



## UCF's COACHE Progress 2015-2018

Five priority areas for improvement were identified in 2015:

- Recognition and appreciation
- Promotion policies
- Departmental leadership, quality and collegiality
- Nature of work including research, service and teaching loads
- Personal and family policies

Two priority areas for improvement were identified in 2018:

- Department collegiality
- Nature of work; in the area of teaching.

As a university, the following strategies and progress have been made since 2015:

### Nature of Work

- Faculty COACHE Innovation Awards were identified as a tool for providing time for faculty to engage in their work – whether it be research, teaching, or service, or a combination of those. These were awards of time, giving faculty back time to focus on innovative ideas. The awards were allocated for three years, beginning in 2017. The following projects were funded in 2017-18, and some were funded through the three years of the awards program:
  - **Innovating UCF Support for Student Fellowship Proposals**
    - The project piloted a one-credit writing intensive course where students completed a National Science Foundation Graduate Research Fellowship. This turned into a permanent program and was funded again in 2018-19.
  - **Transdisciplinary STEM Education for Graduate Student and University Partnership Recruitment and Engagement**
    - A 2 to 4 course sequence of transdisciplinary STEM courses for a graduate program in the School of Teaching, Learning, and Leadership (STLL) and a national model for transdisciplinary STEM education course offerings was created.
  - **Cultivating an Institutional Culture of Ethics and Responsible Conduct**
    - Responsible conduct workshops were developed and led for new faculty, post docs and graduate students. This project was funded twice more, and now the [UCF Center for Ethics](#) is the result.
  - **Interdisciplinary Research Areas Form Partnership with New Journal**
    - The new journal, [Rhetoric of Health and Medicine](#), was jointly published by the University of Florida Press/University Press of Florida, to help establish UCF as a national leader in interdisciplinary research are of medical/health humanities and health communication. This project was funded again in 2018-19.

- **The 3D Anthropology @UCF Initiative**
  - A sustainable, interactive, three-dimensional (3D) digital collection of anthropology teaching materials for online lab modules for the Human Origins paleoanthropology course was developed to enhance student learning. This project was funded again in 2018-19.
- **Competency-based Graduate Certificate in Instructional Design**
  - The three-year goal was to establish an innovative competency-based graduate certificate in Instructional Design (ID). The Instructional Design & Technology (ID&T) program offers a five-course graduate certificate in Instructional Design that consists of five, three-credit hour courses. The proposal was to transform the conventional certificate into a competency-based program [ready for student registration by Fall 2020](#).
- **Curriculum Innovation for Global Citizenship in Social Work**
  - This project's goal was to go further than previous international experiences by establishing a semester-long, internationally focused course that provides a collaborative service-learning (i.e., creative) component, thereby, increasing positive, high impact learning for undergraduate social work students.
- Academic Affairs awarded \$1 million to mid-career faculty with the goal of enhancing the research, scholarship and creative activities of mid-career faculty.
- Office of Research awarded seed funding totaling \$2 million to faculty researchers since 2019.
- The Vice Provost for Faculty Excellence, hosts townhalls for second- and third-year faculty to solicit feedback and help with any questions or issues.
- The COACHE Strategy-setting Committee suggested a goal to lower enrollment, and a university-level taskforce for enrollment management was created.

## **Mentoring**

- The 2019 Provost Forum on Faculty Excellence led the deans, chairs/directors and other faculty leaders through exercises to brainstorm mentoring ideas and concepts they can integrate into their departments.
- A sub-committee on the Faculty Excellence Advisory Committee focused on connecting and communicating to faculty was established.
- The Associate Professor Mentoring Community changed to a semester-based cohort with monthly, workshop-style meetings on a variety of topics.

## **Inclusivity**

- An Inclusive Excellence Fellow program was established to improve inclusivity through programs and initiatives.
- The 2018-2019 Inclusive Excellence Fellow conducted focus groups with underrepresented faculty and presented the findings to the UCF President, Dean's Council, Chairs and Directors Excellence Program and campus community for consideration. [The results are publicly posted here.](#)

- The 2019-2020 Inclusive Excellence Fellow formed partnerships with Human Resources and the Office of Institutional Equity to identify best practice for inclusive searches and job postings. The fellow is presenting the best practices to departments and other units across the university.
- Together with the Vice Provost for Faculty Excellence the 2019-2020 Inclusive Excellence Fellow co-leads UCF's iChange team. The [iChange Network](#) is part of a National Science Foundation-funded project to increase the diversity of STEM faculty.
- Inclusive best practices are now available on the [Faculty Excellence website](#).

## **Recognition and Appreciation**

- The Scroll & Quill Society was resurrected to recognize faculty that have been here 10+ years and have brought national or international recognition to UCF.
- In partnership with the Office of Research, the Luminary Awards were launched and became an annual event.
- The Faculty Author Celebration is now a regular event.
- The topic of recognizing faculty in new and creative ways was brought to the Chairs and Directors Excellence Group; this is inclusive of, but not limited to, visiting their faculty when they win awards to congratulate them, outwardly recognizing them on the school/department social media channels, and calling them out positively in a team meeting.
- The Faculty Senate Welcome Back Assembly was reimaged to celebrate faculty and acknowledge faculty accomplishments.
- Faculty events, such as the Scroll and Quill Induction Ceremony, were moved to the Burnett House and the President was invited.
- Leadership (including deans and university-level administrators) are encouraged to handwrite notes of appreciation for faculty when they receive a promotion or an award.
- Faculty groups were invited to attend UCF Women's Basketball games and enjoy the game from the President's box.

## **Promotion Policies**

- Faculty Senate Resolution 2016-2017-18 was put forth so that associate professors would be required to go through one CPE prior to going up for promotion.
- The Associate Professor Mentoring Community was formed in order to bring together mid-career faculty and provide a structured space in which they can discuss promotion, openly talk about challenges they are facing, and receive mentorship and support.
- A promotion and tenure Q&A series were implemented on a range of P&T topics, including "Am I ready for promotion?", "I just hit 'submit' – now what?" and "Building my promotion dossier."
- Faculty Excellence holds two CV review sessions in the spring for faculty to spend 15 minutes with a senior faculty member getting feedback on their CV.

- Focused programming was added on promotion with the chairs and directors, including the opportunity to discuss challenges and/or ask questions as it pertains to promotion so they can better inform and lead their faculty through the process.
- All approved P&T criteria on the Faculty Excellence website were posted.
- All approved Annual Evaluation Standards and Procedures (AESP) on the Faculty Excellence website were posted.
- Beginning in 2018, the [Summer](#) and [Winter](#) Faculty Development Conferences have offered a various tracks aimed at advancing the development of associate professors designed to prepare them for promotion. The workshops vary year to year based on need. Topics have also included a specific track on writing successful impact statements.

### **Departmental Leadership, Quality and Collegiality**

- The Chairs and Directors Excellence Program was created to equip, hone, and strengthen the leadership skills that are required of chairs and directors; they meet on a monthly basis and are given programming and activities that specifically target challenges and situations they encounter.
- [The Academic Leadership Academy](#) was formed to provide faculty with a more detailed understanding of UCF operations to help them further their career; the Academy is hosted every other year.
- [The Leadership Seminar Series](#) was started to ensure faculty receive timely and important information; seminars are hosted on a variety of topics throughout the academic year.
- Resolution 2017-2018-5 was presented to Faculty Senate recommending the development of college/departmental/unit by-laws. It was approved by the provost in 2018.
- Faculty Excellence Advisory Committee developed a subcommittee focused on collegiality.
- In 2019, the COACHE Faculty Development Mini-Grant Program supported the creation and implementation of department-centered initiatives. The following projects were funded:
  - **Biology Faculty Launch Community**
    - This project addressed mentoring at the department level.
    - The group of faculty ran a semester-long launch mentoring community for five new hires and enlisted the help of mentors at senior and mid-career levels from in the Biology department and across campus.
    - All involved found the launch community effective.
  - **College of Community Innovation and Education Women Faculty Mentoring and Networking**
    - The group of 11 women met monthly in person and virtually, during the Spring 2020 semester.
    - 67% of the participants found the group meetings probably or definitely beneficial.

- 80% of the participants felt “a lot” or a “a great deal” of departmental camaraderie.
- **Talking the Same Language: Cohesion and Communication (Department of Modern Languages and Literatures)**
  - The efforts were led by a Collegiality and Transparency Team.
  - A monthly Mind Map board was created where Faculty members could anonymously answer or ask a general question about how MLL could improve and then implement (when possible) their suggestions.
  - A “Kudos” system where Faculty members could anonymously acknowledge other colleagues for a good deed done was created to help one or more of their peers.
  - They created a Webcourse for deeper department connections. It was very well received and kept the department connected, especially after during the COVID-19 pandemic.
- **Recognition of Faculty Accomplishments (Department of Chemistry)**
  - An award program was developed to recognize faculty in the following categories: faculty who published with undergraduate students; faculty who sent students to conferences; a lecturer who sought professional development and improved teaching skills; and a service award, that showed impact at the university level.
  - Award winners received \$250 for work-related expenses.
  - Faculty winners were announced in a Zoom call, and celebrated virtually during the COVID-19 pandemic.
  - A database was created to help faculty apply for awards, and as a result of this, two faculty were recognized by the American Chemical Society.
  - Moving forward, the department plans to make the awards ceremony annual, seeking funding from private companies and alumni.

## **Personal and Family Policies**

- [Paid parental leave](#) was brought to Faculty Senate where it where it was supported. It was then bargained and approved; this leave option helps provide a supportive environment for all faculty to balance work and family commitments.
- Faculty are now able to transfer their tuition waiver to qualifying spouses and/or dependent children.
- [Expectant Mother Parking](#) is provided through Human Resources; expectant mothers can apply for parking and, when approved, will be able to choose the lot closest to their classroom/office during their third trimester.

- Faculty Senate Resolution 2017-2018-1 addresses the availability of [lactation rooms for UCF women](#); and resolves that every new building at UCF must have a lactation room.
- While not a direct result of COACHE, the Creative School started accepting infants and can care for faculty's children from six weeks through five years of age.