



# Board of Trustees

**Minutes  
Board of Trustees Tenure Workshop  
University of Central Florida  
March 17, 2022**

Chair Alex Martins called the Board of Trustees Workshop to order at 1:30 p.m.

He reminded the board that the meeting was covered by the Florida Sunshine Law and that the public and press were invited to attend.

Karen Monteleone, Assistant Vice President for Board Relations, called the roll and determined a quorum was present.

The following board members attended the meeting virtually: Chair Alex Martins, Vice Chair Harold Mills and Trustees Tiffany Altizer, Bill Christy, Jeff Condello, Joseph Conte, Meg Hall, Joseph Harrington, and Caryl McAlpin.

Trustee Danny Gaekwad and John Miklos attended via teleconference.

Trustees Michael Okaty and Beverly Seay were not in attendance.

## **REMARKS**

Martins said tenure is a fundamental part of being classified as a Research 1 (R1) university with very high research activity. He said the continued hiring and advancement of tenure-earning faculty will be key to the university's path of becoming a top 50 public metropolitan research university and remaining competitive nationally. Martins reminded the Board that tenure recommendations are brought by the Provost to the Academic Excellence and Student Success Committee and subsequently to the Board. He said the Board's approval is the final step in a year-long review process and the awarding of tenure will occur in this upcoming May meeting cycle.

Martins said President Cartwright, with his support, suggested this workshop for the Board to gain a better understanding of the process behind tenure evaluation and decision making that occurs prior to presentation to the Board.

Martins recognized Michael Johnson, Provost and Executive Vice President for Academic Affairs, and Jana Jasinski, Pegasus Professor of Sociology and Vice Provost for Faculty Excellence, to lead the workshop.

## **DISC- 1      Tenure Process: Evaluation and Decision Making**

Johnson's overview highlighted:

- Evaluation processes for tenure-earning faculty
- Components of the Standards of Excellence in Teaching, Research and Service
- Levels of Review
- Faculty Cohort Data

The trustees had the following comments:

- Condello asked if the university has created a better way to track the performance of faculty once they receive tenure. Johnson said the university has a post-tenure review process and he would share tenure promotion criteria with the Board. Johnson also said that the Legislature recently passed a bill that, if signed by the Governor, will empower the Board of Governors to pass a regulation giving the State University System universities post-tenure review requirements.
- Harrington said annual evaluation criteria is set by each department and this information can be found on the Faculty Excellence website. Johnson said he would share this information with the Board.
- Martins asked if the current post-tenure review process is unique to UCF or does it occur within the state and nationally. Johnson said the process is relatively the same in the State University System of Florida (SUS) and nationally.
- Mills asked for an example of who an external reviewer is. Johnson said they are typically senior, established researchers with a good reputation in the candidate's area of expertise or within an appropriate industry.
- Gaekwad asked about the benefits of being a tenured faculty member. Johnson said the chief difference is the nature of the work the faculty member is required to do. He said non-tenured faculty are usually hired for classroom teaching while tenured and tenure-earning faculty are charged with conducting research in addition to teaching. Johnson said tenure has an intellectual benefit – doing work that increasingly matters – and an economical benefit of an increased likelihood of continued employment, noting employment is not absolute since a tenured faculty member can be terminated for cause.
- Gaekwad asked for data on the total number of tenured faculty. Johnson qualified that approximately 57% of the university's faculty are tenured or tenure earning, which has been the typical percentage over the past few years. Gaekwad asked if there was a dramatic difference in salary between tenured and non-tenured faculty. Johnson said he would have to supply salary data at a later date.
- Conte asked if research hours or faculty productivity are considered for state performance funding. Johnson clarified the difference in performance and preeminent state funding. He said when the university is ranked nationally, the faculty's productivity and quality of work influence all of the rankings.
- Conte asked if tenured professors were part of the bargaining unit. Johnson replied that most of the university's faculty are in the UFF, with the exception of College of Medicine faculty.
- Mills asked for clarification on whether research dollars impact state performance-based funding. Johnson said yes but that is more impactful for the preeminent institutions.
- Harrington clarified three categories of faculty: lecturers and instructors who typically teach three rather large classes each semester; tenured and tenure-earning faculty who conduct research and teach; and untenured faculty who only do research, which are usually in institutes, like the Florida Space Institute. He said there is a salary benefit for tenured faculty, but their salary is competitive with those who are in untenured positions and do not teach, and only about one-half of what can be earned in industry. Harrington said removing tenure would be removing the single strongest lever that universities have in regard to productivity, since the tenure-earning process is long and difficult.
- Christy said the collective bargaining team has been successful in addressing compensation issues and the Board should keep this impact in mind as they consider the collective bargaining agreement during today's special meeting.
- Mills asked if the university had any research on the disparate impact that student reviews have on minority and women professors. He also asked about the weight given to student reviews in the tenure decision-making process. Johnson said individuals in senior positions evaluating faculty are aware of literature on student evaluations and the need to put



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evaluations into context. He provided examples of the spectrum of evaluations, noting the evaluations in the middle are the ones that vary. He underscored the importance of student evaluations, but for the reasons highlighted, student evaluations do not receive heavy weighting in the tenure decision-making process. Johnson said the university does track progress on specific groups over time and he would provide this data to the Board.

- Gaekwad thanked Board leadership and the Provost for this informative session. He requested another session to provide the additional information requested.

Johnson concluded his presentation by stating that in his opinion who is hired and who is tenured are the most important single decisions made at the university because the quality of the university’s faculty, and especially teaching and research faculty in tenured positions, determine what kind of university we will be in the future.

Martins concluded the discussion with thanks to the presenters and stated that the workshop provided a valuable educational session as the Board prepares to vote on tenure at the upcoming May meeting.

## **ADJOURNMENT**

Martins adjourned the board workshop at 2:36 p.m.

Reviewed by: \_\_\_\_\_ Date: \_\_\_\_\_  
 Alex Martins, Chair UCF Board of Trustees

Respectfully submitted: \_\_\_\_\_ Date: \_\_\_\_\_  
 Mike Kilbride, Associate Corporate Secretary