



Board of Trustees

**Board of Trustees
Academic Excellence and Student Success Committee
November 16, 2022
MINUTES**

CALL TO ORDER

Trustee Beverly Seay, chair of the Academic Excellence and Student Success Committee, called the meeting to order at 8:59 a.m.

In addition to Chair Seay, other committee members present were Trustees Tiffany Altizer, Stephen King, Daniella Lopez, and Caryl McAlpin. Board of Trustees Chair Alex Martins also joined the meeting.

MEETING MINUTES

Trustee Altizer motioned to approve, and Trustee McAlpin seconded. The Academic and Student Success Committee unanimously approved the meeting minutes of October 19, 2022.

REPORTS

Provost Update (DISC-1)

In his update, Provost Michael Johnson addressed the following topics: accolades, Hurricane Ian and Nicole impacts, fall enrollment, a new division of Student Success and Well-Being, strategic plan implementation, new legislation, and the status of the search for a vice president for Research.

Accolades

The provost congratulated the Collegiate Cybersecurity Competition Team, which finished first and second in the Cyberforce National Championships, earning UCF's third title in this competition since 2018. No other school has won more than one. The national championship is in addition to the five the team has won in the separate National Collegiate Cyber Defense Competition.

The latest *U.S. News and World Report* rankings place the College of Optics and Photonics among the top 25 universities in the world for optics. The Burnett Honors College recently celebrated its 40th anniversary, highlighting an honors program whose scholars represent the top 3 percent of students nationally and come from all economic backgrounds. The provost thanked the leadership and faculty for their commitment to excellence.

Hurricane Ian and Nicole Impacts

UCF campuses faced minimal damage from the two hurricanes and returned to normal operations quickly. However, the storms created hardships for many students, faculty, and staff, including the loss of belongings, vehicles, and/or homes.

The provost expressed his gratitude to UCF's top-of-class emergency management office and staff for their preparedness and guidance through the emergency. He also thanked Student Support Services for assisting students in need; everyone who contributed financially to help struggling students and employees; and faculty and staff who donated leave time to support colleagues.

To support students academically, UCF suspended homework and tests due or scheduled on the days when campus operations were suspended. The withdrawal deadline was also extended a week to give students who

needed it more time to weigh options. Faculty were asked to cover all class material planned for the fall semester to meet the university's obligations to ensure academic integrity under Title IV and to UCF's institutional accreditor.

Following the storms, part of UCF's after-action efforts are to develop more complete plans on how to reopen academic activities after an emergency, specifically teaching and research.

Enrollment Update

UCF's fall enrollment is around 68,840, which is down about 2% from last year. The change includes strategic increases in FTIC students, offset by fewer transfer students and a decrease in masters and upper-level enrollment. UCF received a record of over 53,000 applications. The drop in enrollment, combined with unavoidable increases – such as utilities – led to the reduction of budgets university-wide.

UCF had another strong freshman class with a record SAT score and a high GPA and was among the top public universities enrolling National Merit Scholars. First-year retention is at a record high of 93 percent, meeting UCF's 2027 strategic plan goal. FTIC 4-year-graduation is at a record high of 54.8 percent.

New Division of Student Success and Well-Being

The provost said improving student success and well-being is a top focus of the new strategic plan. Upon his arrival, Dr. Paul Dosal, senior vice president for Student Success, was charged with rethinking how UCF's student success efforts were organized. Based on his recommendations, the divisions of Student Development and Enrollment Services and Student Learning and Academic Success were dissolved last month to form a new division of Student Success and Well-Being, led by Dr. Dosal. The new division brings central university teams together, including enrollment and admissions, advising, housing, student life and wellness, careers, and more. Dr. Theodora Berry will continue as vice provost and dean of the College of Undergraduate Studies and report to the provost.

Strategic Plan Implementation

Provost Johnson said the implementation of UCF's strategic plan is underway. UCF will use the Faculty Senate's Strategic Planning Council, consisting of faculty, administrative leaders, and students, to drive accountability in meeting the plan objectives. The council will provide the provost and president feedback on progress and obstacles.

New Legislation

The Board of Governors (BOG) and the university approved new regulations, as required, to implement Florida House Bill 7, also known as the Individual Freedom Act. The act defines certain concepts associated with race and gender as discrimination. The provost mentioned he has underscored in faculty messages and in meetings with departments and deans that the new law does not prohibit teaching controversial and challenging topics. In his view, the law codifies what faculty already know is their professional responsibility: to educate, not to indoctrinate; to teach, and not to preach. If complaints arise, it is UCF's obligation to investigate carefully. No complaints have been received so far.

The BOG posted a draft regulation for other new legislation, establishing a 5-year post-tenure review process. This replaces the 3-year review process UCF has in place now. Provost Johnson reiterated that tenure comes with an obligation to perform at a high level and to behave professionally, which in his experience, UCF's tenured faculty already do. The new regulation will strengthen the review process. Discussion at the BOG is focused on recognizing and rewarding those performing at the highest level to retain top faculty and incentivize high performance. The regulation also requires that any tenured faculty not performing adequately be placed on improvement plans of no more than a year's duration or be terminated. The provost said UCF has an

obligation to demonstrate that faculty performance is examined objectively and comprehensively, with appropriate consequences.

Vice President for Research Search Update

The provost indicated a search for the vice president for Research is underway, with interviews expected in early December. He appointed Winston Schoenfeld, associate vice president for Research, as interim vice president of Research, effective last month. Dr. Liz Klonoff will continue as vice provost and dean of the College of Graduate Studies and report to the provost.

Student Government President Report (DISC-2)

Trustee Daniella Lopez, student body president, presented Student Government's 2022-23 initiatives. Trustee Lopez indicated her administration's goal for this year is to ensure every student would feel at home on campus, a place they could be proud of, comfortable with, and proud to attend. To achieve this, the impact areas of focus this year are diversity and inclusion, academics, student experience, non-traditional campus life, and innovation. She elaborated on the areas and initiatives associated with them, such as implementing a disability transportation system to aid students with mobility disabilities, offering free MCAT, LSAT, and GRE preparation classes, collaborating with Facilities to incorporate a safety walk and add additional lighting where needed, creating more student programming at the Downtown, Rosen, and Lake Nona campuses, and advocating for recycling at off-campus housing.

Trustee Lopez also spoke of hardships some students have faced from Hurricane Ian. She encouraged trustees to donate to the university's housing insecurity fund, which helps students going through unexpected tragedies and emergencies.

Faculty Senate Chair Report (DISC-3)

Trustee Stephen King, chair of the Faculty Senate, presented on the Faculty Senate's structure and operations, his approach to leading the Senate, and his priorities. Trustee King elaborated on areas relating to shared governance, the composition of the Senate, and the different Senate committees. He also shared that his philosophy as chair of the Faculty Senate is to work with faculty and administration to share faculty viewpoints, issues, concerns, ideas, aspirations, and solutions. He strives to develop solutions to issues facing UCF through communication and a commitment to collaborate.

Trustee King shared the Senate's priorities for the year, including continuing to address the Workday transition, House Bill 7 education and communication, retaining current faculty, and addressing impediments to hiring faculty. The Senate will also work with the administration to align the Senate with the four priorities of the strategic plan: student success and well-being, discovery and exploration, community and culture, and innovation and sustainability. Trustee King finished by expressing the importance of adapting to the future to ensure the Senate is successful.

Chair Seay expressed she was pleased the Senate is working with the administration on university and faculty matters. Trustee Altizer expressed that she appreciated Trustee King's enthusiasm and ideas. President Alexander Cartwright stated that students and faculty have been excellent partners and that it is important to recognize good ideas that will help the university move forward.

ACTION

Conferral of Degrees (AESC-1)

Provost Johnson presented the conferral of degrees and indicated that, as of now, UCF expects to award 6,228 degrees during the Fall 2022 commencement ceremonies on December 16-17, 2022. Of the degrees being awarded, 5,096 are baccalaureate, 995 master's, and 137 are doctoral and specialist.

Trustee Altizer motioned to approve, and Trustee McAplin seconded. The committee unanimously approved the Conferral of Degrees.

Tenure with Hire (AESC-2)

Provost Johnson sought tenure with hire approval for one highly qualified incoming faculty member who underwent extensive review before being presented to the Board: Kibibi Mack-Shelton, College of Arts and Humanities, professor in the Department of History.

The provost said hiring outstanding faculty who are excellent teachers and researchers is essential to fulfilling UCF's mission as a research university. It is key to meeting UCF's strategic Plan goals for advancing excellence, student success, and societal impact.

Trustee King motioned to approve, and Trustee Altizer seconded. The committee unanimously approved tenure with hire for the faculty member.

Degree Program Termination – M.S. in Taxation (AESC-3)

Dr. Timothy Letzring, vice provost for Academic Affairs, presented the degree program termination for the Master of Science in Taxation. The program has been suspended since 2014 due to low enrollment. Faculty in the program continue to teach in other graduate accounting programs that incorporate the subject. The department created a track for students who desire a greater emphasis on tax law.

Chair Seay asked if a review of all low-enrollment programs is being completed. Dr. Letzring indicated he recently spoke with the BOG office and expects to receive the next cycle list of the low graduation program soon. He also mentioned that Dr. Paige Borden, chief analytics officer, provides data on programs to identify those that may end up on the list. Chair Seay asked how programs end up on the BOG list. Dr. Borden indicated the list is based upon the number of graduates a program has in a year, which is factored over a 5-year period, so it is a rolling average. Programs that fall below BOG thresholds are placed on the BOG list, and UCF doubles the threshold to identify programs with low enrollment as a warning.

Trustee Altizer mentioned she was saddened to see the termination of the degree, as this was her degree from UCF. She added that the college offers the opportunity for students to take the tax track in the Master of Science in Accounting program. She has hired outstanding students that have taken this track.

Trustee McAplin motioned to approve, and Trustee King seconded. The committee unanimously approved the degree program termination for the Master of Science in Taxation.

Approval to Seek a New Accreditor (AESC-4)

Dr. Letzring presented the recommendation to seek approval from the U.S. Department of Education to apply for membership to the Higher Learning Commission (HLC). The recommendation is based on changes to federal and state law, a new strategic plan, recognition of looking for ways for continuous improvement in this area, and recent actions taken by the BOG. Dr. Letzring noted that in reviewing the other regional accreditors, HLC emerged as the best match based on affinity with many of UCF's University Innovation Alliance partners, soon-to-be BIG 12 conference members, and HLC's recognition as a leader in accreditation innovation.

Dr. Letzring added that UCF must be accredited to participate in federal financial aid, which requires UCF to maintain its Southern Association of Colleges and Schools Commission on Colleges accreditation while conducting this process. The request is being made now to minimize overlap in efforts between applying to a new accreditor and maintaining the other.

Trustee Altizer motioned to approve, and Trustee McAplin seconded. The committee unanimously approved the administration's recommendation to seek a new accreditor.

Research Institutes and Centers Annual Reports (AESC-5)

Dr. Winston Schoenfeld, interim vice president for Research, presented the annual reports for state-registered institutes and centers. Historically, annual reports have been submitted directly to the BOG. This year, an amendment to BOG regulation 10.015 now requires Board approval before submission to the BOG. The Office of Research conducts individual annual reports to complete the BOG annual reports.

Trustee King mentioned the format of the reports could be improved to make the reports easier to understand. Chair Seay asked if the BOG provided the template. Dr. Schoenfeld indicated the Office of Research continues to adapt the reports to anticipate the required information and how they can collect it in a uniform and robust template.

Chair Seay asked if the Workday implementation could help auto-populate the reports to identify challenges and consistencies. Dr. Schoenfeld indicated the information is manually added to the reports, collecting only the information needed to avoid unnecessary work. The Office of Research continues to aim for a clear and efficient reporting methodology that allows for the evaluation of institutes and centers. Dr. Schoenfeld added that a more formal evaluation process occurs with the BOG 5-and 7-Year evaluations, an example of which can be seen in INFO-3 of the agenda.

Trustee King motioned to approve, and Trustee Altizer seconded. The committee unanimously approved the research institutes and centers annual reports.

DISCUSSION

Student Success and Well-Being (DISC-4)

Dr. Dosal presented on the new division of Student Success and Well-Being. He began the discussion by showing the student success and well-being metrics and expressing the importance of ensuring the metrics are at the core of the new division's work. The metrics below aim to accelerate undergraduate progression and graduation and reduce interferences that cause hardship or delay.

- FTIC freshmen retention rate: 93 percent
- FTIC 4-Year graduation rate: 65 percent
- FTIC 6-Year graduation rate: 76 percent
- FTIC Pell Recipient graduation rate: 76 percent
- AA FCS 2-year graduation rate: 50 percent

Additionally, the two metrics below aim to enrich the student learning experience to develop career and cultural competencies.

- percent of undergraduate students with at least one HIP by graduation: 100 percent
- percent of graduates enrolled or employed: 70 percent

Dr. Dosal reiterated that student success is everyone's responsibility and that the new division is focused on working together toward achieving these metrics while strengthening relations with colleges and units across the university to accomplish this. The new division will be structured into five areas: enrollment management, health and well-being, student engagement, student success and advising, and career readiness and experiential learning.

Trustee Lopez asked if Dr. Dosal plans to have input or feedback from students for the various committees he outlined. Dr. Dosal said he welcomes student input and looks forward to further discussing the right level of student involvement with Trustee Lopez.

Chair Seay asked to what degree Dr. Dosal would be using technology to track students as they progress through UCF, like artificial intelligence and bots. Dr. Dosal said technology is integral to this work, including dashboards, predictive analytics, and a customer relationship management system that everybody uses. He said some tools are in place but need to be enhanced. Dr. Borden reinforced Dr. Dosal's comments on tools that already have predictive modeling included. She stated work is needed to continue deploying these elements and get additional buy-in at the individual student level. Dr. Borden mentioned that an advisor-specific student-focused data tool is expected to launch before the holidays, allowing advisors to filter and pull data on specific sets of students.

Trustee King mentioned a need for education on student success to help faculty understand what encompasses student success and their role in it. Provost Johnson indicated this would happen globally and by way of things like the advisor tool, which integrates information from Canvas. The tool will enable advisors to use student progress information in courses to reach out to faculty if needed.

What Will Students Need in the Future? (DISC-5)

Chair Seay began the discussion by elaborating on her role as chair of the Association of Governing Boards of Universities and Colleges, where she began looking at the concept of generative thinking. She wanted to introduce the concept to the trustees with Provost Johnson. She explained the three forms of thought: fiduciary oversight, strategic planning, and generative thinking.

Chair Seay engaged the trustees in the digital transformation topic through three key questions: how are you preparing your workforce for the digital transformations in your organization?; what can we at UCF learn from that?; and how do we make our academics more relevant for meeting these digital transformation needs? Provost Johnson added that generative thinking goes beyond answering direct questions or allowing these to trigger conversations. For example, the first key question on digital transformation does this.

President Cartwright added that getting more knowledge about the trustees' experiences in what they are doing will help UCF plan and improve how UCF prepares students for the future. Board of Trustees Chair Alex Martins mentioned he was in a meeting the day before in which the focus was digital transformation, where today's consumer is looking for a more customized and personalized experience in everything they do. He asked how UCF could provide students with a more customized and personalized experience. Chair Seay said various sectors, like theme parks, medicine, and engineering, are doing the same. Board Chair Martins added that UCF is, to an extent, offering some customization but asked if it was widespread. Provost Johnson responded by saying customization is an option offered to students but not widespread.

Trustee King provided a general faculty perspective where some faculty stay up-to-date in their field and look ahead, while others pass along what they have learned about the field. He mentioned the latter is where there is an opportunity to change the thinking to be more forward-thinking. He added that some students who may wish to enter fields like medicine or law look more for structured programs of study, so it is important to have options for students.

Chair Seay said it is worth exploring student credentialing and certification for those close to completing a degree program and change their major, so they do not have to start over in completing a new degree. Trustee King added that students who seek knowledge in more than one program of study are better equipped for the

workforce. Trustee Lopez mentioned that it would be helpful for students to adapt their program of study to gain knowledge in different fields without running the risk of excess credit hours.

Trustee Lopez added that technology is very integrated into what students do today – emailing and texting – that it has taken from human interaction and communication, which is integral for students to succeed. She suggested it would be beneficial for all students to be required to take a speech course to ensure they can communicate and interact with others in the workforce. Chair Seay said she has been looking at how digitization is impacting other disciplines and the role these play in how digital transformation is evolving. The College of Engineering and Computer Science has begun adapting to integrate soft skills to ensure engineers can be successful. Trustee Altizer mentioned that customer customization and technology integration is more important than ever with the labor shortage. She added looks to hire graduates who can think and learn, which are an integral part of succeeding in a job.

Trustee McAlpin referenced *The Future of Everything* by the *Wall Street Journal*, which publishes articles about the world of the future. She asked if UCF does anything that captures ideas and thoughts from future-thinking faculty to share with others. Chair Seay said it would be great for UCF to be viewed as a thought leader.

President Cartwright said the conversation drives the point that digital transformation impacts every discipline, like entertainment and medicine. Dr. Deborah German, vice president for Health Affairs and dean of the College of Medicine, joined the conversation and added that the goal is to make futuristic things accessible to all. She elaborated on the innovative and future-thinking teaching at the College of Medicine, where technology is integrated into all aspects of student learning. She added that UCF College of Medicine students travel all over the state and are exposed to various health record management systems that better prepare them for the workforce. Interdisciplinary research has also been integrated into the curriculum to ensure students are exposed to research in different fields and integrate this learning to make them better healthcare providers.

INFORMATION

Two information items were included in the committee's meeting materials: 1) Accountability Plan Review (INFO-1) and 2) Research Institutes and Centers 5-and 7-Year BOG Evaluations (INFO-2). Trustees were instructed to direct any questions on these items to Dr. Paige Borden, chief analytics officer.

NEW BUSINESS

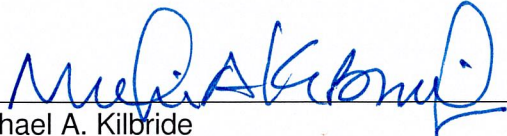
N/A

ADJOURNMENT

Chair Seay adjourned the Academic Excellence and Student Success Committee meeting of November 16, 2022, at 11:19 a.m.

Reviewed by: 
Beverly Seay
Chair, Academic Excellence and Student Success Committee

1/11/2023
Date

Submitted by: 
Michael A. Kilbride
Associate Corporate Secretary

1/12/23
Date