

Minutes
ADVISORY COUNCIL OF FACULTY SENATES
May 10, 2013
Turlington Building, Room 1706
Tallahassee, FL

Present: John Platt; Chris Davis; Doug Harrison; Shawn Felton; Marc Heft; Greg Teague; Gary Tyson; Cheri Brodeur; Rick Yost; Scott Hochwald; Sandy Lewis; Gordon Rakita.

Manoj Chopra called the meeting to order at 9:00 am. The first item of business was the approval of minutes from February 13, 2013 meeting: minutes were approved with minor corrections.

Morning Session with BOG Chair, Chancellor and BOG Staff Members

Frank Brogan, Chancellor

- Thanked the faculty for their work during the past session
- Reviewed the specifics and success of the “Aim Higher” campaign
 - Business community (Florida 100 and the Chamber) was very supportive of the campaign.
- Reviewed the appropriations; the \$300,000,000 was restored and an additional \$341,000,000 was allocated for a variety of needs, including \$40,000,000 for critical deferred maintenance.
- Public Policy: A successful session. The pre-eminence bill will need to be continued priority. Increased understanding of the bill is needed for all: legislators, SUS faculties, etc. Pre-eminence bill cannot be viewed as just a reward to UF and FSU. The pre-eminence bill also sets the stage for programmatic pre-eminence. We need to develop the metrics to identify pre-eminent programs in the SUS. Developing these metrics will be very difficult. Question: will the pre-eminent metrics change frequently? Brogan replied that he felt that the metrics had been vetted so thoroughly that it is unlikely that the metrics would change.
- Online education (part of pre-eminence bill). \$15,000,000 over five years. BOG will review plans and expenditures annually.
- Chancellor’s staff will prepare pre-eminence criteria.
- Brogan reaffirmed that the inclusion of online programs in the pre-eminent bill does not mean that the other SUS entities will be prevented from maintain/establishing/growing online programs. The BOG has appointed a task force for the SUS, to focus on online education. The task force will examine issues such as: what does access mean? What do we do with MOOCs? A vigorous discussion on online education followed.
- There are signs that, after this session, the legislature may be beginning to understand what the Universities can do with more flexibility and support.
- Chancellor provided updates on Florida Poly-Tech and stated that it survived legislative challenges; their BOT members were not confirmed by the legislature. It will continue to function as BOT for another year. FAU: Issues re: faculty and system support of academic freedom were discussed. FAMU: It is important to remember that hazing doesn’t only occur in one school, all faculty need to aware of the problem.
- What is the future of Higher Education in Florida? Faculty need to be actively involved in the discussion.

Jan Ignash – Vice Chancellor, Academic Issues and Janet Owen presented jointly.

- Reviewed the history of the Aim Higher campaign.
- Awaiting Governor's signature on budget. The 3% tuition increase is at risk.
- Raises (\$1400 for those with salaries < \$40,000; \$1000 for those with salaries > \$40,000) will be effective October 1, 2013.
- No increase in health insurance premiums.
- No changes in retirement.
- Performance funding (\$20,000,000); metrics will probably include: having a job or continuing education after graduation; salaries of graduates; and cost-to-deliver a degree.
- Gen Ed reform is moving forward.
- Universities are included in the new transparency in state contracts and grants. Lobbyists are working with the governor's office re: potential veto.
- At the last minute, the bill addressing credit for MOOCs; lobbyists are also working with the governor's office for a potential veto.
- A general overview of legislative activity followed.
- General discussion re: Bright Futures changes followed.

Tim Jones, CFO, Budget Issues

- Budget handouts were distributed and highlights were noted.
- Performance funding update: Workgroup is finalizing their draft of recommendations for calculating cost for degree. The three metrics of the governor will be used for the \$20,000,000. The CCAVPs are continuing to work on Performance Funding Model metrics. Plan should be presented to BOG in September.
- General discussion re: Florida Poly-Tech ensued.

Chris Kinsley, Finance and Facilities Director

- Maintenance money has increased to \$40,000,000; a significant improvement
- CITF funds cannot be used in bonded projects, and are being returned to the schools; some schools will spend, some will save for later.
- A general discussion about the need for bonding projects followed.

Conversation with a Governor: Governor Matthew Carter

- Governor Chopra introduced Governor Carter
- General comments about BOG and this year's budget were presented.
- Philosophy and mission should drive budget; budget should not drive mission and philosophy.
- If we wish to recruit world-class faculty, we need to take care of current faculty first.
- The BOG, students and faculty can be powerful if we all work together.
- Although the BOG doesn't have direct control of salaries; it needs to make sure that up-to-date facilities, libraries, laboratories are available for current and future faculty.
- The BOG needs to explore sources of enhancement funding from private sources for the SUS.
- We need to learn lessons from Lottery funding and Cortellis programs; These are programs that morphed over time, to the disadvantage of the system.

Noon

Lunch (working)

Tom Auxter - UFF Report Due to a family illness, Tom was unable to attend.

General Discussion

- Digital Learning Bill – SB904 (now HB 7029)
 - The replacement bill authorizes a study of issues including awarding credit for MOOCs and credit for competency.
 - Lobbyists and UFF are continuing monitor
- Sunshine Law Bill – Cherie Brodeur
 - Cherie met with legislators with regards to the difficulties of searching for a university President in the sunshine.
 - There may be a bipartisan group meeting to discuss changes in sunshine law.
 - Still would have to be passed with 2/3 majority of voters if presented for a amendment
 - Changing the sunshine law is highly unlikely, but may need to be pursued.
- General Education Reform
 - FIU Resolution (Attachment A). FIU seeks support of the ACFS of the resolution arguing that reform of the gen ed curriculum belongs to the universities and BOG, not to the legislature.
 - General discussion re: control over curriculum.
- Open Letter to BOG by Bruce Hauptli (Attachment B) was discussed.
- Volunteers requested to draft statement of ACFS position on the separate, distinct roles of the BOG and the legislature: Teague, Yost, Chopra, Rikita, Platt, and Gray will work on this task.
- Incentives for Increasing Student Participation on Evaluation – Ida Cook
 - Ideas were presented to increase student participation in online student assessment of instruction. A handout was distributed.
- Election of 2013-2014 ACFS Chair and Vice Chair
 - Nominations were sought for ACFS Chair and Vice-Chair; Chopra and Robinson both agreed to run again for their respective positions. No additional nominations were received; nominations were closed. Chopra and Robinson were both re-elected.
- The next ACFS meeting will be in Orlando; doodle poll will be conducted for best date.

2:15 p.m. Campus Reports – Summaries below

FIU: Just graduated 33 new physicians from the medical school; law school just won competition in Mock trials; just graduated youngest student (matriculated at 12)

UF: Study was just conducted with regards to faculty retention rates related to gender; high drop off rate of women over the first two years of employment. The senate just put together an IT committee.

FAMU: Continues to deal with hazing issues. Faculty were concerned with the process by which the Presidential search was discontinued. A new band director has been hired. Will try to balance number of profile admissions with available supportive resources.

FSU: Most of vice-presidents are retiring. Faculty Senate approached liberal studies program. They have adopted a model from the University of Maryland that incorporates new short-term contemporaneous courses. Changes have been made in tenure and merit review processes.

UCF: Reid Oetjen has been elected Faculty Senate President. President Bill Clinton gave the address at commencement. New Faculty awards are being considered.

UNF: Finished capital campaign. \$130 million is the goal; AVP search research winding down. Search committee is being put together for Provost. Searching for Vice President for institutional advancement and a Dean for university library. Donation of large sculpture "Axiom" by John Henry.

USF: teach out continues; St. Petersburg campus has a new new chancellor . Tampa is revising 1998 tenure and promotion guidelines; Gen Ed discussions are continuing, 100% online transition from Blackboard to Canvas. Continuing to work on a revised approach to budgeting; examining other approaches, such as UF's RCM responsibility center management process.

UWF: has hired a New provost, Martha Saunders; pilot test of online student assessment. UWF Business school was recognized as one of top schools in country; searching several vice president positions. Moving several private-public initiatives forward including: residences, mini-mall,

FGCU: Faculty opposition to the approaches described by Governors blue ribbon panel. DI fee approved, New advancement VP ; new deans: Shawn Felton is new faculty senate present. Doug Harrison is leaving for James Madison University.

3:05 p.m. The meeting was adjourned at 3:05 pm.

Attachment A

Motion#12/13:41: Faculty Senate Action on House Bill 7135 Moved *and Approved as Amended:*

The Constitutional Amendment [art. IX, § 7(d), Florida Constitution] passed in 2002 established the Board of Governors and transferred to it the responsibility to “operate, regulate, control, and be fully responsible for the management of the whole university system.” The curriculum of the universities is unquestionably one of the central means by which they are controlled, operated, and managed; and thus, issues revolving around it are clearly within the authority of the Board of Governors rather than the Legislature.

HB 7135 would legislatively impose a curricular structure upon the State University System of Florida, and this is clearly no longer a matter under the purview of the Legislature.

We ask the Board of Governors to request that the Legislature rescind this intrusion into their constitutional authority. Indeed, we contend, the Board of Governors must do this or cede authority to the Legislature which the citizens of Florida have assigned to the Board of Governors.

Once that is settled, the BOG could independently consider the merits of such a proposal, and utilize the collegial governance structures within the SUS to develop any policy for implementation.

The FIU Senate calls on the other faculty senates and the Advisory Council of Faculty Senates to join it in this call for action on the part of the BOG

Attachment B

Dear Members of the Board,

The BOG was established in 2003 by Florida's voters in an effort to disentangle the Legislature from the governance of the SUS. Too often the members of the Legislature had acted as if educational policy, selections of new programs, indeed the very creation and location of universities were things to be decided in the political arena. The result was a system much of the rest of our country found odd indeed.

While the voters gave *you* the authority to run and manage the SUS, the Legislature did not feel it needed to change its ways, and in 2007 I joined a group of citizens in a suit in State Court that ultimately was decided by the Florida Supreme Court in early 2013. The Court ruled that while the Legislature has "the power of the purse" and, thus, the authority to assess student tuition and fees, there are significant restrictions on its use of budget language in matters dealing with the governance of the SUS:

in analyzing the issue presented in this case, it is important to be clear at the outset as to what this case is not about. This case is not about an as-applied challenge to a specific tuition and fee policy or a contingency attached to an appropriation that would encroach on the Board's constitutional responsibility to manage the state university system. Although the attorney for the Legislature stated in oral argument that the appropriations power includes the authority to attach contingencies to the appropriation of funds...we emphasize that such authority is not without limits. The question of determining the limits on attaching contingencies with respect to the Board, however, is not before the Court in this case. Nor is this case about which entity has control over monies from federal grants or private donations to universities. [SC 11-2453, pp. 9-10]

In short, while the Legislature has the power of the purse regarding its appropriations, tuition, and student fees, it should respect the BOG's constitutional authority to manage and run the SUS. While these limits have not been clarified by the Supreme Court's decision, recent legislative actions to change curricular requirements for undergraduates (General Education), and to propose the establishment of a new online university are examples of its propensity to continue to take on the authority to manage and run the system.

While further clarification of the respective limits of Legislative and BOG authority will await future Court decisions, the citizens of Florida would be best served by the Legislature recognizing the intent of the citizens in passing the Constitutional amendment, and leaving it to the BOG to consider and enact such matters of educational policy. Where there are funding implications of such decisions, of course, the Legislature must consider whether to fund such, but that is not a matter of enacting policy decisions.

While the Legislature undoubtedly prefers that the BOG manage the SUS in a manner which effectively allows it to set the goals, establish the policies, propose the existence of new programs and institutions, these are policy issues which the people of Florida have constitutionally granted you sole responsibility and accountability to attend to. I encourage you to exercise your authority and not cede it to the Legislature.

Bruce W. Hauptli
Professor of Philosophy
Florida International University

University of Central Florida
Campus Report
ACFS, May 10, 2013

1. Reid Oetjen was elected UCF Faculty Senate Chair at our April meeting.
2. UCF is in the midst of celebrating its 50th anniversary to culminate in June.
3. Last week at UCF's Spring graduation, former President William Jefferson Clinton was the speaker at one of our graduation ceremonies and awarded an Honorary Doctor of Humane Letters.
4. UCF begins its membership in the American Athletic Conference (formerly Big East conference) this next year, joining that 'other school' on the west side of the state in the next big cross-state rivalry!!
5. This past semester, UCF approved the following resolutions. They are under administration review for approval:
 1. Encouraging University support for seeking funding for interdisciplinary research
 2. Fair and equitable treatment and benefits for University Personnel
 3. Advisory Caution in implementation of STEM Initiatives to incorporate supports for the arts and other areas, as well.
 4. Encouraged development of an incentive for students completing SPI.
 5. Sustained Performance Evaluations of Tenured Faculty – this resolution specified levels of eligibility for determining high performance and for monetary award if merited.
 6. A number of resolutions regarding the number of, eligibility for TIP, RIA, SoTL awards:
 - a. Proposed excluding deans, subdeans, department chairs and other 12-month administrators from eligibility for awards and/or service on such committees
 - b. Proposed expanding the number of existing awards
 - c. Encouraged determination of award applications and their compliance with award specifications
 - d. Proposed removing median hours FTE as criterion for eligibility for TIP
 - e. Proposed expanding the pool of faculty eligible for SOTL awards to all full-time UCF faculty and employees defined as in-unit
 - f. Proposed creation of a new service recognition award

Note : Items 1-2 have been approved by the administration.
Items 3 through 6 are pending. (They were only passed at the last Senate meeting and have been forwarded to the Provost's office for review and approval)

Submitted by Ida Cook, Past Chair, UCF Faculty Senate
May 10, 2013

FGCU Faculty Senate Update

Submitted to Advisory Council of Faculty Senates

May 9, 2013

1. The Faculty Senate has completed all three of its leadership initiatives for the year:
 - A multiparty workgroup of representatives from Faculty Senate, Administration, Staff, and Student Government reached agreement on a common university-wide definition and key principles of shared governance. President Wilson Bradshaw announced the agreement at the January BOT meeting and a campus wide statement is forthcoming. The shared governance definition and key principles document tracks closely with the ACFS template passed two years ago.
 - The Survey of Faculty Perceptions of Chairs' and Deans' performance was readministered in February and results circulated to faculty and administration.
 - A Faculty Select Panel on University Growth and Academic Quality issued a report that was approved by the Senate on the related questions of growth and quality on campus in light of the shifting paradigms for public higher education funding, the university's heavy reliance on enrollment growth to generate discretionary revenue, the lack of physical space to accommodate new students. The report is available [here](#).
2. FGCU received widespread coverage given the showing of the men's basketball team in the NCAA tournament, including the unofficial rechristening of the campus as Dunk City. Coach Andy Enfield subsequently accepted the head coach position at USC. Joe Dooley, an assistant coach at KU, was named the new FGCU men's head coach.
3. The Senate took a number of positions on institutional and state level issues related to higher education through resolutions, including a resolution opposing differential tuition on the basis of academic major as described by the Governor's Blue Ribbon Task Force on State Higher Education Reform. All resolutions are collected [here](#).
4. The University President has signed a letter of intent with the Private Equity Group that involves donation of more than 500 acres of unreclaimed mining land north and east of the university's main campus. This gift, if accepted by the Foundation, would nearly double the campus's footprint and create a formal alliance between FGCU and PEG, including FGCU offering formal and informal support for PEG's plan to develop large parcels of land adjacent to the gifted properties. Plans call for a mixed used university village, conference center and hotel, golf course, and single family developments. Development would require reclassification of the land from its current status as density reduction groundwater recharge areas.
5. The administration has indicated its intent to request that BOT approval a Distance Learning fee for the coming fiscal year at the June BOT meeting. Administration estimates that FGCU spends approximately \$710,000 to mount and sustain DL courses over and above costs associated with face-to-face courses.
6. Provost Ron Toll has announced the migration of all SAIs to SPoI using fully online assessments by Fall 2013.
7. Regarding university leadership and personnel changes:
 - Christopher Simoneau of Tufts University was named the university's next Vice President for Advancement and Executive Director of the FGCU Foundation.
 - The dean of the College of Arts and Sciences left to become chancellor of UVa.'s College at Wise; the interim dean is Asawni Voley.
 - The Provost announced this week that a national search will be undertaken in the coming academic year for a new dean of the Lutgert College of Business; the current dean, Hudson Rodgers, was appointed to the position on a two-year contract in 2011.
8. Work continues among faculty, staff, and administration on the development of a new QEP built around Writing, Communication and Information Literacy.
9. Among the many legislative actions related to higher education, FGCU is particularly taking note of the \$6.5M recurring funding for student success. This money is closes the nearly \$13M gap in recurring E&G gap in FGCU's per-FTE funding rate.

10. New senate leadership for 2013-14 is:

- Shawn Felton (Health Professions and Social Work), President and BOT member. *Note: Felton will be taking over June 1 from Harrison, who is leaving FGCU to take a position at James Madison University*
- billy Gunnells (Arts and Sciences), Vice President
- Anna Carlin (Library), Secretary
- Arie van Duijn (Health Professions and Social Work), Parliamentarian

Submitted: Douglas Harrison, FGCU Faculty Senate President

Florida State University Report

May 10th, 2013

Like all of the other Universities, the faculty at FSU spent much of the Spring semester concerned and hopeful about the outcome of the legislative process. As one would expect, with the success of the reinstatement of last years \$300M loss (of which FSU took a \$65M portion), and the passing of the preeminence legislation, the general mood at Florida State University is one of optimism. We have undergone significant changeover in campus administration over the past three years. This continues with the retirement of many of our vice presidents. While there are certainly challenges involved in losing so much institutional knowledge, there is confidence, built over the past few years, that these positions are being filled with outstanding individuals and that the cooperation between faculty and the administration is now very good and improving.

The faculty senate passed an experimental program designed to address the university-controlled portion of the liberal studies curriculum highlighting E-Series courses. This approach is patterned after an existing program at the University of Maryland. The key characteristics of E-Series courses are that they emphasize concepts and approaches within a discipline to answer contemporary issues. These courses would have no prerequisites in the discipline and are designed to have a short lifetime (3 year or so) to reflect the fact that they address contemporary issues, with the continuity found in the requirement to critically apply techniques to approach those issues.

The administration has also made changes both to the tenure review process and the merit review process, which provide greater clarity of the role of faculty governance in the process. These changes have been well received by the faculty.

Respectfully submitted,

Gary S. Tyson, PhD

Campus Report, May 10

Florida Atlantic University

- 1. The results of our SACS review are a clean slate with no recommendations.**
- 2. Breaking all FAU precedent, the Provost and the Chief Financial Officer has sought and implemented advice from the faculty Senate's Academic Planning and Budget Committee. This includes budget allocation and preliminary institutional excellent/performance measures.**
- 3. Professor Dan Gropper becomes Dean of the College of Business on July 1**

UF had 7 of the 16 college deans turnover in the past year. This includes all but two deans in the health science center (Vet med, nursing, dentistry, pharmacy). We also lost the deans for health and human performance, the IFAS Extension dean, and Journalism and Communications. Several were recently replaced. Others are in the middle of searches.

One of the Faculty Senate Councils recently did a study on the retention of faculty at UF and found that 12% of women faculty hires leave within the first two years which is double that of males. Upon further review it was found that this is at the same level as the national trend. The reasons so many women are leaving is not clearly understood.

Findings: Gender

Gender	Cohort	Total Hired	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year	7th Year
Male	2005	88	84	77	75	71	66	62	58
	2006	81	80	76	72	65	62	56	
	2007	83	82	79	73	69	67		
	2008	38	36	34	33	29			
	2009	56	55	53	49				
	2010	62	62	60					
	2011	47	45						
	Total	455	98%	93%	87%	81%	77%	70%	66%
Female	2005	51	46	43	38	36	32	32	26
	2006	42	40	34	36	29	28	27	
	2007	46	44	39	37	35	32		
	2008	18	17	13	13	12			
	2009	23	23	21	21				
	2010	32	32	28					
	2011	28	28						
	Total	240	96%	84%	81%	71%	66%	63%	51%

- 65% of all new hires from 2005 to 2011 were men
- Year by year of employment, retention rates are lower for females than males
- Highest drop off rates for women were between year 1-2 and 6-7 - 12% and between year 5 and 6 for men - 7%

Source: New hire data from HR job data merged with OPR HR analyzer to determine retention in each cohort

Office of Institutional Planning & Research April, 2012

The Welfare Council has made a recommendation that UF consider the addition of a faculty ombudsman. Faculty representatives are meeting with higher administration soon to work out logistics. It is hoped that once that is accomplished the position will go to the Faculty Senate for a vote in the September.

The Faculty Senate has been working on the concept of Open Access. There was a good deal of controversy over this item with some faculty and deans not being in favor of having it at all and others wanting it to be mandatory. After a recent meeting with faculty and administration it was decided that a proposal will be sent to the senate for a vote in the fall that would allow open access to be “encouraged” for three years and then to come back to be studied again before a final vote. Changes to some federal research grants that require open access after a period of time is adding to some confusion over the future and the reason to revisit in three years.

UF has developed a policy for posthumous degrees. An “in memoriam “ degree will be given to any deceased student who has not reached a specific point in progress towards degree completion.

A new faculty senate IT committee was created to deal with the increasing issues relating to IT, distance education, MOOCs and any other IT issues that impact faculty. There is a representative from each of the 16 colleges. This committee will act as advisers to the CIO and to the president as UF deals with the recent legislative requirements on online education.

Pradeep Kumar a physics professor (College of Liberal Arts) was elected by the Faculty Senate to be the 2013-2014 Faculty Senate chair-elect for UF.

University of North Florida Campus Report

ACFS Update, May 10th, 2013

Submitted by Gordon F.M. Rakita, President of the UNF Faculty Association

The UNF Faculty Association has successfully moved into our new offices on the third floor of the Osprey Common's building. Faculty have been using and enjoying the new Faculty Lounge on the fourth floor.

The local UFF bargaining team continues to negotiate the faculty contract with the administration.

The University ending its capital campaign – *The Power of Transformation* - hitting a final amount of \$130 million which is \$20 million above the original target. More than 27,000 people donated, and 25 donations were of \$1 million or more.

The University will soon wrap-up a search for a new Assistant Vice President for Research. In the meantime, the Faculty Association will be holding elections to identify 9 faculty to serve on the search committee for a new Vice President for Academic Affairs and Provost to replace Dr. Mark Workman who has stepped down after 8 years in the position. Former Dean of the Coggin College of Business, Dr. Earle Traynham will serve as Interim Provost till a replacement is announced. UNF is also searching for replacements for our Vice President for Institutional Advancement as well as the Dean of the University Library.

UNF also received a donation of a large-scale sculpture by artist John Henry. The work, titled "Axiom" is valued at \$400,000.

Campus Report ACFS

May 10, 2013

1. Dr. Martha Saunders was appointed Provost in January. She is a former President of Southern Mississippi University and was Dean of the UWF College of Arts and Sciences.
2. Dr. Richard Hough was elected President of our Faculty Senate at the April meeting.
3. UFF and the UWF BOT are still in negotiations on the contract
4. We will conduct a pilot of the proposed Student Course Assessment instrument in the Fall of 2013.
5. The UWF Accounting Program was recognized for excellence within Florida.
6. Retention is a major issue. Negative press was given by our local paper for poor performance in this area.
7. UWF will break ground in the Fall of this year on a cooperative private public building project.
8. A Physical Therapy Doctoral degree will be offered in cooperation with UF. The first students will enroll in the next academic year.
9. We are still in the process of instituting the Banner System of Management. This is a university wide system that covers all aspects of business from enrollment to purchasing
10. New administrators are either on board or in the selection process in the areas of: University Development, Diversity, Retention and Institutional Research.

University of South Florida

May 10th, 2013

Since the February meeting of ACFS the USF System Faculty Council (SFC – the university-wide body that integrates the three institutional senates) and its committees has continued to synthesize faculty issues and concerns ‘system-wide’ and to rationalize policies and procedures across the three member institutions. This is our multi-campus report.

- The ‘teach-out’ of students continues at USF in Lakeland.
- Dr Sophia Wisniewska has been appointed Regional Chancellor at USF Saint Petersburg: she will begin her duties on July 1.
- Senior Administrators continue to develop local procedures to accommodate the changes to the process for proposing new programs required by the Council of Academic Vice Presidents (CAVP) and BOG Staff. Faculty colleagues continue to express concern about the distribution of roles and responsibilities for the overall state-wide process.
- The USF Faculty Senate (at Tampa) is leading the revision of the 1998 Tenure and Promotion guidelines which - though they pre-date the birth of the USF System - still guide the T&P process at all three institutions.
- Changes to the General Education (GenEd) curriculum continue to exercise the SFC, the three Senates and their Gen Ed committees;
- USF has moved to 100% on-line student evaluation of instruction using eXplorance Blue. Faculty are working with administrators and students to maintain reasonable response rates.
- USF’s transition from *Blackboard* to Instructure’s *Canvas* is well under way and due for completion by the end of the Fall semester 2013;

Respectfully submitted,

Christopher J Davis, PhD

Gregory Teague, PhD