 2014	November 2014	Spring	2016	\$ 448.29	\$ 448.29	n/a	n/a	248	187	101	\$ 3,697,496.00	\$ 2,661,492.00	Yes	Track	Masters	44.0701	Online Part-Time Track Budget	
44.9999	Research Administration MRA	Master's	Master's			36	Supporting	Online	March 2011	N/A	Fall	2011	\$ 616.46	\$ 616.46	n/a	n/a	26	21	13	\$ 366,177.00	\$ 272,254.00	No	Not Applicable	Masters			
44.9999	Research Administration Graduate Certificate	Master's	Certificate			18	Supporting	Online	September 2011	November 2011	Fall	2014	\$ 616.46	\$ 616.46	n/a	n/a	7	2	3	\$ -	\$ -	No	Not Applicable	Certificate		Program Revenues and Expenses Built in to the Master	
51.0706	Professional Master of Science in Health Care Informatics	Master's	Master's	Health Care Informatics MS	Master's Track	38	Market Rate	Online	September 2011	November 2011	Spring	2012	\$ 733.53	\$ 733.53	n/a	n/a	106	39	52	\$ 1,515,473.00	\$ 986,423.00	No	Not Applicable	Masters			
51.0706	Graduate Health Information Administration Certificate	Master's	Master's	Administration Graduate	N/A	20	Market Rate	Online	August 2014	November 2014	Fall	2015	\$ 733.53	\$ 733.53	n/a	n/a				\$ -	\$ -	No	Not Applicable	Certificate		Program suspended beginning AY 17-18; Program	
52.0101	Business Administration (MBA)- Executive MBA	Master's	Master's	n/a	n/a	39	Market Rate	Face to Face	January 2011	March 2011	Spring	2011	\$ 1,205.13	\$ 1,205.13	n/a	n/a	28	12	18	\$ 805,643.00	\$ 426,704.00	Yes	Business Administration (MBA)	Masters	52.0101	EMBA cohorts start every fall and are five semesters long; PMBA Part-time evening cohorts are six semesters long. Downtown evening cohorts begin every summer term, regional evening cohorts begin in varying fall terms. PMBA full-time cohorts are three semesters long and begin every fall term. PMSM/HR cohorts are five semesters long and begin in the semester after a previous cohort graduates (back to back)	
52.0101	Business Administration (MBA)- Professional MBA	Master's	Master's	n/a	n/a	39	Market Rate	Face to Face	January 2011	March 2011	Spring	2011	\$ 1,000.00	\$ 1,000.00	n/a	n/a	133	51	71	\$ 2,803,293.00	\$ 901,837.00	Yes	Business Administration (MBA)	Masters	52.0101	EMBA cohorts start every fall and are five semesters long; PMBA Part-time evening cohorts are six semesters long. Downtown evening cohorts begin every summer term, regional evening cohorts begin in varying fall terms. PMBA full-time cohorts are three semesters long and begin every fall term. PMSM/HR cohorts are five semesters long and begin in the semester after a previous cohort graduates (back to back)	
52.0201	Management (MSM)- Human Resources	Master's	Master's	n/a	n/a	30	Market Rate	Face to Face	January 2011	March 2011	Spring	2011	\$ 1,000.00	\$ 1,000.00	n/a	n/a	30	8	38	\$ 542,839.00	\$ 223,440.00	No	Not Applicable	Masters			
52.0201	Management (MSM)- Business Analytics	Master's	Master's	n/a	n/a	30	Market Rate	Face to Face	August 2014	November 2014	Fall	2014	\$ 1,000.00	\$ 1,000.00	n/a	n/a	5	2	7	\$ 77,155.00	\$ 79,978.00	No	Not Applicable	Masters		PMSM/BA cohorts are five semesters long and have varying start terms	
52.0201	Management MSM, Entrepreneurship Track	Master's	Master's	n/a	n/a	30	Market Rate	Self Supporting	Face to Face	January 2011	March 2011	Fall	2018	\$ 1,000.00	\$ 1,000.00	n/a	n/a		\$ -	\$ -	No	Not Applicable	Masters		Program not offered in AY 2022-2023		
52.0206	Nonprofit Management MNM	Master's	Master's		Out of State Cohort Track	36	Supporting	Online	March 2004	N/A	Fall	2006	\$ 401.46	\$ 401.46	n/a	n/a	1	12	4	\$ 50,584.00	\$ 15,769.00	Yes	Nonprofit Management MNM, Online track	Masters	52.0206	Program suspended as of February 2022; no students admitted after Spring 2022	
52.0206	Nonprofit Management Graduate Certificate	Certificate	Certificate		Out of State Cohort Track	18	Supporting	Self Supporting	Online	N/A			\$ 401.46	\$ 401.46	n/a	n/a				\$ -	\$ -	No	Nonprofit Management Graduate Certificate Online	Certificate		Program Suspended until FA 2018	
52.1501	Real Estate (MSRE)	Master's	Master's	Professional Masters of Science in Real Estate	n/a	30	Market Rate	Face to Face	January 2011	March 2011	Spring	2011	\$ 1,000.00	\$ 1,000.00	n/a	n/a	14	3	0	\$ 256,264.00	\$ 72,041.00	No	Not Applicable	Masters		PMRE cohorts are five semesters long and begin every odd fall	
51.0000	Executive Masters of Science in Health Services Administration	Master's	Master's	Health Administration MHA	Executive Health Services Administration Track	44	Market Rate	Online	September 2015	November 2015	Fall	2016	\$ 733.53	\$ 733.53	n/a	n/a	120	66	83	\$ 1,615,143.00	\$ 1,065,230.00	No	Not Applicable	Masters			



Board of Trustees

Academic Excellence and Student Success Committee

September 27, 2023

Agenda Item

AESC-4 – Academic Excellence and Student Success Committee Charter

Proposed Board Action

The Academic Excellence and Student Success Committee is asked to recommend to the Board of Trustees, on its consent agenda, approval of the Academic Excellence and Student Success Charter.

Authority for Board of Trustees Action

Board of Governors Regulation 1.001
Ninth Amended and Restated Bylaws, Section 6.1 Committees

Supporting Documentation Included

Attachment A: Academic Excellence and Student Success Committee Charter

Facilitators/Presenters

Tiffany Altizer, Chair, Academic Excellence and Student Success Committee
Michael Johnson, Provost and Executive Vice President for Academic Affairs



AESC-4: Academic Excellence and Student Success Committee Charter

EXECUTIVE SUMMARY

Objective

The Academic Excellence and Student Success Committee (AESC) charter is the governing document for the committee and includes areas of responsibility and authority. The charter has been updated to reflect the university's current organizational structure.

Summary of Key Observations/Recommendations

The charter is reviewed annually, and changes are recommended as needed. Committee Staff have discussed the updates with the committee chair. Since its last update, changes to the university's organizational structure have led to the need to update the charter to reflect these.

Additional Background

The committee is responsible for oversight of activities relating to the core mission of the university: teaching, research, and service. The charter outlines the activities authorized by the Board of Trustees.

Rationale

The committee charter has been updated to reflect the current university structure. Since its last update in 2021, university organizational changes have led to the need to update the charter.

Implementation Plan

Once approved by the Board of Trustees, the committee charter goes into effect.

Resource Considerations

The charter outlines the committee's responsibilities and authority, including reviewing and taking action on items that require resource considerations.

Conclusion

The Academic Excellence and Student Success Charter serves as the written statement of purpose and primary responsibilities and is updated to reflect the university's organizational structure.

**ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE****PURPOSE AND AUTHORITY**

The Academic Excellence and Student Success Committee ("Committee") is a standing Committee of the University of Central Florida Board of Trustees ("Board"). The Committee is responsible for oversight of activities relating to the core mission of the University: teaching, research, and service.

The Board authorizes the Committee to perform activities within the scope of its charter as follows:

- Provide oversight and strategic direction for the development of accountability measures associated with the University's academic programs and services, student success and well-being initiatives, and research activities and creative works.
- Provide oversight and strategic direction of the University's student success and well-being activities, including strategic enrollment efforts.
- Provide oversight and strategic direction of the University's research and creative works activities, including licensing and technology transfer.
- Provide oversight and strategic direction of the University's health affairs and related clinical activities and partnerships.
- Discuss strategies and long-range plans related to the quality and continuous improvement of academic programs and services, student success initiatives, and scholarly activities of the University.
- Discuss strategies relating to the recruitment and retention of faculty members, faculty mix, academic freedom, and academic responsibility.
- Monitor key performance indicator results, including admission, progression, retention, graduation, and research productivity, to ensure they align with the strategic direction of the University.
- Perform other duties as assigned by the Board or the Board Chair.

ROLES AND RESPONSIBILITIES

The Committee will review and recommend the following to the Board for action:

- The creation or termination of bachelor's, master's, and doctoral programs.
- The conferral of degrees.

- The awarding of tenure and tenure with hire.
- The annual Accountability Plan to the Board of Governors.
- Additional items within the Committee's scope and authority that require approval.

REPORTING RESPONSIBILITIES

- The Committee Chair will, at the next regularly scheduled Board meeting, report to the Board any action taken by the Committee.
- The Committee Chair will promptly notify all Board members of any matters within its oversight roles and responsibilities that might significantly impact the financial, legal, academic standing, or reputation of the University.

MEMBERSHIP

- The chair of the Board will appoint the chair and members of the Committee and serves as a non-voting ex officio member.
- Members of the Committee will serve until their resignation or replacement by the chair of the Board.
- The Committee will consist of at least five members.

MEETINGS AND MINUTES

- Meetings will be held not less than four times per fiscal year.
- A majority of the Committee members will constitute a quorum for the conduct of business. Action shall require a majority vote of Committee members present.
- The Committee will maintain and post written minutes of its meetings in accordance with Florida Statute 1001.71.

STAFF

- The provost and executive vice president for academic affairs will serve as the primary liaison to the Committee and delegate administrative responsibilities as necessary. The senior vice president for student success also will serve as a liaison to the Committee.
- The president, provost or senior vice president for student success may call upon additional staff to provide presentations, information, or recommendations in the scope of the Committee's charter.



CHARTER REVIEW

- The Committee will review its charter annually and recommend to the Board any changes that the Committee deems necessary.

ADOPTION

I HEREBY CERTIFY that the University of Central Florida Board of Trustees adopted this charter at its regularly scheduled meeting on September 28, 2023.

Associate Corporate Secretary
University of Central Florida Board of Trustees

Date



Board of Trustees

Academic Excellence and Student Success Committee

September 27, 2023

Agenda Item

DISC-3: UCF Research Enterprise Plan & Research and Development Reporting

Proposed Board Action

N/A

Authority for Board of Trustees Action

N/A

Supporting Documentation Included

Attachment A: The UCF Research Enterprise Plan (Early Draft) can be found [here](#)*.
*(*Please click the link to access the draft plan).*

Attachment B: National Science Foundation Higher Education Research and Development Survey (NSF HERD) Institutional Expenditures Overview

Facilitators/Presenters

Michael Johnson, Provost and Executive Vice President for Academic Affairs

Winston Schoenfeld, Interim Vice President for Research and Innovation

Rhonda Bishop, Vice President for Compliance, Ethics, and Risk



DISC-3: UCF Research Enterprise Plan & Research and Development Reporting

EXECUTIVE SUMMARY

Objective

UCF is in the initial stages of formulating its inaugural Research Enterprise Plan (plan), with an early partial draft attached for review. This item invites Trustees to engage in a generative discussion with the Interim Vice President for Research, Dr. Winston Schoenfeld, Ph.D., related to the creation of the plan. The intention of this discussion is for Trustees to provide formative guidance and feedback related to the plan.

In addition to the forthcoming Research Enterprise Plan, this agenda item will offer Trustees a review of the results of a workgroup that was formed to assess whether opportunities exist to improve the capture and reporting of Research and Development (R&D) expenditures to the National Science Foundation Higher Education Research and Development Survey (NSF HERD).

Summary of Key Observations/Recommendations

UCF Research Enterprise Plan

- UCF is preparing the UCF Research Enterprise Plan, the first research plan ever developed for the institution.
- Attached is an early *incomplete* draft with some sections still in process.
- Stakeholder input will occur during the Fall 2023 semester.
- The final draft will be completed by the end of the Fall 2023 term.
- Items of interest in the discussion session include:
 - General perspectives on the need for a research plan.
 - Are the listed research KPIs and associated targets clear? Are any missing?
 - Are the listed strategic initiatives and their expected outcomes clear?
 - Are there any strategic initiative areas missing?
 - Is the timeline for completion appropriate?
 - Is annual revision appropriate?

NSF HERD Survey Reporting

The workgroup's assessment identified opportunities for improvement in the capture of R&D expenditures that include immediate steps for improving the FY 2023 expenditure capture and reporting. As part of those immediate steps, R&D expenditures in the following three categories that were not previously captured will be included in the FY 2023 report:

- Centrally funded and academic unit start up, seed money, and bridge fund expenditures
- College of Graduate Studies Preeminent Postdoctoral Program salary expenditures
- Unrecovered overhead for E&G expenditures under state funded programs

The total plan and remaining expenditure categories will be fully realized over a three-year period. During this period, UCF will fully implement best practices in capturing R&D expenditures.

Additional Background

UCF Research Enterprise Plan

The UCF Research Enterprise Plan aims to utilize historical data to gauge UCF's current standing in research KPIs and analyze how this positions the university in relation to the goals established in the UCF Strategic Plan. It is focused on setting appropriate research KPI targets, benchmarking UCF against crucial peer groups, and detailing strategic initiatives to spur growth towards achieving UCF's outlined research goals and KPIs. Furthermore, the plan is designed to pinpoint the resources essential for the success of these strategic initiatives. This document is envisioned to undergo annual updates and revisions to remain relevant and adaptive.

NSF HERD Survey Reporting

The workgroup initiated an inquiry into UCF's present status with four central questions focusing on the aspects and methods of data collection, and identified gaps. The inquiry is supported by two data analyses, which include evaluating faculty research activity through the Faculty Activity System and a comparative analysis of UCF's research expenditures with SUS and peer institutions.

Rationale

The formulation of the UCF Research Enterprise Plan and the revamping of NSF HERD Survey reporting methodology are vital steps in realizing UCF's strategic goals, emphasizing a strengthened research landscape and enhanced transparency in reporting mechanisms. These initiatives, rooted in the directives of the UCF Strategic Plan, aim to bolster UCF's standing in research and development through careful analysis and benchmarking against peer institutions. Moreover, these actions underscore UCF's dedication to increasing its focus on research and achieving its goal of \$350M annually in research and development expenditures by 2027.

Implementation Plan

A final draft of the UCF Research Enterprise Plan is anticipated at the conclusion of the Fall 2023 semester. Efforts related to revised practices around NSF HERD Survey reporting are underway with a goal of completion as to take effect in advance of FY2024 reporting.

Resource Considerations

The UCF Research Enterprise Plan and revised NSF HERD Survey reporting procedures will ultimately support the university's strategic goals around research and development expenditures.

Conclusion

These efforts align with UCF's objectives to support basic, applied, clinical, and translational research activities and bolster the university's annual research and development expenditures by 2027. Staff requests that Trustees provide their feedback on this topic through structured discussion.



NSF HERD Survey Research Expenditure Review

Board of Trustees Academic Excellence and Student Success Committee – September 27, 2023

Workgroup Review and Analysis

Ensure compliance and transparency



Assess current status



Look for best practices



Opportunities and timeline

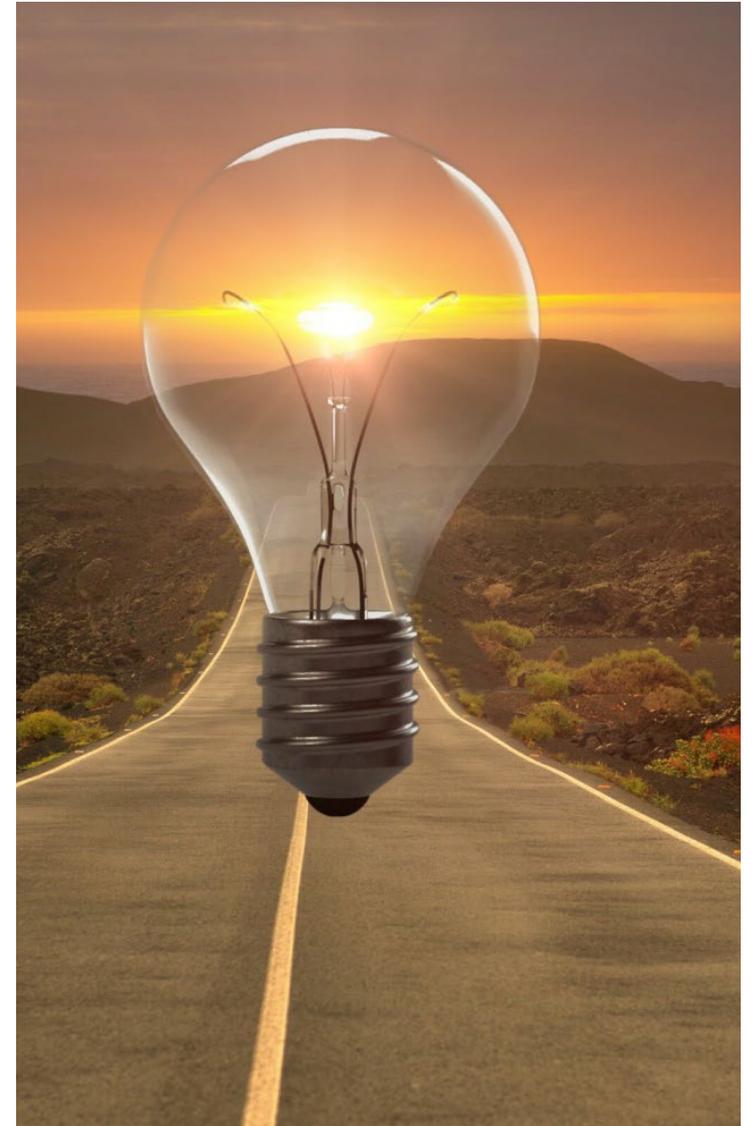
Research & Development (R&D) Expenditures

Include all expenditures for R&D activities from current operating funds that are accounted for separately.

R&D includes:	R&D does not include:
<ul style="list-style-type: none">•Sponsored research (federal and nonfederal)•University research (institutional funds that are separately budgeted for individual R&D projects)•Startup, bridge, or seed funding provided to researchers within your institution•Other departmental funds designated for research•Recovered and unrecovered indirect costs•Equipment purchased from R&D project accounts•R&D funds passed through to a subrecipient organization, educational or other•Clinical trials, Phases I, II, or III•Research training grants funding work on organized research projects•Tuition remission provided to students working on research	<ul style="list-style-type: none">•Public service grants or outreach programs•Curriculum development (unless included as part of an overall research project)•R&D conducted by university faculty or staff at outside institutions that is not accounted for in your financial records•Estimates of the proportion of time budgeted for instruction that is spent on research•Capital projects (i.e., construction or renovation of research facilities)•Non-research training grants•Unrecovered indirect costs that exceed your institution’s federally negotiated Facilities and Administrative (F&A) rate

Results

- Identified ASU as a best practice model
- Only counting expenditures from Office of Research accounts
- Identified three expenditure types for capture this cycle
- Immediate need to:
 - develop a survey tool
 - implement use of Workday Tags for research
 - update Faculty Activity System
 - new standard operating procedures (SOPs)
 - develop and provide training
 - develop content and webpages



Status



Survey Tool



Workday Tags



Update Faculty
Activity System



New SOPs



Training



Web Pages

National Science Foundation Higher Education Research and Development Survey (NSF HERD) Institutional Expenditures

Assessment

A workgroup was formed to assess whether there was an opportunity to improve the capture and reporting of Research & Development (R&D) expenditures to the NSF HERD Survey. The workgroup was charged with assessing the university's current state of expenditure capture and reporting with a focus on ensuring compliance with NSF HERD and other federal requirements. The workgroup set forth four main questions and two data reviews to acquire a better understanding of UCF's current state.

Questions:

1. What are we counting?
2. How are we collecting the data?
3. What are the data sources?
4. What are we not collecting?

Data Analysis:

1. Analysis of faculty research activity (effort) from the Faculty Activity System. This data is currently included in the data reported to the HERD Survey.
2. Analysis of research expenditure data from SUS and peer institutions. This data provided information on how UCF currently compares with peer institutions.

To answer the four questions identified by the workgroup, the following information was reviewed:

- NSF HERD Survey definitions and instructions for identifying R&D expenditures
- Publicly available HERD Survey information and procedures for other universities
- UCF's current procedures for capturing R&D expenditure data.

Opportunities and Next Steps

The review identified the immediate need to update current expenditure capture procedures in response to the new ERP system (Workday) and a new budget model to ensure accurate reporting for FY 2023. After assessing what we are not currently capturing, the review identified the need for developing procedures to manually capture R&D research expenditures from colleges and units for FY 2023. Arizona State University was identified as a best practice amongst research institutions and working with Finance and Accounting, the workgroup met with ASU to discuss implementation of similar procedures in Workday. This resulted in the identification of immediate steps that could be taken to code and tag current and future expenditures moving forward and for the FY 2024 reporting.

The workgroup also identified the need to immediately expand the information and examples provided to faculty to assist them in fully capturing activities that meet the R&D definition in the Faculty Activity System. Additionally, to ensure transparency and provide information on how to capture the procedures the university will develop dedicated webpages to the NSF HERD Survey. In addition to the above, the workgroup identified that some currently uncaptured expenditures will require a culture change driven by the training of administrators and faculty with results realized over the next several reporting cycles.

The chart below shows R&D expenditures historically captured from Office of Research accounts, previously uncaptured R&D expenditures that we can begin capturing now, and R&D expenditures that will require a culture change through training.

NSF HERD Survey Institutional Expenditures	
✓	State E&G appropriations designated for research. These monies are programs funded by the State and provided to specific initiatives, faculty, students, and subawardees.*
✓	Office of Research, Research Center and Research Institute faculty start-up expenditures.
✓	Office of Research, Research Center and Research Institute faculty Balance and Overhead Account expenditures.
✓	Office of Research, Research Center and Research Institute departmental fund expenditures designated for research (travel, material & supplies, and equipment).
✓	Tuition paid from UCF funds (cost share) related to sponsored awards.
✓	Research expenses paid (cost share) related to sponsored awards to include salary, materials & supplies, travel, and equipment.
✓	Unrecovered overhead on sponsored awards
✓	Faculty Activity System (FAS) departmental research salary assignments.
★	Centrally funded and Academic unit (College) start-up, seed money, and bridge fund expenditures designated for research.
★	College of Graduate Studies Preeminent Postdoctoral Program (P3) salary expenditures designated for research.
★	Unrecovered overhead from E&G expenditures under State funded programs designated for research.
	Faculty salary from departmental cost share accounts expended to perform sponsored research.
	Academic unit (College) faculty Balance and Overhead account expenditures designated for research.
	Academic unit (College) institute and center expenditures designated for research.

Key	
*	For example, Space Research Institute (SRI), Florida High Tech Corridor (FHTC), I-4 Incubator program, Graduate College Fellowships (salary and tuition), and other internal UCF program expenditures designated for research.
✓	Expenditures historically counted that we are able to capture now.
★	Expenditures previously not captured that will be captured for FY 23 reporting and moving forward.
	Expenditures that will require training of our researchers and administrators to capture. We are expecting three reporting cycles to fully capture.



Board of Trustees

Academic Excellence and Student Success Committee

September 27, 2023

Agenda Item

INFO-1 – FY2024 Work Plan Review

Proposed Board Action

N/A

Authority for Board of Trustees Action

N/A

Supporting Documentation Included

Attachment A: FY2024 Academic Excellence and Student Success Work Plan

Facilitators/Presenters

Tiffany Altizer, Chair, Academic Excellence and Student Success Committee

Michael Johnson, Provost and Executive Vice President for Academic Affairs



INFO-1 – Work Plan and Charter Review

EXECUTIVE SUMMARY

Objective

The Academic Excellence and Student Success work plan is intended to provide committee members the opportunity to review and further input on the committee’s work plan for FY2024 (July 1, 2023 – June 30, 2024).

Summary of Key Observations/Recommendations

The work plan, provided as attachment A, outlines the anticipated reports, actions, strategic discussions, and informational items planned to come before the committee this fiscal year.

Additional Background

Committee Staff have prepared and discussed work plans with their Chair that include strategic routine business, strategic discussions, and information items to come before each committee in FY2024. The Board Office has coordinated with staff leadership to ensure the work plan for each committee aligns with the full Board meeting themes in FY2024.

Rationale

The work plan provides Trustees with an opportunity to review all planned business to come before the committee during the fiscal year.

Implementation Plan

The committee work plan is provided at the first meeting of every fiscal year.

Resource Considerations

The work plan includes all planned business to come before the committee, including items that require action and resource considerations.

Conclusion

The Academic Excellence and Student Success work plan captures the planned business and discussions to come before the committee in FY2024, in alignment with full Board themes for the fiscal year.

UCF Board of Trustees 2023-2024 Committee Workplan
ACADEMIC EXCELLENCE AND STUDENT SUCCESS

Wednesday, September 27, 2023 (Regularly Scheduled, Board Cycle 1)

ACTION ITEMS					
LABEL	ITEM NAME	PRESENTER	REQUESTED ACTION (Motion)	ADDITIONAL NOTES	PLANNED ATTACHMENTS
AESC-1	Tenure with Hire	Johnson Jasinski	Recommend approval of the proposed tenure with hire candidates as proposed to the Board of Trustees.	This item relates to the UCF Strategic plan metric associated with recruiting highly qualified faculty to increase academic outcomes and support our research activity.	(a) Tenure with Hire Justification, (b) List of Candidates
AESC-2	Textbook and Instructional Materials Affordability Report	Letzring	Recommend approval of UCF's Textbook and Instructional Materials Affordability Report for submission to the Board of Trustees.	This item is due to the Board of Governors by September 30 of each year. Board of Trustees approval is required prior to submission to the Board of Governors.	(a) Textbook and Instructional Materials Affordability Report
AESC-3	Self-Supporting and Market Tuition Rate Programs Report	Letzring	Recommend approval of UCF's Self-Supporting and Market Tuition Rate Programs Report for submission to the Board of Trustees.	This item is due to the Board of Governors annually. Board of Trustees approval is required prior to submission to the Board of Governors.	(a) Self-Supporting and Market Tuition Rate Programs Report

DISCUSSION ITEMS					
LABEL	ITEM NAME	PRESENTER	OBJECTIVE	ADDITIONAL NOTES	PLANNED ATTACHMENTS
DISC-1	Student Government President Report	Greenaway	This report will provide the committee with an opportunity to hear updates relating to UCF students.	This discussion item occurs at the first meeting of the fiscal year.	(a) Student Government President Report
DISC-2	Faculty Senate Chair Report	King	This report will provide the committee with an opportunity to hear updates relating to faculty.	This discussion item occurs at the first meeting of the fiscal year.	(a) Faculty Senate Chair Report
DISC-3	UCF Research Enterprise Plan & Research and Development Reporting	Johnson Schoenfeld Bishop	The discussion will focus on 1) the research enterprise at UCF, engaging Trustee feedback as the UCF Research Enterprise plan is developed and 2) a review of the results of an assessment of the opportunities that exist to improve the capture and reporting of Research and Development (R&D) expenditures to the National Science Foundation Higher Education Research and Development Survey (NSF HERD).	The UCF Research Enterprise Plan will be presented in draft form to engage Trustee feedback and input.	(a) The UCF Research Enterprise Plan (Early Draft) (b) National Science Foundation Higher Education Research and Development Survey

INFORMATION ITEMS					
LABEL	ITEM NAME	AUTHOR	OBJECTIVE	ADDITIONAL NOTES	PLANNED ATTACHMENTS
INFO-1	Work Plan and Charter Review	Altizer	This item is provided to the committee annually for review to provide the Trustees the opportunity to suggest needed amendments.	The charter was last reviewed by the committee on October 19, 2022. This item is reviewed annually by the committee.	(a) FY24 Academic Excellence and Student Success Work Plan, (b) Academic Excellence and Student Success Charter
INFO-2	Strategic Metrics Update	Johnson Borden	This item is provided to the committee as an update to the status of key performance metrics relating to the Accountability Plan, strategic plan, performance based funding, and preeminence.	This information item is shared at every committee meeting.	(a) Strategic Metrics Progress Update
INFO-3	Accreditation Quarterly Update	Letzring	Per the request of Board leadership, updates on this item are provided at every meeting of the committee.	This information item is shared quarterly.	(a) UCF Institutional Accreditation Quarterly Reporting Template
INFO-4	UCF Policy UCF-4-410 Comprehensive Post Tenure Review	Johnson Jasinski	The item is provided to the committee as an information item to make them aware of the creation of a post tenure review policy in accordance with BOG regulation.	The policy results from recently passed legislation and BOG regulation 10.003.	(a) UCF 4-410 Comprehensive Post Tenure Review

UCF Board of Trustees 2023-2024 Committee Workplan
ACADEMIC EXCELLENCE AND STUDENT SUCCESS

Wednesday, November 15, 2023 (Regularly Scheduled, Board Cycle 2)

ACTION ITEMS					
LABEL	ITEM NAME	PRESENTER	REQUESTED ACTION (Motion)	ADDITIONAL NOTES	PLANNED ATTACHMENTS
AESC-1	Tenure with Hire (as needed)	Johnson Jasinski	Recommend approval of the proposed tenure with hire candidates as proposed to the Board of Trustees	This item relates to the UCF Strategic plan metric associated with recruiting highly qualified faculty to increase academic outcomes and support our research activity.	(a) Tenure with Hire Justification, (b) List of Candidates
AESC-2	Research Institutes and Centers Annual Reports	Schoenfeld	Recommend approval of UCF's institutes and centers annual reports for submission to the Board of Trustees.	This item is due to the Board of Governors annually. Board of Trustees approval is required prior to submission to the Board of Governors.	(a) BOG Institutes and Centers Annual Reporting, (b) FY2022-2023 Research Institutes and Center Annual Reports
AESC-3	New Degree Program Proposal - M.S. in Robotics	Letzring	Recommend approval of degree program creation for M.S. in Robotics to the Board of Trustees.	Board of Trustees approval is required prior to submission to the Board of Governors.	(a) M.S. in Robotics (PPT), (b) Request to Offer New Degree Program - M.S. in Robotics, (c) Analysis Summary for New Degree Program Authorization - M.S. in Robotics
AESC-4	New Degree Program Proposal - M.S. in Health Sciences	Letzring	Recommend approval of degree program creation for M.S. in Health Sciences to the Board of Trustees.	Board of Trustees approval is required before submission to the Board of Governors.	(a) M.S. in Health Sciences (PPT), (b) Request to Offer New Degree Program - M.S. in Health Sciences, (c) Analysis Summary for New Degree Program Authorization - M.S. in Health Sciences
AESC-5	Conferral of Degrees (Fall)	Johnson	Recommend approval of the Fall 2023 conferral of degrees to the Board of Trustees.	Conferral of degrees is brought before the board for fall, spring and summer commencement ceremonies.	(a) Graduation Count - Fall

DISCUSSION ITEMS					
LABEL	ITEM NAME	PRESENTER	OBJECTIVE	ADDITIONAL NOTES	PLANNED ATTACHMENTS
DISC-1	Planning Structure	Johnson	The discussion will provide the committee an update on planning structure efforts focused on a more holistic approach to resource planning.	The Provost will lead a discussion on ongoing planning structure efforts to best position university resources to accomplish strategic priorities and goals.	(a) Planning Structure
DISC-2	Enrollment Strategy	Johnson Dosal	The discussion will focus on the university's enrollment strategy plan to include an overview of the plan and how these will benefit strategic priorities and metrics.	The discussion is planned in this meeting cycle ahead of the university budget to come before the Board at the February meeting cycle. The enrollment plan will be provided to the Board yearly with updates on performance.	(a) Enrollment Strategy Plan

INFORMATION ITEMS					
LABEL	ITEM NAME	AUTHOR	OBJECTIVE	ADDITIONAL NOTES	PLANNED ATTACHMENTS
INFO-1	Strategic Metrics Update	Johnson Borden	This item is provided to the committee as an update to the status of key performance metrics relating to the Accountability Plan, strategic plan, performance based funding, and preeminence.	This information item is shared at every committee meeting.	(a) Strategic Metrics Progress Update
INFO-2	Research Institutes and Centers 5 and 7-Year BOG Evaluations	Schoenfeld	This item is provided to inform the committee of the 5 or 7-year evaluations of UCF research institutes and centers.	This item is submitted to the Board of Governors but does not require Board of Trustees approval. The item is provided in conjunction with the Research Institutes and Centers Annual Reports action item.	(a) Summaries of the 5 or 7-Year Reviews, (b) BOG 5 and 7-Year Evaluations Summary, (c) Complete 5 or 7-Year Evaluations
INFO-3	New BOG Research Centers	Schoenfeld	This item is provided to inform the committee on new Board of Governors research centers at UCF.	This item is submitted to the Board of Governors but does not require Board of Trustees approval. The item is provided in conjunction with the Research Institutes and Centers Annual Reports action item.	
INFO-4	Accreditation Quarterly Update	Letzring	Per the request of Board leadership, updates on this item are provided at every meeting of the committee.	This information item is shared quarterly.	(a) UCF Institutional Accreditation Quarterly Reporting Template

UCF Board of Trustees 2023-2024 Committee Workplan
ACADEMIC EXCELLENCE AND STUDENT SUCCESS

Thursday, February 22, 2024 (Regularly Scheduled, Board Cycle 3)

ACTION ITEMS					
LABEL	ITEM NAME	PRESENTER	REQUESTED ACTION (Motion)	ADDITIONAL NOTES	PLANNED ATTACHMENTS
AESC-1	Tenure with Hire (as needed)	Johnson Jasinski	Recommend approval of the proposed tenure with hire candidates as proposed to the Board of Trustees	This item relates to the UCF Strategic plan metric associated with recruiting highly qualified faculty to increase academic outcomes and support our research activity.	(a) Tenure with Hire Justification, (b) List of Candidates
AESC-2	Degree Program Action (as needed)	Letzring	Recommend approval of degree program action for specific academic program to the Board of Trustees	This item only comes before the Board of Trustees as needed for academic program actions.	
AESC-3	Conferral of Degrees (Spring)	Johnson	Recommend approval of the Spring 2024 conferral of degrees to the Board of Trustees.	Conferral of degrees is brought before the board for fall, spring and summer commencement ceremonies.	(a) Graduation Count - Spring

DISCUSSION ITEMS					
LABEL	ITEM NAME	PRESENTER	OBJECTIVE	ADDITIONAL NOTES	PLANNED ATTACHMENTS
DISC-1	Progress of Strategic Priorities	Johnson Dosal Borden	The report will provide the committee an update on the progress of strategic investment to advance the academic mission of the university.	The discussion is being presented ahead of the Accountability Plan to go before the Board in a special meeting in late spring.	(a) Progress of Strategic Priorities

INFORMATION ITEMS					
LABEL	ITEM NAME	AUTHOR	OBJECTIVE	ADDITIONAL NOTES	PLANNED ATTACHMENTS
INFO-1	Strategic Metrics Update	Johnson Borden	This item is provided to the committee as an update to the status of key performance metrics relating to the Accountability Plan, strategic plan, performance based funding, and preeminence.	This information item is shared at every committee meeting.	(a) Strategic Metrics Progress Update
INFO-2	Accreditation Quarterly Update	Letzring	Per the request of Board leadership, updates on this item are provided at every meeting of the committee.	This information item is shared quarterly.	(a) UCF Institutional Accreditation Quarterly Reporting Template

UCF Board of Trustees 2023-2024 Committee Workplan
ACADEMIC EXCELLENCE AND STUDENT SUCCESS

Thursday, June 13, 2024 (Regularly Scheduled, Board Cycle 4)

ACTION ITEMS					
LABEL	ITEM NAME	PRESENTER	REQUESTED ACTION (Motion)	ADDITIONAL NOTES	PLANNED ATTACHMENTS
AESC-1	FY2025-2026 UCF Legislative Budget Report (LBR)	Johnson	Recommend approval to the Board of Trustees of the FY2025-2026 UCF Legislative Budget Request for submission to the Board of Governors.	Board of Trustees approval is required prior to submission to the Board of Governors.	(a) FY2025 UCF Legislative Budget Request
AESC-2	2023 UCF Tenure Recommendations	Johnson Jasinski	Recommend approval of the proposed 2024 tenure recommendations to the Board of Trustees.	Proposed faculty undergo a rigorous review process and are approved by the Provost and President prior to being presented to the Board of Trustees.	Supporting documents are linked in agenda memo
AESC-3	Tenure with Hire (as needed)	Johnson Jasinski	Recommend approval of the proposed tenure with hire candidates as proposed to the Board of Trustees	This item relates to the UCF Strategic plan metric associated with recruiting highly qualified faculty to increase academic outcomes and support our research activity.	(a) Tenure with Hire Justification, (b) List of Candidates
AESC-4	Degree Program Action (as needed)	Letzring	Recommend approval of degree program action for specific academic program to the Board of Trustees	This item only comes before the Board of Trustees as needed for academic program actions.	
AESC-5	Conferral of Degrees (Summer)	Johnson	Recommend approval of the Summer 2024 conferral of degrees to the Board of Trustees.	Conferral of degrees is brought before the board for fall, spring and summer commencement ceremonies.	(a) Graduation Count - Summer

DISCUSSION ITEMS					
LABEL	ITEM NAME	PRESENTER	OBJECTIVE	ADDITIONAL NOTES	PLANNED ATTACHMENTS
DISC-1	Post-Tenure Review	Johnson Jasinski	The report will provide the results of the faculty undergoing comprehensive post-tenure review process, as required by UCF 4-410.	The process stems from BOG Regulation 10.003 requiring a post-tenure review every five years.	(a) Post-Tenure Review Results
DISC-2	Student Success and Well-Being	Dosal Frame Guzman	Trustees will engage with a student panel highlighting various student well-being areas, including those from the Ginsburg Center. Trustees will hear on student positive experiences and opportunities for improvement.	The student panel will offer a variety of student perspectives from various populations. The discussion will be part of the broader student success and well-being conversation to ensure students are equipped to succeed.	

INFORMATION ITEMS					
LABEL	ITEM NAME	AUTHOR	OBJECTIVE	ADDITIONAL NOTES	PLANNED ATTACHMENTS
INFO-1	Strategic Metrics Update	Johnson Borden	This item is provided to the committee as an update to the status of key performance metrics relating to the Accountability Plan, strategic plan, performance based funding, and preeminence.	This information item is shared at every committee meeting.	(a) Strategic Metrics Progress Update
INFO-2	2024-2025 Academic Calendar	Letzring	This item is provided to the committee to show academic dates associated with the 2024-2025 academic year.	This item is provided to the Board of Trustees at the last meeting of the fiscal year.	(a) 2024-2025 Academic Calendar
INFO-3	Accreditation Quarterly Update	Letzring	Per the request of Board leadership, updates on this item are provided at every meeting of the committee.	This information item is shared quarterly.	(a) UCF Institutional Accreditation Quarterly Reporting Template



Board of Trustees

Academic Excellence and Student Success Committee

September 27, 2023

Agenda Item

INFO-2 – Strategic Metrics Update

Proposed Board Action

N/A

Authority for Board of Trustees Action

N/A

Supporting Documentation Included

Attachment A: Strategic Metrics Update

Facilitators/Presenters

Michael Johnson, Provost and Executive Vice President for Academic Affairs

M. Paige Borden, Chief Analytics Officer



INFO-2 – Strategic Metrics Update

EXECUTIVE SUMMARY

Objective

The strategic metrics update is included as an information item to provide Trustees with updated tracking information associated with metrics and key performance indicators (KPIs). Included in the update are metrics from UCF's Accountability Plan, Performance-Based Funding, Preeminence, and *Unleashing Potential*, UCF's strategic plan.

Summary of Key Observations/Recommendations

The information provided in the strategic metrics update captures current progress on strategic goals and associated KPIs. Not every metric will have an update for each meeting and the current progress is based on preliminary data as of August 31, 2023.

Additional Background

Progress on the university's strategic priorities is measured by metrics included in the Accountability Plan, Performance-Based Funding, Preeminence, and strategic plan. Focusing on these priorities ensures the continual progress toward achieving goals that advance the university to become a top 50 Public Research University and a designated preeminent university by the State University System of Florida by 2027 and a Top 25 Public Research University with outcomes comparable to members of the Association of American Universities by 2033.

Rationale

The update provides Trustees with preliminary performance data on key metrics associated with strategic goals to enable informed decision-making and allow for robust discussions relating to the business coming before the committee.

Implementation Plan

The strategic metrics update is provided as an information item at every committee meeting to inform trustees of the progress of goals and metrics associated with strategic goals.

Resource Considerations

The information provided allows for informed decision-making and identifies areas where additional efforts may be needed, including items that require resource considerations.

Conclusion

The update provides Trustees with preliminary information on the progress of strategic priorities and university goals to ensure they are making informed decisions on the business coming before the committee and focusing efforts where needed.



2023-24 Metric Review

UCF Board of Trustees

September 2023

Performance-based Funding Metrics

Legend: **Green Font** – Maximum Points Achieved

➔ Year Over Year (YOY) Improve or Maintain
 ➔ Year Over Year (YOY) Decline

● Target Met
 ⊘ Target Not Met

		2023	2023 Target	2024	2024 Target
1	Bachelor's Graduates Employed (80%)	65.9% ➔	n/a		66%
2	Wages of Bachelor's Graduates	\$45,900 ➔	\$42,500 ●		\$42,750
3.1	Avg Cost per Degree (with HEERF)	-\$370 ➔	\$4,500 ●		\$4,500
3.2	Avg Cost per Degree (HEERF Excluded)	\$4,680 ➔	n/a		\$4,700
4	FTIC 4-Yr Grad Rate (65%)	54.8% ➔	53.0% ●	54.1% ➔	56.0% ⊘
5	FTIC Academic Progress Rate	91.5% ➔	91.0% ●	91.1% ➔	91.0% ●

Performance-based Funding Metrics

Legend: **Green Font** – Maximum Points Achieved

 Year Over Year (YOY) Improve or Maintain
 Year Over Year (YOY) Decline

 Target Met
 Target Not Met

		2023	2023 Target	2024	2024 Target
6	% Bachelor's Degrees in Programs of Strategic Emphasis	55.3% 	55.8% 		56.0%
7	Pell Access Rate (42%)	35.7% 	36.0% 		36.0%
8	% Graduate Degrees in Programs of Strategic Emphasis (60%)	56.0% 	60.1% 		60.2%
9.a	FCS AA 3-Yr Grad Rate (70%)	54.1% 	56.0% 	50.8%	58.0% 
9.b	FTIC Pell 6-Yr Grad Rate (80%)	70.8% 	71.4% 		72.0%
10	% Bachelor's Degrees to Hispanic or Black Students	41.2% 	40.0% 		41.0%

Preeminence Metrics

Legend: **Green Font** – Preeminent Metric Achieved
 Year Over Year (YOY) Improve or Maintain
 Year Over Year (YOY) Decline
 Target Met
 Target Not Met

		2023	2023 Target	2024	2024 Target
A.1	FTIC Avg GPA	4.2 	4.3 		4.3
A.2	FTIC Avg SAT	1319 	1317 		1317
B	Top 50 Public Rankings	4 	3 		3
C	FTIC 1-Yr Retention Rate	93% 	92% 	92% 	93% 
D	FTIC 4-Yr Grad Rate (60%)	55% 	53% 	54% 	56% 
E	National Academy Members	8	8 		8

Preeminence Metrics

Legend: **Green Font** – Preeminent Metric Achieved

➔ Year Over Year (YOY) Improve or Maintain
 ➞ Year Over Year (YOY) Decline

● Target Met
 ⊘ Target Not Met

		2023	2023 Target	2024	2024 Target
F	Science & Engineering Research Expenditures (\$200m)	\$186 ➔	\$201 ⊘		\$210
G	Non-Med S&E Research Expenditures	\$171 ➔	\$186 ⊘		\$195
H	Top 100 Ranked Research Expenditures	6	7 ⊘		6
I	Patents Awarded (3 Years)	169 ➔	152 ●		166
J	Doctoral Degrees Awarded	603 ➔	520 ●		525
K	Post-Doctoral Appointees (200)	162 ➔	180 ⊘		190
L	Endowment (\$500m)	\$215 ➔	\$248 ⊘		\$257



Board of Trustees

Academic Excellence and Student Success Committee

September 27, 2023

Agenda Item

INFO-3 – Accreditation Quarterly Update

Proposed Board Action

N/A

Authority for Board of Trustees Action

N/A

Supporting Documentation Included

Attachment A: UCF Institutional Accreditation Quarterly Reporting Template

Facilitators/Presenters

Timothy Letzring, Vice Provost for Academic Affairs



INFO-3 – Accreditation Quarterly Update

EXECUTIVE SUMMARY

Objective

The report is provided to the Board to keep Trustees apprised of the progress of these efforts and allow them to review the quarterly report submitted to the Board of Governors (BOG). The report included was submitted to the BOG on June 30, 2023.

Summary of Key Observations/Recommendations

Section 1008.47(2)(b), Florida Statutes, requires each State University System institution to provide quarterly reports to the Board of Governors (BOG) of their progress in seeking institutional accreditation as outlined in the statute.

Included in the report submitted in June 2023, UCF included details about preparing a response letter to the United States Department of Education's (USED) request for additional information. The materials were also sent to the USED on June 30, 2023.

Additional Background

UCF did reach out to the USED contact on August 23, 2023, to determine if there was any update on the review process. An immediate reply was received indicating a time frame of their process was not available, but they were reviewing UCF's latest submission.

Rationale

The quarterly is required by Florida State Statute 1008.47(2)(b) and BOG regulation.

Implementation Plan

UCF will continue to provide the quarterly reports submitted to the BOG to the Board of Trustees to keep them updated on accreditation activities.

Resource Considerations

N/A

Conclusion

The accreditation quarterly report submitted to the BOG is mandated by Florida State Statute 1008.47(2)(b). The report provides an update on the institution's progress in seeking an institutional accreditor. The report is provided to the Board of Trustees to keep them updated on these efforts.



State University System of Florida Institutional Accreditation Quarterly Reporting Template: Quarter 3

Section 1008.47(2)(b), Florida Statutes, requires the State University System institutions to provide quarterly reports to the Board of Governors of their progress in seeking institutional accreditation once the reaffirmation or fifth-year review by the current accreditor is complete.

Quarterly reports must be submitted via the data request system (<https://prod.flbog.net:4445/pls/apex/f?p=760>) by the close of business on the due dates indicated in Table 1. **Submissions using anything but the template associated with the request will not be accepted.**

Table 1: Reporting Schedule

Quarter	Due Date	Period Reported	Board Meeting Update
1	October 2	July – September	November
2	January 9	October – December	January
3	April 3	January – March	June
4	July 3	April – June	August/September

I. University Information

Using Table 2, provide the requested university and contact information and indicate the reporting period for this update.

Table 2: University Information and Reporting Period

University:	University of Central Florida
Primary Contact Name:	Tim Letzring
Primary Contact Email Address:	Tim.Letzring@ucf.edu
Accreditation Trigger Event Type & Date:	Fifth-Year Report-Approved by SACSCOC in December 2022
Reporting Period (select one and indicate the year):	<input type="checkbox"/> October – December, 2022 <input type="checkbox"/> January – March, 2023 <input checked="" type="checkbox"/> April – June, 2023 <input type="checkbox"/> July – September, 2023

II. Accreditation Process Update

Using Table 3, describe the activities, actions, and key dates in the accreditation process the institution has taken to seek and obtain accreditation from an agency or association recognized as suitable by the Board of Governors and recognized by the database created and maintained by the U.S. Department of Education (USDOE).

If there is no update to report, record “not applicable” for the description of progress.

Table 3: Accreditation Process Update

University notifies the USDOE of its intent to change the institutional accreditor and provides the requested accreditation and pre-accreditation materials and reasonable cause to the USDOE
<p>Description of progress: On December 19, 2022, UCF submitted a request to USDOE seeking approval to pursue institutional accreditation with the Higher Learning Commission. The communication, transmitted to CaseTeams@ed.gov, included a letter from UCF President Alexander Cartwright detailing reasonable cause for the request. It also included all supporting documentation required by USDOE.</p> <p>June 2023: UCF prepared a response letter to the USED’s request for additional information described below labeled May 2023. The letter was sent to the USED on June 30, 2023.</p>
University receives a response (approval, denial, comments) from the USDOE to apply for membership with a different institutional accreditor
<p>Description of progress:</p> <p>December 19, 2022: Immediately following submission, UCF received an automated email response from the School Eligibility Service Group acknowledging receipt of the email transmission described above.</p> <p>December 23, 2022: A subsequent email was received from Renee Gaudio, Institutional Review Specialist in USDOE’s Atlanta School Participation and Financial Analysis Division. The USDOE representative stated the department would review UCF’s request and provide a response at their earliest opportunity.</p> <p>May 2023: On May 23, 2023, UCF received a letter from USED responding to the December 19, 2022 letter submitted by UCF. The letter requested additional information to proceed with the reasonable cause review. There were 5 requests for additional information.</p>

University applies for membership with a different institutional accreditor while maintaining current accreditation

Description of progress: This item is not yet applicable.

University receives response (approval, denial, comments) to the application for membership from a different institutional accreditor

Description of progress: This item is not yet applicable.

University notifies the USDOE of an approved application for accreditor membership

Description of progress: This item is not yet applicable.

The USDOE provides written acknowledgment of the change in institutional accreditor

Description of progress: This item is not yet applicable.

Additional Information/Comments

UCF has no additional information or comments to report.

University informs the Board of Governors and the current accreditor that it has established membership with _____ accreditor _____ as of _____ date _____.

This item is not yet applicable.



Board of Trustees

Academic Excellence and Student Success Committee

September 27, 2023

Agenda Item

INFO-4 – UCF Policy UCF-4-410 Comprehensive Post Tenure Review

Proposed Board Action

N/A

Authority for Board of Trustees Action

N/A

Supporting Documentation Included

Attachment A: UCF-4-410 Comprehensive Post Tenure Review

Facilitators/Presenters

Michael Johnson, Provost and Executive Vice President for Academic Affairs

Jana Jasinski, Vice Provost for Faculty Excellence and Pegasus Professor of Sociology



INFO-4 – UCF Policy UCF-4-410 Comprehensive Post Tenure Review

EXECUTIVE SUMMARY

Objective

UCF-4-410 Comprehensive Post Tenure Review was enacted on August 5, 2023, and is presented to the committee as an information item.

Summary of Key Observations/Recommendations

The policy applies to all tenured faculty at UCF.

Additional Background

The Board of Governors adopted BOG Regulation 10.003 Post-Tenure Faculty Review, effective March 29, 2023. In accordance with BOG Regulation 10.003, this policy requires a comprehensive post-tenure review every five years.

Rationale

The UCF policy was enacted to meet BOG Regulation 10.003.

Implementation Plan

The comprehensive post-tenure review process will be conducted annually. A report of outcomes will be presented to the Board annually.

Resource Considerations

N/A

Conclusion

The enactment of UCF-4-410 Comprehensive Post Tenure Review on August 5, 2023, aligns with the BOG Regulation 10.003 by establishing a requisite for a comprehensive review of all tenured faculty at UCF every five years and ensuring annual reporting of the outcomes to the Board. This initiative underscores UCF's commitment to maintaining high standards of academic excellence and adherence to regulatory mandates.



Comprehensive Post Tenure Review

Policy	4-410
Responsible Authority	Provost and Executive Vice President for Academic Affairs
Initiating Authority	Provost and Executive Vice President for Academic Affairs
Effective Date	8/5/2023
Date of Origin	8/5/2023

APPLICABILITY/ACCOUNTABILITY

This policy applies to all tenured faculty at UCF.

BACKGROUND

The Board of Governors adopted BOG Regulation 10.003 Post-Tenure Faculty Review, effective March 29, 2023. In accordance with BOG Regulation 10.003 this policy requires a comprehensive post-tenure review every five years.

POLICY STATEMENT

The post-tenure review process for tenured faculty at UCF is intended to accomplish the following:

- Ensure high standards of quality and productivity among the tenured faculty of the university.
- Determine whether a tenured faculty member is meeting the responsibilities and expectations associated with assigned duties in research, teaching, service, and other assigned responsibilities, as well as compliance with state laws, Board of Governors' regulations, and university regulations and policies.
- Recognize and honor a tenured faculty member's exceptional achievement and provide an incentive for retention, as appropriate.
- When appropriate, refocus the academic and professional efforts of a tenured faculty member and take employment action.

In keeping with UCF's commitment to academic freedom, the application of the criteria enumerated in this policy will not be used to infringe the faculty member's academic freedom rights in their teaching, research, service, publications, participation in institutional governance, or statements as a citizen on topics of public concern.

Post-tenure review will include (1) the faculty member's university-designated dossier of professional accomplishments related to their academic position and assigned duties, and (2) the faculty member's disciplinary record in their personnel file covering the past five years. Discipline includes formal disciplinary action that has been documented in writing to the employee and for which an employee received a written reprimand or a more serious disciplinary action, such as a suspension, was taken. Any findings of an official investigation of non-compliance with applicable laws, regulations, or policies (including the Employee Code of Conduct) within the scope of their university employment will be included. In addition, the record may include information regarding an employee that is not currently in compliance with mandatory training at the time of dossier submission. Collectively, items one and two together are hereafter referred to as "the packet."

PROCEDURES

Timing and Eligibility

Each tenured faculty member will have a comprehensive post-tenure review of five years of performance in the fifth year following the last promotion or the last comprehensive post-tenure review, whichever is later. For faculty hired with tenure, the hire date will constitute the date of the last promotion.

Tenured faculty in administrative roles (chairs, directors or higher with an administrative role of .50 FTE or greater) will be reviewed annually by their supervisors. Upon returning to a 0.51 or greater FTE non-administrative role, these faculty will undergo post-tenure review in the fifth year following a return to a predominantly non-administrative faculty appointment.

Exceptions to the timing of the comprehensive post-tenure review may be granted by the provost for extenuating or unforeseen circumstances, including but not limited to, faculty participating in the transition-to-retirement program, faculty with a set resignation date within the same academic year as the review, and faculty spending more than 160 hours on approved leave during one semester within the five-year period of review. Any exceptions granted to tenured faculty members will be disclosed in the provost's report to the president and Board of Trustees on the outcomes of the comprehensive post-tenure review.

Review Requirements

Tenured faculty are expected to perform satisfactorily at teaching; research; scholarship or creative work; service; and other assigned responsibilities. Positive sustained contributions are expected in all assigned areas. Percent effort (or FTE) in these assignments may vary as a career evolves. A decrease in effort and thus expectation in one assigned area should be balanced with a simultaneous increase in effort and expectation in another assigned area. The comprehensive post-tenure review will include consideration of the following for the five-year review period:

- The level of accomplishment and productivity relative to the tenured faculty member's assigned duties in research and creative activities, teaching, and service, and other assigned responsibilities, including clinical and administrative assignments.

- The faculty member's history of professional conduct (positive and negative) (inclusive of the review requirements in BOG Regulation 10.003) and performance of academic responsibilities to the university and its students.

The guiding documents for this review including the measures of quality contained in them, will be the current approved academic unit, college, and university promotion and tenure criteria, and the current approved academic unit annual evaluation standards and procedures (AESPs).

Performance rating categories for post-tenure review will include the following:

Exceeds expectations: Performance is appreciably better than that of the typical faculty member of the candidate's present rank and field at major research universities. Sustained and satisfactory professional conduct and performance of academic responsibilities and compliance with state law, Board of Governors' regulations, and university regulations and policies must be evident.

Meets expectations: Performance meets expected level of accomplishment compared to faculty across the tenured faculty member's rank, discipline, and unit. There must be evidence of a satisfactory overall performance rating in each annual evaluation during the last 5 years; sustained and satisfactory professional conduct and performance of academic responsibilities; and compliance with state law, Board of Governors' regulations, and university regulations and policies.

Does not meet expectations: Performance falls below the typical range of annual variation in performance compared to faculty across the tenured faculty member's discipline and unit but is capable of improvement. Less than satisfactory ratings in any area of assignment may lead to a rating of does not meet expectations. Unsatisfactory professional conduct or non-compliance with state law, Board of Governors' regulations, and university regulations and policies is documented.

Unsatisfactory: Performance falls below the typical range of performance compared to faculty across the tenured faculty member's discipline and unit without indications that improvement is possible; failure to meet expectations that reflect a tenured faculty member's disregard or failure to follow previous advice or other efforts to provide correction or assistance; performance that involves incompetence or misconduct as defined in applicable university regulations and policies or collective bargaining agreement; demonstrated a pattern of failing to perform duties assigned by the university; or a pattern of violations of applicable state and federal law and applicable published college, university, and Board of Governors regulations, policies, and procedures.

Process Requirements

- All tenured faculty members who are required to complete a dossier will receive notification and instructions by April 1 each year. Faculty who believe they have special circumstances that may affect the process will have 30 days after notification to communicate any concerns to Faculty Excellence.
- The post-tenure review process will take place at the beginning of each academic year. Specific deadlines will be posted on the Faculty Excellence webpage. The tenured faculty member will complete a dossier using a university designated template. This dossier requires information that highlights accomplishments and demonstrates

performance relative to assigned duties over the previous five years. The faculty member will submit the dossier to the appropriate academic unit leader (chair/director) where the faculty member's tenure resides. Failure to submit the complete dossier to the academic unit leader by the required deadline will result in a final performance rating of "unsatisfactory."

- It is the responsibility of the faculty member to ensure the information in the dossier is complete, up-to-date, and accurate.
- The university designated dossier will include the following relevant to the faculty member's tenure-granting unit:
 - Post Tenure Review Overview Document which includes instructional, research and creative activity, and service statements.
 - Current CV
 - Annual Assignments for the five-year review period
 - Final report of sabbatical activities if one was taken during the review period.
 - Annual Evaluations for the five-year review period
 - Student Perceptions of Instruction for all courses taught during the five-year review period (including comments)
 - Current approved Promotion and Tenure Criteria for the college and department
 - Current approved University Promotion and Tenure Criteria (Regulation 3.015)
 - Current approved Annual Evaluation Standards and Procedures (AESP)

- The faculty member's department/school level unit head will review the completed dossier, and the tenured faculty member's disciplinary file, covering the previous five years.
- Using a university-provided template, the faculty member's department/school level unit head will provide a brief written assessment of the level and quality of achievement and will certify that the letter includes, if applicable, any concerns regarding professional conduct, academic responsibilities, or performance of assigned duties during the period under review. The unit head will not assign a performance rating.
- The faculty member's department/school level unit head will forward the packet (dossier and disciplinary records), including all relevant records and the unit head's letter, to the appropriate college dean for review.
- Using a university-provided template, the dean of the college will add to the packet a brief letter assessing the level and quality of achievement during the period under review. The dean's letter will include any concerns regarding professional conduct, academic responsibilities, or performance. The letter will also include the dean's recommended performance rating using the rating scale above. The dean shall take into consideration the FTE in each area of assignment when recommending a performance rating.
- After the dean's review, the faculty member will have a period of ten business days to review and respond to the chair's assessment and the dean's evaluation. After ten days, the packet will move to the provost for review.
- With guidance and oversight from the university president, the provost will review the submitted material and assess the faculty member's performance.
- The provost may request assistance from a university advisory committee in formulating an assessment.
- The provost will rate the tenured faculty member's performance of academic responsibilities, professional conduct, and compliance with state law, Board of Governors' regulations, and university regulation and policies (including the Employee

Code of Conduct) during the review period. The provost may accept, reject, or modify the dean's recommended rating.

Each tenured faculty member reviewed will receive one of the following performance ratings, as defined above, from the provost:

1. Exceeds expectations
2. Meets expectations
3. Does not meet expectations
4. Unsatisfactory

The provost will notify the faculty member, the faculty member's unit head, and the appropriate college dean of the outcome of the comprehensive post-tenure review by the date posted in the Post-Tenure Review Schedule.

Outcomes

For each tenured faculty member who receives a final performance rating of "exceeds expectations" or "meets expectations," the appropriate college dean, in consultation with the faculty member's unit head, will recommend to the provost appropriate recognition and/or compensation in accordance with the faculty member's performance and university regulations and policies. The provost will make the final determination regarding recognition and/or compensation.

For each tenured faculty member who receives a final performance rating of "does not meet expectations," the appropriate college dean, in consultation with the faculty member's unit head and the faculty member, will propose a performance improvement plan to the provost.

- The plan must include a deadline for the faculty member to achieve the requirements of the performance improvement plan. The deadline may not extend more than 12 months past the date the faculty member receives the performance improvement plan.
- The plan will indicate how specific deficiencies in a faculty member's performance will be remedied.
- The plan must list specific deficiencies and outline the activities to be undertaken to achieve the necessary outcomes, set timelines for achieving goals and outcomes and indicate the criteria for assessment.
- The provost will make final decisions regarding the requirements of each performance improvement plan.

Each tenured faculty member who fails to meet the requirements of a performance improvement plan by the established deadline will receive a notice of termination from the provost for incompetence or misconduct, as applicable pursuant to the applicable university processes.

Each faculty member who receives a final performance rating of "unsatisfactory" will receive a notice of termination from the provost for incompetence or misconduct, as applicable pursuant to the university processes.

Final decisions regarding post-tenure review may be appealed under university regulations or collective bargaining agreements, as applicable to the employee.

Reporting

The provost will report annually to the president and the UCF Board of Trustees on the outcomes of the Post-Tenure Review process.

Beginning January 1, 2024, and then every three years thereafter, the university will conduct an audit on the Post-Tenure Review Process for the prior fiscal year and submit it to the Board of Trustees by July 1 of that year. The audit report will include: (1) the number of tenured faculty members that received each of the four ratings in the Recommended Performance Rating Scale from the provost, (2) the outcome in cases of each rating category, and (3) any findings of non-compliance with applicable laws and regulations.

The UCF Board of Trustees will consider the audit report outlined above in its next meeting following the audit report's publication. The audit report cannot be a consent agenda item and must be presented to the Board by the Chief Audit Executive. The audit report must be provided to the Board of Governors, as specified in BOG Regulation 10.003(6)2.b.-c.

CONTACTS

[Faculty Excellence](#)

RELATED INFORMATION

[Section 7\(d\), Art. IX, Fla. Const., Section 1001.706\(6\)\(b\), Florida Statutes](#)

[BOG Regulations 1.001](#) and [10.003](#)

[UCF Regulation 3.010](#)

POLICY APPROVAL (For use by the Office of the President)	
Policy Number: 4-410 Michael D. Johnson <small>Digitally signed by Michael D. Johnson Date: 2023.08.01 10:31:04 -04'00'</small>	Date: 8/1/2023
Initiating Authority  University Policies and Procedures Committee Chair	Date: 7/31/2023
Alexander Cartwright <small>Digitally signed by Alexander Cartwright Date: 2023.08.05 20:29:51 -04'00'</small> President or Designee	Date: 8/5/2023