



February 22, 2024 Academic Excellence and Student Success Committee

Board of Trustees

Rosen College of Hospitality Management - Disney Dining Room, Room 124

Feb 22, 2024 9:00 AM - 10:00 AM EST

Table of Contents

I. Opening Actions

II. Minutes of the November 16, 2023 meeting.....4

AESC Minutes_11.16.23.pdf.....4

III. Reports

IV. Action

A. AESC-1: Tenure with Hire

1. (Memo) AESC-1: Tenure with Hire.....7

AESC-1_Memo.pdf.....7

2. (Executive Summary) AESC-1: Tenure with Hire.....8

AESC-1_Summary.pdf.....8

3. (Attachment A) AESC-1: Tenure with Hire.....10

AESC-1_Att A.pdf.....10

B. AESC-2: Conferral of Degrees

1. (Memo) AESC-2: Conferral of Degrees13

AESC-2_Memo.pdf.....13

2. (Executive Summary) AESC-2: Conferral of Degrees14

AESC-2_Summary.pdf.....14

3. (Attachment A) AESC-2: Conferral of Degrees15

AESC-2_Att A.pdf.....15

V. Discussion

A. DISC-1: Accreditation Update

1. (Memo) DISC-1: Accreditation Update.....16

DISC-1_Memo.pdf.....16

2. (Executive Summary) DISC-1: Accreditation Update.....17

DISC-1_Summary.pdf.....	17
3. (Attachment A) DISC-1: Accreditation Update.....	19
DISC-1_Att A.pdf.....	19
B. DISC-2: Progress of Strategic Priorities	
1. (Memo) DISC-2: Progress of Strategic Priorities.....	24
DISC-2_Memo.pdf.....	24
2. (Executive Summary) DISC-2: Progress of Strategic Priorities.....	25
DISC-2_Summary.pdf.....	25
VI. Information	
A. INFO-1: Strategic Metrics Update	
1. (Memo) INFO-1: Strategic Metrics Update.....	27
INFO-1_Memo.pdf.....	27
2. (Executive Summary) INFO-1: Strategic Metrics Update.....	28
INFO-1_Summary.pdf.....	28
3. (Attachment A) INFO-1: Strategic Metrics Update.....	30
INFO-1_Att A.pdf.....	30
B. INFO-2: UCF Regulation UCF 3.015 Promotion and Tenure of Tenured and Tenure-earning Faculty	
1. (Memo) INFO-2: UCF Regulation UCF 3.015 Promotion and Tenure of Tenured and Tenure-earning Faculty.....	31
INFO-2_Memo.pdf.....	31
2. (Executive Summary) INFO-2: UCF Regulation UCF 3.015 Promotion and Tenure of Tenured and Tenure-earning Faculty.....	32
INFO-2_Summary.pdf.....	32
3. (Attachment A) INFO-2: UCF Regulation UCF 3.015 Promotion and Tenure of Tenured and Tenure-earning Faculty.....	33
INFO-2_Att A.pdf.....	33
VII. New Business	
VIII. Adjournment	



February 22, 2024, Academic Excellence and Student Success Committee

Board of Trustees

Feb 22, 2024 at 9:00 AM EST to Feb 22, 2024 at 10:00 AM EST

Rosen College of Hospitality Management - Disney Dining Room, Room 124

Virtual Link: <https://youtube.com/live/Zzquwtig2IE?feature=share>

Agenda

I. Opening Actions

Call to Order and Welcome

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

Roll Call

Presenter: Juan Lugo, Operations Manager

II. Minutes of the November 16, 2023 meeting

Presenter: Chair Altizer

III. Reports

IV. Action

A. AESC-1: Tenure with Hire

9:00 AM

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

B. AESC-2: Conferral of Degrees

9:05 AM

Presenter: Michael Johnson

V. Discussion

A. DISC-1: Accreditation Update

9:10 AM

Presenter: Timothy Letzring, Vice Provost for Academic Affairs

B. DISC-2: Progress of Strategic Priorities

9:25 AM

Presenters: Michael Johnson, Paul Dosal, Senior Vice President for Student Success, Paige Borden, Chief Analytics Officer, Winston Shoenfeld, Interim Vice President for Research and Innovation

VI. Information

A. INFO-1: Strategic Metrics Update

Presenters: Michael Johnson, Paige Borden

B. INFO-2: UCF Regulation UCF 3.015 Promotion and Tenure and Tenured and Tenure-earning Faculty

Presenters: Michael Johnson, Jana Jasinski

VII. New Business

VIII. Adjournment



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees
Academic Excellence and Student Success Committee
November 16, 2023
MINUTES**

CALL TO ORDER

Trustee Tiffany Altizer, chair of the Academic Excellence and Student Success Committee, called the meeting to order at 9:00 a.m.

In addition to Chair Altizer, committee members present were Vice Chair Rick Cardenas and Trustees Joseph Conte, Brandon Greenaway and Stephen King. Board of Trustees Chair Alex Martins, Vice Chair Harold Mills, and Trustee Bill Christy also joined the meeting.

MEETING MINUTES

Trustee Greenaway motioned to approve, and Trustee King seconded. The committee unanimously approved the meeting minutes of September 27, 2023.

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.

Tenure with Hire (AESC-1)

Provost Johnson sought tenure with hire approval for one highly qualified faculty member who comes with a proven track record and a clear plan and trajectory for continued success at UCF. Hiring senior faculty allows the university to rapidly advance academic excellence.

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

Research Institutes and Centers Annual Reports (AESC-2)

Dr. Winston Schoenfeld, Interim Vice President for Research and Innovation, presented the annual reports for state-registered institutes and centers prior to submission to the Board of Governors, in accordance with BOG Regulation 10.015. Also included is an addition to the state institute and centers registry to include the Resilient, Intelligent, and Sustainable Energy Systems (RISSES) Center.

Trustee Conte motioned and Trustee Greenaway seconded. The research institutes and centers annual reports were unanimously recommended for approval.

New Degree Program Proposal – M.S. in Health Sciences (AESC-3)

Dr. Timothy Letzring, Vice Provost for Academic Affairs, presented the degree program proposal for the M.S. in Health Sciences. The purpose of the degree program is to produce graduates to fill positions as health education/health promotion specialists. The program capitalizes on the existing strengths of the College of Health Professions and Sciences, Academic Health Sciences Center, other institutes and centers at UCF, and the Department of Health Sciences' existing undergraduate program, one of the largest at UCF.

Trustee Conte motioned and Trustee Cardenas seconded. The new M.S. in Health Sciences degree program proposal was unanimously recommended for approval.

New Degree Program Proposal – M.S. in Robotics and Autonomous Systems (AESC-4)

Dr. Timothy Letzring presented the degree program proposal for the M.S. in Robotics and Autonomous Systems. The degree program will teach the skills necessary to analyze, design, and develop robotic and autonomous platforms that are increasingly part of human society. The interdisciplinary program meets student and industry demand.

Trustee Greenaway motioned and Trustee King seconded. The new M.S. in Robotics and Autonomous Systems degree program proposal was unanimously recommended for approval.

Conferral of Degrees (AESC-5)

Provost Johnson presented the conferral of degrees for the Fall 2023 commencement ceremonies. As of now, UCF expects to award 5,996 degrees on December 15 – 16, 2023. Of the degrees being awarded, 4,941 are baccalaureate, 927 are master's, and 128 are doctoral or specialist degrees.

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

DISCUSSION

University Planning Structure (DISC-1)

Provost Johnson presented ongoing efforts associated with a new university-wide academic planning and effectiveness process, enabling a comprehensive planning and decision-making approach. The process will allow the university to best align resources to rapidly achieve strategic priorities and goals; occurring across the academic enterprise and being coordinated with UCF's financial position to create an all-encompassing five-year rolling strategic planning and assessment effort. The planning process will align college and administrative units' priorities with UCF's Strategic Plan (*Unleashing Potential*), areas of focus, industry, regional, and societal needs to ensure effective execution and attainment of the strategic plan goals and mission. A new Office of Integrated Academic Planning and Effectiveness, under the direction of the Provost and Executive Vice President for Academic Affairs, will lead the coordination of UCF's programmatic five-year rolling plans moving forward. Trustees agreed an integrated planning process is important to the success of UCF's strategic plan.

Academic Advising for Student Success (DISC-2)

Provost Johnson and Dr. Paul Dosal, Senior Vice President for Student Success, led a robust discussion on the implementation of a new academic advising and coaching model. The model will deliver proactive, prescriptive, and holistic practices to promote timely degree completion, academic success, and career readiness. The efforts include the consolidation of the entire academic advising community to work within a coordinated care management system. The new model is designed to accelerate UCF's drive to preeminence by improving the FTIC four-year graduation rate, three-year transfer student graduation rate, and first-year retention rate.

INFORMATION

Four information items were included in the committee's meeting materials: 1) Strategic Metrics Update (INFO-1), 2) Research Institutes and Centers 5 and 7-Year BOG Evaluations (INFO-2), 3) Accreditation Quarterly Update (INFO-3) and 4) New Degree Program Process Overview (INFO-4). Trustees were instructed to direct any questions on these items to Dr. Paige Borden, Chief Analytics Officer.

NEW BUSINESS

No new business was brought before the committee.

ADJOURNMENT

Chair Altizer adjourned the Academic Excellence and Student Success Committee meeting of November 16, 2023, at 10:33 a.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

February 22, 2024

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



Tenure with Hire

EXECUTIVE SUMMARY

Objective

In accordance with university regulation [UCF-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 four individuals:
 - [Laura J. Brattain](#), Associate Professor of Medicine, Department of Internal Medicine, College of Medicine
 - [Michael W. Lee](#), Associate Professor of Medicine, Department of Medical Education, College of Medicine.
 - [Lisa S. Nored](#), Professor, Department of Legal Studies, College of Community Innovation and Education.
 - [Jay C. Thibodeau](#), Professor, Kenneth G. Dixon School of Accounting, College of Business Administration.

Additional Background

In accordance with university regulation UCF-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 four faculty members 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.

**Tenure with Hire Justification
Board of Trustees Meeting
February 22, 2024**

**Laura J. Brattain, Associate Professor of Medicine
College of Medicine, Department of Internal Medicine**

CV: https://bot.ucf.edu/wp-content/uploads/sites/5/2024/01/Brattain-Laura_CV_Redacted.pdf

Dr. Laura J. Brattain received her Ph.D. in engineering sciences from Harvard University. She came to UCF from MIT Lincoln Laboratory, where she was a principal investigator leading multiple interdisciplinary teams. Dr. Brattain works at the intersection of bioengineering, artificial intelligence, computer science, robotics, high performance computing, and healthcare innovation. She has extensive experience in both research and product development. Dr. Brattain collaborates closely with clinicians to bridge gaps between engineering and biomedicine. She has received research funding through NIH (National Institutes of Health), DARPA (Defense Advanced Research Projects Agency), and DoD (Department of Defense). She was the recipient of the R&D 100 Award and Best Intervention Award. Dr. Brattain has published numerous journal articles and has given many invited talks and lectures. She serves as associate editor *Journal of Frontiers in Robotics and AI* and *IEEE (Institute of Electrical and Electronics Engineers) Engineering in Medicine and Biology Society*, among other service activities in the profession. The Department of Internal Medicine and the College of Medicine support the recommendation for tenure with hire.

**Michael W. Lee, Associate Professor of Medicine
College of Medicine, Department of Medical Education**

CV: https://bot.ucf.edu/wp-content/uploads/sites/5/2024/02/Lee-Michael_CV_Redacted.pdf

Dr. Michael W. Lee received his Ph.D. in medical sciences with concentration in pharmacology from the University of South Florida. He came to UCF from Dartmouth College, where he was an associate professor. Before that, he was a founding faculty member at the University of Texas Dell Medical School and the UCF College of Medicine. Dr. Lee is a highly accomplished medical educator and scholar whose work focuses on leveraging technology to promote learning and student success. He is skilled at implementing new curricula and applying evidence-based pedagogical approaches and has had several leadership positions ranging from curriculum leader to course director. Dr. Lee has mentored many M.D. students, pharmacy students, and postdoctoral scholars. He has published numerous journal articles, book chapters, and presented at national and international conferences. Dr. Lee is chair-elect for the Executive Committee of the Division of Pharmacology Education (DPE) in the American Society of Experimental Therapeutics (ASPET) and the chair of the American Physiological Society (APS) Arthur C. Guyton Physiology Education of the Year

Selection Committee, among many other service activities in the profession, college, and university. The Department of Medical Education and the College of Medicine support the recommendation for tenure with hire.

Lisa S. Nored, Professor

College of Community Innovation and Education, Department of Legal Studies

CV: https://bot.ucf.edu/wp-content/uploads/sites/5/2024/02/Nored-Lisa-S_CV_Redacted.pdf

Dr. Lisa S. Nored received her Ph.D. in public administration from Mississippi State University and J.D. from Mississippi College School of Law. She came to UCF from the University of Southern Mississippi, where she a tenured professor of criminal justice. At UCF, Dr. Nored will serve as chair in the Department of Legal Studies. While at the University of Southern Mississippi, she served as the Pre-Law Pathways Coordinator, director of the School of Criminal Justice and chair of the Department of Administration of Justice. Dr. Nored has significant research achievements in the fields of criminal justice and legal studies. She has received research funding through Mississippi Office of Public Safety and the Bureau of Justice Statistics of the United States Department of Justice. Dr. Nored has published numerous books, including legal treatises and textbooks, law reviews, and journal articles in top-tiered national refereed journals, and has presented at regional, national, and international conferences. She was the recipient of the Lawyer of the Year from Mississippi College School of Law. Dr. Nored has served on the editorial board for *The Journal of Police and Criminal Psychology* and *Journal for Juvenile Justice and Detention Services*, among other service activities in the profession, college, and university. The Department of Legal Studies and the College of Community Innovation and Education support the recommendation for tenure with hire.

Jay C. Thibodeau, Professor

College of Business Administration, Kenneth G. Dixon School of Accounting

CV: https://bot.ucf.edu/wp-content/uploads/sites/5/2024/02/Thibodeau-Jay_CV_Redacted.pdf

Dr. Jay C. Thibodeau received his Ph.D. in accounting at the University of Connecticut. He came to UCF from Bentley University, where he was a tenured professor of accounting. At UCF, Dr. Thibodeau will serve as director in the Kenneth G. Dixon School of Accounting. While at Bentley University, he served as interim department chair, director of Ph.D. programs, and held the Rae D. Anderson professorship. Dr. Thibodeau has published numerous peer-reviewed journal articles and has presented at regional and national conferences. His research and educational contributions have won several prestigious national awards and he has received research grants from professional sources, including AICPA (American Institute of Certified Public Accountants) Assurance Research Advisory Group and PricewaterhouseCoopers INQUIRES program. Dr. Thibodeau has extensive teaching experience at the graduate and undergraduate levels, supervised many doctoral students, and was the recipient of the Faculty Member of the Year award. He has also been recognized as a master

instructor by KPMG. Dr. Thibodeau serves on the editorial board for ***Accounting Horizons***, among other service activities in the profession, college, and university. The Kenneth G. Dixon School of Accounting and the College of Business Administration support the recommendation for tenure with hire.



Board of Trustees

Academic Excellence and Student Success Committee

February 22, 2024

Agenda Item

AESC-2 - Conferral of Degrees

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 conferral of degrees during the Spring 2024 commencement ceremonies.

Authority for Board of Trustees Action

Board of Governors Regulation 1.001(4)(a); UCF BOT Academic Excellence and Student Success Committee Charter

Supporting Documentation Included

Attachment A: Graduation Count - Spring

Facilitators/Presenters

Michael Johnson, Provost and Executive Vice President for Academic Affairs



Conferral of Degrees

EXECUTIVE SUMMARY

Objective

In accordance with Board of Governors Regulation [1.001\(4\)\(a\)](#) and the UCF Board of Trustees Academic Excellence and Student Success Committee [charter](#), the conferral of degrees goes before the Board of Trustees for approval.

Summary of Key Observations/Recommendations

UCF expects to award the following degrees during the spring commencement ceremonies on May 3 - 4, 2024.

Baccalaureate Degrees:	7,665
Master's Degrees:	1,047
<u>Doctoral and Specialist:</u>	<u>156</u>
Total:	8,868

Additional Background

N/A

Rationale

The conferral of degrees must be approved by the Board of Trustees for each term.

Implementation Plan

The UCF commencement ceremonies for the Spring 2024 term will take place on May 3 -4, 2024.

Resource Considerations

N/A

Conclusion

The conferral of degrees for the Spring 2024 term must be approved in advance of the planned commencement ceremonies on May 3 - 4, 2024.

UCF Spring 2024 Commencement

College	Bachelor	Master	Doctorate	CollegeTotals
College of Arts and Humanities	657	69	1	727
College of Business Administration	831	175	1	1,007
College of Community Innovation and Education	774	285	33	1,092
College of Engineering and Computer Science	1,067	292	37	1,396
College of Graduate Studies	0	11	0	11
College of Health Professions and Sciences	831	83	26	940
College of Medicine	259	9	6	274
College of Nursing	316	29	18	363
College of Optics and Photonics	23	7	5	35
College of Sciences	2,169	43	27	2,239
College of Undergraduate Studies	412	0	0	412
Rosen College of Hospitality Management	326	44	2	372
Degree level totals:	7,665	1,047	156	8,868



Board of Trustees

Academic Excellence and Student Success Committee

February 22, 2024

Agenda Item

DISC-1 – Accreditation Update

Proposed Board Action

N/A

Authority for Board of Trustees Action

F.S. 1008.47; Board of Governors Regulation 3.006

Supporting Documentation Included

Attachment A: UCF January 9th, Quarterly Accreditation Report to the BOG

Facilitators/Presenters

Timothy Letzring, Vice Provost for Academic Affairs



Accreditation Quarterly Update

EXECUTIVE SUMMARY

Objective

At the November 17, 2022, Board of Trustees meeting, the Board approved the recommendation for UCF to seek accreditation from the Higher Learning Commission (HLC). The discussion will provide the Board of Trustees with an update on these efforts.

Summary of Key Observations/Recommendations

- The first of several steps in this process was to seek permission from the U.S. Department of Education to seek accreditation from HLC. The request was submitted on December 15, 2022, and on January 9, 2024, the U.S. Department of Education approved the request.
- Next, UCF will begin the following steps in applying to HLC:
 1. Apply for approval to use HLC's accelerated process.
 2. Submit materials for the Preliminary Peer Review.
 3. Submit materials for HLC's Comprehensive Evaluation.
 4. Conduct an onsite visit by an HLC peer team as part of the Comprehensive Evaluation.
 5. Formal HLC Approvals
 - a. Institution Action Committee (meets about six times per year)
 - b. HLC Board (meets three times per year)
 6. U.S. Department of Education final approval.
- UCF has already begun preparation for the institution's next SACSCOC reaffirmation. UCF's Compliance Report is due to SACSCOC in September 2025. Given the likelihood that this HLC application process will take more than 18 months, UCF must conduct the two processes simultaneously.

Additional Background

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. This quarter's report was submitted on January 9, 2024.

There are now two institutions in the state that have received permission from USDE to change accreditors – Southwest State College and Florida College of the Keys.

Rationale

The discussion will provide an update and an opportunity to address questions associated with the accreditation process.

Implementation Plan

UCF will 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

Florida Statute s. 1008.47(2)(b) mandates an accreditation quarterly report submitted to the BOG. The discussion provides an update on the institution's progress in seeking a new accreditor.



State University System of Florida Institutional Accreditation Quarterly Reporting Template: Quarter 1

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 information 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

Accreditor at Time of Submission

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.

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 Interim Report-Approved by SACSCOC in December 2022
Reporting Period (select one and indicate the year):	<input checked="" type="checkbox"/> October – December, 2023 <input type="checkbox"/> January – March, 2024 <input type="checkbox"/> April – June, 2024 <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:</p> <p>December 19, 2022: UCF submitted a request to USDE 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 USDE.</p> <p>June 2023: UCF prepared a response letter to the USDE’s request for additional information described below labeled May 2023. The letter was sent to the USDE on June 30, 2023.</p>

August 2023: UCF sent a response email to USDE based on a request for information concerning the Trevor Colbourn Hall inquiry by SACSCOC (which was resolved in June 2020). UCF submitted the email response along with relevant attachments on August 31, 2023.

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

Description of progress:

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.

December 23, 2022: A subsequent email was received from Renee Gaudio, Institutional Review Specialist in USDE's Atlanta School Participation and Financial Analysis Division. The USDE representative stated the department would review UCF's request and provide a response at their earliest opportunity.

May 2023: On May 23, 2023, UCF received a letter from USDE 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.

August 2023: Kathy Feith with USDE requested additional information from UCF regarding the Trevor Colbourn Hall inquiry by SACSCOC. The request was for communications between SACSCOC and UCF during the inquiry.

August & September 2023: On August 31, 2023 Kathy Feith with USDE confirmed receipt of the UCF email sent on August 31, 2023. On September 11, 2023, Ms. Feith acknowledged the information submitted was complete at this time.

December 2023: On December 7, department of Education contact confirmed that it will not require any additional information from UCF and is continuing its work on the final determination.

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.



Board of Trustees

Academic Excellence and Student Success Committee

February 22, 2024

Agenda Item

DISC-2 – Progress of Strategic Priorities

Proposed Board Action

N/A

Authority for Board of Trustees Action

N/A

Supporting Documentation Included

N/A

Facilitators/Presenters

Michael Johnson, Provost and Executive Vice President for Academic Affairs

Paul Dosal, Senior Vice President for Student Success

Paige Borden, Chief Analytics Officer

Winston Schoenfeld, Interim Vice President for Research and Innovation



Progress of Strategic Priorities

EXECUTIVE SUMMARY

Objective

Provost Johnson and members of the leadership team will provide an update to the Board on UCF's progress in implementing strategic priorities outlined in UCF's strategic plan, *Unleashing Potential*. These efforts are focused on rapidly achieving strategic goals toward becoming a Top 50 Public Research University and designated preeminent university by the State University System of Florida by 2027.

Summary of Key Observations/Recommendations

- Trustees will receive an update on the implementation of strategic goals outlined in UCF's strategic plan. Updates will focus on the strategic plan focus areas of student success and well-being and discovery and exploration.
- The discussion will be led by Provost Johnson and include Dr. Paul Dosal, Senior Vice President for Student Success, Dr. Paige Borden, Chief Analytics Officer, and Dr. Winston Schoenfeld, Interim Vice President for Research and Innovation.

Additional Background

As the University for the Future, UCF's strategic plan outlines strategic areas of emphasis for UCF to become a Top 50 public research university and a designated preeminent university by the State University System by 2027, and a Top 25 public research university with outcomes comparable to members of the Association of American Universities by 2033.

Rationale

Implementation efforts focus on rapidly achieving UCF's strategic plan goals in the four areas of opportunity outlined in the plan.

Implementation Plan

UCF's strategic plan implementation efforts are underway and aimed at achieving metrics and goals by 2027.

Resource Considerations

Strategic investments have been made in a number of key areas to help UCF rapidly advance student success and well-being, faculty recruitment and retention, and research efforts. Investments are aligned with the priorities set in the strategic plan.

Conclusion

University leadership remains committed to the implementation of UCF's strategic plan. Ongoing implementation efforts are focused on rapidly achieving strategic goals to become a Top 50 public research university and a designated preeminent university by the State University System by 2027. Leadership will continue to measure the progress of implementation efforts and provide updates to Trustees.



Board of Trustees

Academic Excellence and Student Success Committee

February 22, 2024

Agenda Item

INFO-1 – 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



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). The update includes 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 February 2024.

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 robust discussions about 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.



METRIC UPDATES

Performance-based Funding Metrics

Legend: **Green Font** – Maximum Points Achieved
 ➡ Year Over Year (YOY) Improve or Maintain ● Target Met
 ⬅ Year Over Year (YOY) Decline ○ Target Not Met

		2023	2023 Target	2024	2024 Target
1	Bachelor's Graduates Employed (80%)	65.9% ➡	n/a	70.3% ➡	66% ●
2	Wages of Bachelor's Graduates	\$45,900 ➡	\$42,500 ●	\$50,500 ➡	\$42,750 ●
3.1	Avg Cost per Degree (with HEERF)	-\$370 ➡	\$4,500 ●	\$3,230 ⬅	\$4,500 ●
3.2	Avg Cost per Degree (HEERF Excluded)	\$4,680 ➡	n/a	\$3,290 ➡	\$4,700 ●
4	FTIC 4-Yr Grad Rate (65%)	54.8% ➡	53.0% ●	54.2% ⬅	56% ○
5	FTIC Academic Progress Rate	91.5% ➡	91.0% ●	91.1% ⬅	91% ●
6	% Bachelor's Degrees in PSE	55.3% ⬅	55.8% ○	54.6% ⬅	56% ○
7	Pell Access Rate (42%)	35.7% ⬅	36.0% ○	34.7% ⬅	36% ○
8	% Graduate Degrees in PSE (60%)	56.0% ⬅	60.1% ○	60.3% ➡	60% ●
9.a	FCS AA 3-Yr Grad Rate (70%)	54.1% ➡	56.0% ○	50.9% ⬅	58% ○
9.b	FTIC Pell 6-Yr Grad Rate (80%)	70.8% ➡	71.4% ○	71.7% ➡	72% ○
10	% Bachelor's Degrees to Hispanic or Black Students	41.2% ➡	40.0% ●	40.6% ⬅	41% ○

Preeminence Metrics

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

		2023	2023 Target	2024	2024 Target
A.1	FTIC Avg GPA	4.2 ⬅	4.3 ○	4.3 ➡	4.3 ●
A.2	FTIC Avg SAT	1319 ➡	1317 ●	1317 ⬅	1317 ●
B	Top 50 Public Rankings	4 ➡	3 ●	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	8 ●
F	Sci & Engr 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	6 ●
I	Patents Awarded (3 Years)	169 ➡	152 ●	173 ➡	166 ●
J	Doctoral Degrees Awarded	603 ➡	520 ●	553 ⬅	525 ●
K	Post-Doctoral Appointees (200)	162 ➡	180 ○	149 ⬅	190 ○
L	Endowment (\$500m)	\$215 ➡	\$248 ○	\$228 ➡	\$257 ○



Board of Trustees

Academic Excellence and Student Success Committee

February 22, 2024

Agenda Item

INFO-2 – UCF Regulation UCF 3.015 Promotion and Tenure of Tenured and Tenure-earning Faculty

Proposed Board Action

N/A

Authority for Board of Trustees Action

N/A

Supporting Documentation Included

Attachment A: UCF 3.015 Promotion and Tenure of Tenured and Tenure-earning Faculty

Facilitators/Presenters

Michael Johnson, Provost and Executive Vice President for Academic Affairs

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



UCF Regulation 3.015 Promotion and Tenure of Tenured and Tenure-earning Faculty

EXECUTIVE SUMMARY

Objective

UCF Regulation 3.015 Promotion and Tenure of Tenured and Tenure-earning Faculty is presented to the committee as an information item. Amendments to this regulation are included in the Governance Committee's agenda for action at their February 22, 2024, meeting.

Summary of Key Observations/Recommendations

The regulation amendments provide language to clarify aspects of the promotion and tenure process at UCF.

Additional Background

UCF 3.015 Promotion and Tenure of Tenured and Tenure-earning Faculty was last amended on May 16, 2019.

Rationale

The amendments to the regulation clarify and align the procedures surrounding the tenure and promotion of faculty.

Implementation Plan

The regulation would take effect upon approval by the UCF Board of Trustees.

Resource Considerations

N/A

Conclusion

Regulation amendments to UCF 3.015 Promotion and Tenure of Tenured and Tenure-earning Faculty clarify aspects of the promotion and tenure process and align procedures to the promotion and tenure of faculty.

UCF 3.015 - Promotion and Tenure of Tenured and Tenure-earning Faculty

(1) Policy.

- (a) University of Central Florida (UCF) adheres to the provisions of any applicable collective bargaining agreement regarding promotion and tenure procedures.
- (b) There shall be sufficient discipline flexibility in interpretation of the standards for promotion so that faculty members may have a reasonable expectation of fulfilling the requirements.
- (c) A typical faculty member applies shall normally be recommended for promotion to associate professor and tenure prior to or at the same time that tenure is recommended. ~~To save time for both faculty member and committees, the~~ required necessary materials for both promotion and tenure will go forward simultaneously. Votes on tenure and promotion shall be separate and occur concurrently; they shall occur successively at department/school or unit, college, and if applicable university levels, ~~if applicable~~.
- (d) The award of tenure shall provide annual reappointment until voluntary resignation, retirement, removal for just cause, or layoff.
- (e) ~~Effect of tenure criteria modification.~~
 - 1. If a tenure-earning faculty member ~~not in the College of Medicine~~ has at least four (4) years of tenure-earning credit (at least six years for faculty in the College of Medicine) as of the effective date of a modification to the applicable tenure criteria, the employee shall be evaluated for tenure under the criteria as it existed prior to modification unless the faculty member notifies the university at least thirty (30) days prior to the commencement of the tenure consideration that they choose to be evaluated under the newly adopted criteria.
 - 2. ~~If a tenure-earning faculty member in the College of Medicine has at least six (6) years of tenure-earning credit as of the effective date of a modification to the applicable tenure criteria, the faculty member will be evaluated for tenure under the criteria as they existed prior to modification unless the faculty member notifies the university at least thirty (30) days prior to commencement of the tenure that they choose to be evaluated under the newly adopted criteria.~~
- (f) Tenure may be transferred from one department/school unit to another with the approval of the faculty member, the dean, and the provost, as well as the chair/director and faculty of the new department/school program.
- (g) Faculty serving on promotion and tenure committees charged with reviewing and making promotion recommendations shall hold rank at or above the rank to which the candidate is applying. Additionally, Faculty making tenure recommendations shall hold tenure.
- (h) If at any stage in the process, a correction to the dossier is needed, or an issue arises, the provost's representative may make corrections to the dossier, or place the review of the candidate's dossier on hold until all issues related to the dossier are resolved. If the dossier is placed on hold, the candidate shall be notified within five (5) calendar days of this action.
- (i) When a candidate is serving in an administrative position at the level of chair or director or higher, or when a conflict of interest exists, the dean's office shall consult with Faculty Excellence to identify ~~appoint~~ an appropriate person to guide the candidate's promotion process.

(2) Promotion and Tenure Timing Eligibility.

~~(a) — Tenure.~~

- ~~1. — A tenure-earning faculty member not in the College of Medicine will typically normally begin the tenure application process in the spring preceding the sixth-~~(6th)~~ year of continuous service (the 8th year of continuous service for faculty in the College of Medicine). Faculty typically will submit their dossier in the fall of the 6th year of continuous service (the 8th year of continuous service for faculty in the College of Medicine). However, a faculty member whose employment began in the spring semester may count tenure-earning time beginning with the following academic year. Faculty members with strong records may also choose to apply for tenure prior to their scheduled year. Faculty may also be hired with years of credit toward tenure. The number of years of tenure credit that will count toward the faculty member's eligibility shall be agreed upon at the time of hire and approved by the chair/director, dean and provost representative. ~~arly, that is prior to the sixth year, or to use credit toward tenure given upon hire, unless they have~~ Faculty members may choose to voluntarily rescinded such credit prior to the application year. In certain situations, the tenure clock may be extended with appropriate permission from the provost or provost's representative.~~
- ~~2. — A tenure-earning faculty member in the College of Medicine will normally begin the tenure application process in the spring preceding the eighth (8th) year of continuous service. However, a faculty member whose employment began in the spring semester may count tenure-earning time beginning with the following academic year. Faculty members may also choose to apply for tenure early, that is prior to the eighth year, or to use credit toward tenure given upon hire, unless they have voluntarily rescinded such credit. In certain situations, the tenure clock may be extended with appropriate permission from the provost or provost's representative.~~

(3b) Criteria

- ~~(a) — Promotion. Promotion is awarded for meeting the criteria for appointment to the rank to which the candidate applies, as defined by the candidate's department or school, by the candidate's college, and by this regulation.~~
- ~~(b) — Promotion to associate professor. Promotion from assistant to associate professor calls for excellence in instructionteaching and substantial contributions in research and/or creative activities, as well as, appropriate service contributions ~~or other university duties, since appointment to UCF faculty~~. It is expected the candidate's research and or creative activity scholarly activity have a significant impact, as typically normally indicated by national recognition. Productivity and quality both matter in assessing a candidate's contributions to instruction, research and creative activities and service.~~
- ~~(c) — Promotion to professor. Promotion to professor is awarded on the basis of superior achievementdistinction at the national and/or international level with the promise of continued contribution and not on the basis of longevity. The rank of professor reflects not only an individual's contributions within the institution, but also denotes a reputation as a leading scholar and researcher among one's academic peers on a national and/or international level. Substantial contributions of a continuing nature in each of the areas evaluated, beyond that expected of an associate professor, are necessary components for the achievement of the rank of professor.~~

~~(3) Criteria~~

- ~~(da) — Tenure. Tenure is awarded upon the demonstration of highly competentdistinctive and sustained performance. The conferral of 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 throughout their career.

(eb) ~~Promotion. Promotion is awarded for meeting the criteria for appointment to the rank to which the candidate applies, as defined by the candidate's department or unit, by the candidate's college, and by this regulation. Promotion and tenure decisions represent an evaluation of the faculty member's potential for the future, and their ability to effectively fulfill their responsibilities as a member of the university community including an appreciation of the commensurate emphasis on academic freedom and academic responsibility.~~

(fe) Standards for Promotion and Tenure.

1. Standards for promotion and tenure criteria shall take into account the mission and needs of the university and specifically address three areas: research, scholarly, and creative activities; instructionteaching; and, service to the public, the discipline, and the university including those professional responsibilities consistent with faculty status. Both productivity and quality of performance are assessed in evaluating a candidate's record.
2. Specific criteria for promotion and tenure are ~~available on file~~ in each department or ~~schoolunit~~ and college in the university. These criteria include ~~items such as increased skill in teaching,~~ demonstrated effectiveness in facilitating student learning, demonstrated quality and impact of knowledge in research and creative activities, in candidate's discipline, increased recognition as an authority in the field, and potential for continued professional growth. Department/school promotion and tenure criteria shall be developed and/or revised by a committee of tenure earning and tenured faculty elected by all tenure earning and tenured faculty in the department/school. Department or ~~schoolunit~~ specific criteria shall be approved by a majority of the full-time tenured and tenure-earning faculty in the department or ~~schoolunit~~, the department chair or ~~school directorunit head~~, the dean, and the provost or designee.
3. ~~If a college chooses to have criteria in addition to department or unit criteria, these criteria~~ shall be developed and/or revised by a committee of tenure earning and tenured faculty. Tenure earning and tenured faculty from each department/school shall elect a tenure earning or tenured faculty to serve on this college level committee. College criteria shall be approved by a majority of the full-time tenured and tenure-earning faculty in the college, the dean, and the provost or designee. Approved college criteria will ~~also~~ be available ~~in the department or unit and~~ in each college.
4. As a Ph.D.-granting research university, UCF places heavy emphasis on sustained and significant performance with regard to the impact of research, scholarly, and creative activities of faculty members seeking tenure and/or promotion. Consideration shall be given to all evidence related to research, scholarly, and creative activities contained or explained in the candidate's dossier including, but not limited to, publications, grants, research presentations, evidence of societal impact and awards.
5. The university defines and evaluates instruction broadly. All types of teaching and teaching-related activities shall be considered as instruction, including overseeing theses and dissertations. Demonstrated effectiveness in facilitating student learning is expected. Assessment of instructional excellence and

~~effectiveness~~~~competency~~ shall include evaluation of all materials provided in the candidate's dossier.

6. ~~Professional S~~service to the candidate's department or unit, college, the university, profession, ~~the greater Orlando area~~, and the public shall be included as service.

(4) General Procedures.

(a) Overview.

1. The promotion and tenure process shall be initiated by the faculty member in consultation with the department chair or ~~school director~~~~unit head~~, and evaluated successively by the department or ~~school~~~~unit~~ promotion and tenure committee, the department chair or ~~school director~~~~unit head~~, the college promotion and tenure committee, the dean of the college, and if applicable, the university promotion and tenure committee. The final decision of promotion and recommendation regarding tenure will be made by the provost and president. Tenure becomes official with final approval of the University of Central Florida's Board of Trustees.
2. It is the responsibility of the candidate to ensure that the promotion dossier is accurate, complete, and meets established deadlines for submission.
3. Each spring a schedule of important dates in the promotion and tenure cycle will be posted on the Faculty Excellence website.
4. Recommendations by department chairs or ~~school directors~~~~unit heads~~, deans, and all committees must be complete and concise, citing reasons for the recommendation that are based on evidence contained or explained in the candidate's dossier.
53. In cases where a faculty member is in an academic unit but strongly affiliated with another unit (e.g. a center, institute, cluster, or other entity), the ~~normal~~ tenure and promotion process will be undertaken through the academic unit to which the faculty member belongs. ~~with w~~Upon review of the candidate's materials, written recommendations by ~~all~~both supervisors shall be provided to the chair/director to include with their review and recommendation. ~~upon review of the candidate's materials.~~ In cases where a faculty member has a joint appointment with two different academic units, the ~~normal~~ tenure and promotion process will be undertaken through the primary academic unit, but with written recommendations included in the file by both supervisors upon a review of the candidate's materials.
64. Faculty may be hired with tenure when the person has held tenure at another institution of higher education and/or when ~~their~~ record ~~meets~~ departmental/school, college and university expectations for tenure. ~~would entitle them to receive tenure at UCF.~~ Candidates for tenure upon hire must submit ~~an~~ application ~~materials~~~~dossier~~ to the department or ~~school~~~~unit~~ to which they are applying. Tenured faculty in the department or unit will interview or evaluate the candidate and vote to recommend for or against tenure in that department or ~~school and the votes shall be documented~~~~unit~~. The department chair or ~~school director~~~~unit head~~ shall submit their recommendation, the candidate's ~~materials~~~~dossier~~, and the faculty ~~vote~~~~recommendation~~ to the dean. The dean shall forward ~~their~~~~his or her~~ recommendation, the department or ~~school~~~~unit~~ faculty's ~~re~~commendation, the candidate's ~~materials~~~~dossier~~, and a completed "Tenure upon Hire" form to Faculty Excellence for provost's review. Tenure

shall be awarded upon recommendation by the president and approval by the Board of Trustees.

(b) External/Outside review.

1. In consultation with the department chair or school director/unit head, each faculty member being considered for promotion and/or tenure shall prepare ~~the~~ materials to be forwarded to external reviewers by the department chair or school director/unit head. These materials will include department or school/unit criteria ~~or guidelines~~, college criteria ~~if they exist~~, this university regulation, a current curriculum vitae, and other research documentation as deemed appropriate by the department or school.
2. External/Outside reviewers primarily provide comments about the quality and impact of the candidate's scholarly research and creative activity within their common discipline or area of study. ~~Typically~~ Normally, external/outside reviewers will hold the rank of professor. The preponderance of the external letters should ~~typically~~ come from individuals holding tenured positions at very high research activity universities, as designated by the Carnegie Foundation.
3. The department chair or school director/unit head and the department or school/unit promotion and tenure committee shall jointly nominate four ~~(4)~~ external/outside reviewers ~~in ranked order~~; and the faculty member being considered for promotion shall nominate their own four ~~(4)~~ external/outside reviewers ~~in ranked order~~. The candidate will select two ~~(2)~~ reviewers from the department's or school/unit's list and rank the remaining reviewers from the list. The department chair or school director/unit head, in consultation with the department or school/unit promotion and tenure committee, shall select two ~~(2)~~ reviewers from the candidate's list and rank the remaining reviewers on the candidate's list. The list of reviewers should include individuals who are able to provide an independent evaluation of the candidate. Therefore, reviewers should not be selected, and should not provide a letter where a potential conflict of interest exists (see (5)(d) below). To expedite the external reviewer process, it may be beneficial for the candidate and department to create secondary lists of potential reviewers should all individuals from the original lists decline. All letters that are received must be included in the dossier and if more than four letters are received, the chair/director should explain the circumstances that led to this result.
4. Only the department chair or school director/unit head shall ~~make~~ contact with each of the four ~~(4)~~ selected reviewers to ascertain their willingness to review the candidate's materials for promotion. Should a potential reviewer agree to undertake the review, a standard letter provided by Faculty Excellence shall be used by the department chair or school director/unit head for the purpose of providing review materials ~~submitting or emailing a dossier~~ to the external/outside reviewer. Should any decline, the department chair or school director/unit head shall contact the next ranked reviewer/candidate. If the declining reviewer is from the candidate's list, then the next reviewer on that list would be contacted; if the declining reviewer is from the department's or school/unit's list, then the next reviewer on that list would be contacted. If at any time too many potential reviewers on either list have declined so that there will not be enough external letters for the candidate's application, the process outlined above starts over to identify new reviewers to add to the corresponding list. External letters of evaluation must be available to the candidate for review

unless they waive their right to view them. Candidates must complete and provide their chair/director documentation of their waiver before external letters are solicited. External reviewers must be notified in the solicitation letter whether the candidate chose to waive their right to review the letter. If all decline, the process outlined above starts over to identify new reviewers, as necessary.

~~5. Reviewers shall not participate in the following cases:~~

~~(i) Where a potential conflict of interest exists;~~

~~(ii) If, in the reviewer's judgment, personal factors might impair their objectivity regarding an individual candidate.~~

~~5.6.~~ Once the promotion and tenure review process has started, the candidate is not to have any unnecessary contact with the externaloutside reviewers until the requested review letter is received by the university.

~~6. (e)~~ Candidate Dossier. A promotion and tenure dossier shall be accompanied by the supporting materials listed and described on the Faculty Excellence website, below:

~~1. Copies of department or unit promotion and tenure criteria and college criteria where applicable;~~

~~2. The curriculum vitae sent to the outside reviewers in the spring;~~

~~3. Current curriculum vitae, if different from above;~~

~~4. The employee's annual performance evaluations and annual assignments for the last five years;~~

~~5. Cumulative progress evaluations (inclusion of cumulative progress evaluations are optional for candidates applying for promotion to professor);~~

~~6. An overall impact statement and individual summary statements written by the candidate describing their teaching; research, scholarly, and creative activities; and service;~~

~~7. Materials supporting candidate's summary statements of teaching; research, scholarly, and creative activities compiled by the candidate. In terms of documentation of external research funding, only contracts and grants processed through the university's Office of Research, or other appropriate university entity shall be considered.~~

~~8. External reviewer's letters and a short summary of the qualifications of each reviewer.~~

~~7.9.~~ Dossier additions may be made by the candidate at any time prior to the provost's recommendation and may include items such as: publication acceptances, newly funded grants, or scholarly awards received. Depending upon the timing of an addition, newly added material may not be considered by all committees.

~~8.10.~~ Candidates may withdraw the dossier any time before the provost's final recommendation.

(5) Committee Procedures Applicable to All Promotion and Tenure Committees.

- (a) Because of the importance of the promotion and tenure process, when the committee meets to consider a candidate's application, all eligible it is expected that all promotion and tenure committee members should be present and each member should have thoroughly reviewed each candidate's dossier. Eligible members are those at or above the rank a candidate is applying to. Those voting on tenure must hold tenure at UCF. will participate fully in the process. Committees will be professional and discriminating in their decision-making process and make recommendations solely based on

department or ~~school unit~~ and college criteria, this regulation and the materials contained or referenced in the candidate's dossier. The committee's recommendations should focus on evaluating the candidate and explaining the reasons for their recommendation rather than copying information from the candidate's dossier. In cases where the votes are split, the summary of discussion must elaborate on the reason(s) for positive and negative votes. Rationale for all votes, including split votes, shall be explained within the promotion and tenure committees' recommendation. Because evaluative personnel records are being discussed, only committee members may be present for a given meeting. Committee discussions and the materials reviewed must remain confidential and therefore not discussed or shared by committee members outside of the committee meeting(s). The use of recording devices is prohibited during committee meetings and deliberations. Administrative support may be provided to the committee for the purpose of conducting a secret ballot vote.

- (b) Retired faculty may not serve on a promotion and tenure committee at any level. In addition, any faculty member who, because of serious illness or extended absence for work, cannot complete the evaluation process should not serve on a promotion and tenure committee at any level.
- ~~(c)~~ A faculty member may only serve and participate on one ~~promotion and tenure~~ committee and vote once per candidate during the process same cycle —~~therefore, if a faculty member is serving on a college promotion and tenure committee, then they cannot also serve on a department promotion and tenure committee in that cycle for the same candidate.~~
- ~~(d)~~ Faculty serving on promotion and tenure committees at any level shall not render decisions or participate in review or discussion on any candidate where a conflict of interest exists before the committee where the following apply:
- ~~1. —Where a conflict of interest exists.~~ A conflict of interest is defined as a divergence between an individual's private interests and their employment obligations to the university such that an independent observer may reasonably question whether the individual's actions or decisions are partially or wholly influenced or determined by considerations other than the best interest of the university. Examples include but are not limited to: where the faculty member and the candidate are relatives (see University Policy 3-008.2 for the definition of relative); where the faculty member has an outside financial interest in or with the candidate; where the faculty member has a substantial publication record with the candidate such that the unique contributions of the candidate cannot be determined; where the faculty member supervised the candidate's dissertation, thesis or post-doctoral appointment.
- ~~2. —When any personal factor(s) might impair the faculty member's objectivity regarding an individual candidate;~~
- ~~(e)~~ When to identify a conflict of interest. A faculty member serving on a promotion and tenure committee at any level should ~~be able to~~ identify a conflict of interest with regard to a particular candidate prior to the review of the candidate's dossier. Where the faculty member knows there is a conflict of interest with the candidate, it is improper for the faculty member to review the candidate's dossier. There may be circumstances in which a faculty member serving on a promotion and tenure committee may not know in advance of a conflict of interest. I—in such instances, as soon as the conflict of interest is identified, the faculty member must identify the conflict to Faculty Excellence and remove themselves from the process and all discussions and votes pertaining as to that candidate and may not further review the candidate's dossier. If

there is a question regarding conflict of interest and committee service, Faculty Excellence can provide assistance.

- (fe) Remote meeting attendance may be utilized at the discretion of the committee chair as long as all members have equitable access to the meetings and a process to ensure the secret ballot polling of members has been established. When remote attendance is used, If a committee member is outside of the greater metropolitan area; Voice and or video calls may be utilized at the discretion of the committee chair when a member cannot be physically present for department promotion and tenure committee meetings. When voice or video calls are utilized, the chair of the committee shall be delegated signature authority to record the vote and sign the record of attendance for the ~~missing committee member(s) attending remotely. The use of recording devices is prohibited during committee meetings and deliberations.~~

(6) Committee Procedures at Department, College, and University Levels.

- (a) Department or ~~school~~unit promotion and tenure committee.
1. A department or ~~school~~unit promotion and tenure committee shall be established to provide promotion and tenure recommendations to the department chair or school director~~function as an advisory group to the department chair or unit head~~ and shall consist of all tenured department or ~~school~~unit faculty at or above the rank being sought by candidates in the department or ~~school~~unit. In instances when a department or ~~school~~unit has fewer than three (3) full-time tenured faculty at the rank required, additional tenured faculty at the rank required must be added from other related disciplines within the college or university. The department chair or ~~school director~~unit head, in consultation with the dean and department or ~~school~~unit faculty, shall identify (a) potential committee member(s) who is or are willing to serve in this role. The same committee member(s) must serve on the department or ~~school~~unit committee for all candidates seeking promotion and tenure for that cycle, in that department or ~~school~~unit.
 2. Committee members may not serve on or participate in a department or ~~school~~unit promotion and tenure committee if they have been elected to represent the department or ~~school~~unit on the college promotion and tenure committee in the same college, the university promotion and tenure committee, or serve as a department chair or ~~school director~~unit head in the same college.
 3. The department chair or ~~school director~~unit head shall call the initial meeting to organize and charge the committee. The promotion and tenure committee chair shall be a member of the promotion and tenure committee elected by majority vote of its members and shall call the promotion and tenure committee into session to transact such business as required. A quorum shall consist of the attendance of all eligible committee members, when practicable, but not less than a majority of the committee members or fewer than three persons.
 4. Each department promotion and tenure committee member shall be physically present to vote on the candidate being evaluated and may only vote on dossiers they have personally reviewed,~~except in those cases as outlined above or if voice or video calls are part of the approved procedures.~~ The vote shall occur after ~~promotion and tenure~~ committee discussion, and the results shall be documented~~recorded.~~ ~~A promotion and tenure committee member shall vote only on dossiers that they have personally reviewed and participated in committee discussions about.~~ Each evaluation and recommendation must be

accompanied by an assessment of the candidates qualifications for tenure and/or promotion and include an explanation of the promotion and tenure committee's recommendation action. Simply restating the numerical vote in the narrative is not sufficient. In the case of any split vote, there must be a written explanation of the split vote. Abstentions are allowed only in cases of conflict of interest.

5. In addition to the evaluation and assessment, the promotion and tenure committee chair must also provide shall forward to the department chair or unit head the following:
 - (i) The record of attendance of all promotion and tenure committee meetings;
 - ~~(ii) The promotion and tenure committee's evaluation and recommendation;~~
 - ~~(iii) The candidate's dossier containing all evaluation materials;~~
 - ~~(iv) The results of the secret ballot poll of the tenured faculty (for tenure) and tenured faculty at or above the rank (for promotion) a candidate for tenure and promotion for each candidate; and~~
 - ~~(v) If applicable, a sealed envelope containing the official votes of the promotion and tenure committee regarding promotion and tenure.~~
 6. ~~The department chair or unit head shall transmit~~ the promotion and tenure committee's evaluation and recommendation will be transmitted to the faculty candidate for review and optional response potential comment.
 7. Evaluated faculty members may review and, if desired, provide a response to the committee's evaluation and recommendation within five (5) calendar days after receipt of notice of the department promotion and tenure committee's recommendation. Any response will become part of the candidate's dossier.
 8. After the five (5) days available for the candidate's optional response has passed, the department chair or school director unit head within seven (7) calendar days will review the dossier and recommend in favor of or against promotion and tenure, ~~and forward the recommendations and comments to the candidate for review and potential comment.~~
 9. An evaluated candidate may review and, if desired, provide a response to the department chair^{2s} or school director unit head's evaluation and recommendation within five (5) calendar days after receipt of notice of the department chair^{2s} or school director unit head's recommendation. Any response will become part of the candidate's dossier.
 10. Following Once the five (5) calendar day period for optional response by the candidate ~~has passed~~, the candidate ~~shall forward their~~ dossier will advance to the college committee.
- (b) College promotion and tenure committee.
1. A college promotion and tenure committee consisting of one (1) tenured faculty member at the rank of professor elected from each department or school shall be established unit shall be established within each college to function as an advisory group to provide promotion and tenure recommendations to the dean; if no tenured professor is available in a department or school unit, then a tenured associate professor may serve in this role be elected -but cannot not participate or vote in discussions relating to faculty candidates for the rank of professors.
 - ~~2. An alternate college promotion and tenure committee member must be elected in the event a regular committee member is unable to serve. Each spring, when department or unit and college promotion and tenure committees are being formed, tenured faculty in a given college shall elect an alternate college~~

~~promotion and tenure member. The alternate college promotion and tenure committee member shall not serve on any department or unit committees within that college or on the university promotion and tenure committee. If the alternate is selected to serve on the college promotion and tenure committee, they must review all the candidate dossiers.~~

- ~~23.~~ Department chairs or unit heads/school directors and ranked deans (e.g. assistant and associate) may not serve on the college promotion and tenure committee.
- ~~34.~~ Each college promotion and tenure committee member shall serve a term of two ~~(2)~~ academic years. Terms shall be staggered to provide for continuity and uniformity of committee action.
- ~~54.~~ College promotion and tenure committee members may not serve two ~~(2)~~ successive terms, except in departments or schools/units with only one ~~(1)~~ professor eligible to serve.
- ~~65.~~ With ample notice, vacancies on the college committee are filled by eligible faculty during the term in which they occur from the same department or school/unit, but only for the remainder of the departed person's term.
- ~~76.~~ Faculty members serving on a department or school/unit promotion and tenure committee within the same college or the university promotion and tenure committee may not serve on, attend, or participate in discussions with the college promotion and tenure committee. ~~They also may not participate in or attend committee discussions related to the candidates or vote on candidates' dossiers as part of the college promotion and tenure committee. Faculty members serving on the college committee may not attend or participate in department promotion and tenure committee meetings.~~
- ~~87.~~ Colleges with fewer than three ~~(3)~~ departments or units, schools ~~or academic units~~ shall elect tenured ~~full~~ professors to serve on the college promotion and tenure committee to attain a minimum of three ~~(3)~~ promotion and tenure committee members. If fewer than three ~~(3)~~ tenured, ~~full~~ professors are available to serve, supplemental faculty from other colleges will be added to the college promotion and tenure committee. The dean, in consultation with the college faculty, shall identify potential candidates who are willing to serve in this role and will organize the initial committee meeting. ~~These S~~ supplemental committee members shall be tenured professors; ~~who are elected by majority vote of tenured and tenure-earning faculty of the affected departments or units;~~ the same supplemental committee member must serve on the college committee for all candidates seeking promotion and tenure for that cycle in that college.
- ~~98.~~ The college dean shall ensure members of the college promotion and tenure committee are elected at individual department or school/unit meetings in the spring semester and will initiate and charge the college committee.
- ~~109.~~ College promotion and tenure committee members shall not serve ~~and shall be replaced by an alternate~~ if any of the conflict of interest conditions noted in ~~sections (5)(b) or (5)(c) in~~ this regulation are present.:
- ~~140.~~ The college promotion and tenure committee chair shall be ~~a member of the college promotion and tenure committee~~ elected by a majority vote of its members; and shall call the committee into session to transact such business as required.
- ~~121.~~ A quorum shall consist of the attendance of all promotion and tenure committee members, when practicable. However, a quorum shall not be less than a majority

~~seventy (70) percent~~ of the college promotion and tenure committee members or fewer than three persons.

132. The college promotion and tenure committee shall complete an evaluation and recommendation based on department or ~~school unit~~ and college criteria for each candidate for promotion and tenure.

143. Each college promotion and tenure committee member shall vote by secret ballot on each case considered, and the result shall be documented/recorded. ~~A~~ ~~P~~ Promotion and tenure committee members must be physically present to vote and may only vote on dossiers that they have personally reviewed and participated in committee discussions about. Remote meeting attendance may be utilized at the discretion of the committee chair as long as all members have equitable access to the meeting and a process to ensure the secret ballot polling of members has been established. Voice or video calls may be used at the discretion of the college promotion and committee member chair. Voice or video calls may be utilized at the discretion of the committee chair when a member cannot be physically present for promotion and tenure committee meetings. When remote attendance is incorporated, voice or video calls are utilized, the chair of the committee shall be delegated signature authority to record the vote and sign the record of attendance for the ~~remote~~ committee member(s) attending remotely.

154. Each evaluation and recommendation should focus on evaluating the candidate and explaining the reasons for their recommendation, rather than copying information from the candidate's dossier. In cases where the votes are split, the summary of discussion must elaborate on the reason(s) for the positive and negative votes must be accompanied by an explanation of the promotion and tenure committee's action, including an explanation of split votes. Abstentions are only allowed in cases of conflict of interest.

165. In addition to the evaluation and recommendation, ~~T~~the college promotion and tenure committee chair shall transmit the forward to the dean the following:

- (i) The record of attendance of all college promotion and tenure committee meetings;
- (ii) ~~The college promotion and tenure committee's evaluation and recommendation~~ A record of the official committee votes;
- (iii) ~~The candidates' dossiers containing all evaluation materials; and~~
- (iv) ~~If applicable, a sealed envelope containing the official votes.~~

176. ~~The dean shall transmit college promotion and tenure committee recommendation and evaluation to each candidate for review and potential comment.~~ Each evaluated candidate may review and, if desired, provide a written response to the committee's evaluation and recommendation within five ~~(5)~~ calendar days after receipt ~~of notice~~ of the college promotion and tenure committee's recommendation. Any response shall be contained in the candidate's application dossier. The dossier will be transmitted to the dean for review after the optional response period has ended.

(c)18. Dean Review.

1. ~~Once the five (5) calendar day period for optional response by the candidate has passed, within two (2) weeks,~~ ~~†~~ The dean will review the candidate's dossier and recommend in favor of or against the candidate's application for promotion and/or tenure and then transmitsend their recommendations and comments to the candidate for review and optional responsepotential comment.

~~219.~~ Within five (5) calendar days, the candidate may review and respond to the dean's recommendations. Any response will become part of the candidate's application dossier.

~~320.~~ Once the five (5) calendar day period for optional response by the candidate has passed, the dossier will move forward to the next step. ~~dean shall forward the candidate's dossier to Faculty Excellence.~~

(de) University promotion and tenure committee.

1. The university promotion and tenure committee shall be established to provide promotion and tenure recommendations to the provost. ~~function as an advisory group to the provost.~~ The university promotion and tenure committee is a reporting committee of the Faculty Senate. It shall consist of one (1) tenured faculty member from each college who hold the rank of professor and is an who are active scholars within their discipline. If a college lacks a tenured professor, the college will not be represented on the university promotion and tenure committee. Department chairs or school directors~~unit heads~~ and ranked deans may not serve on the university promotion and tenure committee.
2. Each college shall provide one university promotion and tenure committee member, who has been elected by the tenured and tenure-earning faculty of that college, to serve for staggered two-year terms. The university promotion and tenure committee chair is elected annually by the university promotion and tenure committee at its first meeting.
3. Vacancies are filled during the term in which they occur from the same college for the remainder of that person's term and the person shall not have served on any other promotion and tenure committees in that cycle.
4. The provost will schedule the initial meeting to charge the university promotion and tenure committee. All members of the committee should be present. If a committee member is not able to attend, they must meet with the provost or designee before participating in committee work.
5. University promotion and tenure committee members shall not serve and shall be replaced by an alternate when any of the conflict of interest conditions noted in sections (5)(b) or (5)(c) of this regulation are present.
6. The university promotion and tenure committee shall review the evaluation materials of tenured or tenure-earning faculty under consideration ~~for a change of status~~; except that those dossiers that have received unanimously positive votes from all prior levels of review shall move directly to the pProvost for review. The pProvost may request review of a dossier by the university promotion and tenure committee prior to the Provost making a final recommendation.
7. A quorum shall consist of the attendance of all university promotion and tenure committee members, when practicable. However, a quorum shall not be less than seventy (70) percent of the university promotion and tenure committee members.
8. ~~Within six (6) weeks, the~~ The university promotion and tenure committee shall complete an evaluation and recommendation for each candidate assigned for review for promotion and tenure. Each university promotion and tenure committee member, unless recused, shall vote on each case considered and the result shall be documented~~recorded~~. A university promotion and tenure committee member ~~in the greater Orlando area~~ must be physically present to vote and may vote only on dossiers that they have personally reviewed. Remote

attendance may be used at the discretion of the committee chair as long as all members have equitable access to the meeting and a process to ensure the secret ballot polling of members has been established.~~Voice or video calls may be used only at the discretion of the university promotion and committee member chair. The use of recording devices is prohibited during committee meetings and deliberations.~~

9. Each evaluation and recommendation must be accompanied by an explanation of the university promotion and tenure committee's action, including an explanation of positive and negativesplit votes. ~~Abstentions are allowed only in cases of conflict of interest.~~
10. The university promotion and tenure committee chair shall transmit forward to Faculty Excellence the recommendations and votes of the university promotion and tenure committee and the following:
 - (i) The record of attendance of all promotion and tenure committee meetings;
 - (ii) The university promotion and tenure committee's evaluations and recommendations;
 - (iii) Each candidate's dossier containing all evaluation materials; andThe results of the secret ballots for promotion and tenure for each candidate.
 - (iv) A sealed envelope containing the official votes.
11. The evaluated candidate will then have ~~Within~~ five (5) calendar days in which to review, and if desired, provide a response to the ~~of receiving the~~ university promotion and tenure committee's recommendations. ~~Faculty Excellence shall forward the university promotion and tenure committee's recommendation to each candidate for review and potential response. The evaluated candidate will then have five (5) calendar days in which to review and, if desired, provide a response to the university promotion and tenure committee's recommendations.~~ Any response will be contained within the dossier and the dossier will then be transmitted to the provost ~~by Faculty Excellence.~~
12. ~~The following shall be forwarded to the provost:~~
 - ~~(i) The record of attendance;~~
 - ~~(ii) The university promotion and tenure committee's evaluation and recommendation;~~
 - ~~(iii) The candidate's dossier containing all evaluation materials; and~~
 - ~~(iv) A sealed envelope containing the official votes of the university committee.~~
 - ~~(g) Provost Review. The provost will review the candidate's dossier and make their recommendations~~ in favor or against the candidates application for promotion and/or tenureand comments based on the materials contained or referenced in the candidate's dossier. ~~Upon review of the candidate's information, the Provost will recommend in favor of or against the candidate's application for promotion and or tenure.~~

(eh) Promotion Decision and Notification.

1. Final promotion decisions are made by the president and provost, while tenure decisions reside with the Board of Trustees. The provost presents recommendations for tenure to the university Board of Trustees. Only with affirmation by the university Board of Trustees is tenure awarded.
2. Promotion and tenure become effective at the beginning of the succeeding academic year.

3. If a faculty member is denied promotion and/or tenure, they have the option of using a grievance process to contest the outcome. If an in-unit faculty member is denied promotion and or tenure, they have the option of using must follow the grievance procedureess that is outlined within in the current collective bargaining agreement and non-unit faculty must follow the grievance procedure in Regulation UCF-3.036.

Authority: BOG Regulation 1.001. History–New 7-9-14. Amended 1-5-15, 7-5-16, 5-16-19. _____-24.