

**Minutes  
Board of Trustees Meeting  
University of Central Florida  
September 25, 2003**

Chairman Nunis called the meeting of the Board of Trustees to order in the Cape Florida Ballroom of the UCF Student Union at 1:30 p.m. The following members attended the meeting:

The Honorable Judith Albertson	The Honorable Richard Lee
The Honorable Brian Battles	The Honorable Richard Nunis
The Honorable Olga Calvet	The Honorable Conrad Santiago
The Honorable Arlen Chase	The Honorable Thomas Yochum
The Honorable Patrick Christiansen	

**BUSINESS MEETING**

Chairman Nunis welcomed the board members and called upon President John Hitt for opening comments.

**REMARKS**

President Hitt mentioned the new *From Promise to Prominence* pin celebrating UCF's first 40 years, the new 25<sup>th</sup> year football pin, and the bag of goodies that were provided to the board members to help them cheer on the Knights this homecoming season.

With pride, President Hitt announced that Ericka Dunlap, a UCF student and member of the President's Leadership Council, was recently crowned the new Miss America. He mentioned that UCF was having a banner year with its first Rhodes Scholar and its first Miss America, again proving that any UCF student can fulfill his or her dream.

He reported the hiring of approximately 215 new, full-time faculty members, for a total of almost 1,300, to meet the demands of our 42,000 students. In terms of quality, he reported the average SAT score of the new students is 1174, their average high school GPA is 3.8, 33 of them are National Merit Scholars, and one is a National Achievement Scholar. The average SAT score of the 505 Burnett Honors College students is 1329. And, happily, he reported that the new PeopleSoft module has improved financial aid disbursements this semester due to an earlier processing start, system changes, and improved communication among staff and students.

Reporting on campus news, President Hitt announced that Dr. Gary Orfield, co-director of the Civil Rights Project at Harvard University, recently opened the discussion on this year's common theme at UCF, *Brown v. Board of Education*, the landmark court decision that ended segregation. He also reported the openings of the College of Business Administration II building, the Wayne Densch Sports Center, and the Partnership II building. The UCF Academy for Teaching, Learning and Leadership will officially open next month.

## INTRODUCTIONS

President Hitt recognized **Dr. Marty Wanielista**, outgoing Dean of the College of Engineering and Computer Science, for his many years of outstanding service to the university; **Dr. Louis Chow**, who will serve as interim dean of the College of Engineering and Computer Science; **Dr. Lawrence L. Martin**, Director of the Center for Community Partnerships and Public Administration faculty, with joint appointments in public administration and social work; **Jean D'Meza Leuner**, Director of the School of Nursing; and, **Dr. Montgomery Van Wart**, Chair of the Department of Public Administration; and, University Support Personnel System staff being honored with the USPS Employee of the Month award--**Lynn Leitch** from the Small Business Development Center, **Karen Cobbs** from Information Technologies & Resources, **Jennifer Batcher** from the Center for Autism and Related Disabilities, and **Cindy Colon** from the College of Business.

## REPORTS

*Soldiers to Scholars.* Dr. Alzo Reddick, Director, Defense Transition Services, University Relations, reported that Defense Transition Services' Soldiers to Scholars is an organization whose mission is to assist veterans obtain college degrees and certification in nursing or education. *Soldiers to Scholars* works with the Veteran's Administration, military installations throughout the Southeast, the Florida Department of Veteran Affairs, UCF's College of Education, and the College of Health and Public Affairs. Emphasis is placed on recruiting minorities; however, DTS provides assistance to all veterans regardless of sex, race, or religion. Through its programs, DTS seeks to increase diversity in the field of education, alleviate the nursing shortage, and provide mentoring and positive role models for at-risk inner city children. *Soldiers to Scholars* offers tuition and book subsidies, as well as housing allowances, to those participants who live in designated housing.

President Hitt commented that the convocation for new students held this summer marked the formal beginning of their academic careers and highlighted the traditions and values of the UCF community. Dr. Thomas Huddleston, Vice President for Student Development and Enrollment Services, discussed those values and profiled our new students in the following reports:

*The UCF Student Creed.* Dr. Huddleston reported that integrity, scholarship, community, creativity, and excellence are the core values that guide our conduct, performance, and decisions. The UCF Creed is a statement of institutional values and standards that we hold as important to membership in the university community. The new student convocation is a time to celebrate the start of our new students' academic journey and to learn the UCF Creed. He distributed framed copies of the creed and related items from Student Development and Enrollment Services.

*New Undergraduate Student Profile.* Dr. Huddleston reported the following statistics showcasing UCF's quality, numbers, diversity, and retention:

- 34,613 undergraduates are enrolled in the university this fall and make up 82% of our total student body of 42,022.
- 7,735 of those students are new undergraduates.

- UCF was the first choice of 73% of the students who enrolled.
- 85% of the fall freshman class received Bright Futures Awards.
- In 1994, 1,977 racial and ethnic minorities were enrolled, compared to 5,513 in 2003; of these students, 2,865 were admitted.
- 83% of all FTIC students are retained.
- 25% of Florida's community colleges and AA recipients come to UCF.

## **GENERAL BUSINESS**

- **BOT-1 Trustee Chairs** – A motion passed authorizing the president and provost to base the number of new Trustee Chairs in any given year on what the budget can accommodate. Last year, the board approved a reallocation of local initiatives funding for up to eight Trustee Chairs to reward existing UCF faculty who have the high-level credentials typical of holders of prestigious chairs and to help attract additional high-quality faculty. An advisory committee composed of Pegasus Professors and the president of the Faculty Senate was created to recommend nominees to the president for the five-year renewable appointment as a Trustee Chair with an annual stipend of \$50,000, up to half of which can be used as a salary supplement.

Chairman Nunis called for approval of the minutes of the July 31st meeting. The minutes were approved as written.

### **Advancement Committee**

Patrick Christiansen, chair of the Advancement Committee, reported on the following committee items:

In terms of a legislative update, the Educational Rewrite Bill Committee is dealing with tuition increase issues. Committee meetings begin next week in the Florida Legislature and will address appropriations and educational issues.

The Advancement Committee reviewed and accepted the UCF Foundation Operating Budget that was then presented to the full board for approval. A motion passed approving the review and accepting the 2003-2004 UCF Foundation Operating Budget.

Trustee Christiansen reported that Fred Kittinger, Associate Vice President for University Relations and Director of State and Local Government Affairs, has arranged for President John Hitt to appear before the Orange County Commission on October 21st at 9:00 a.m. and before the Orlando City Council on October 27<sup>th</sup> at 10:00 a.m. to discuss the state of the university. Trustee Christiansen and Chairman Nunis encouraged trustee support of these presentations.

In his final comments, Trustee Christiansen mentioned the Chamber of Commerce has two upcoming fly-ins: Tallahassee on March 16 and 17 and Washington on May 4 through 6.

## Educational Programs Committee

Trustee Judy Albertson, filling in for Trustee Geraldine Ferris, chair of the Educational Programs Committee, reported on the following committee items:

- **EP-1 Tenure with Hire** – A motion passed approving tenure with hire for the following 2003-2004 UCF faculty:

Provost Terry Hickey, professor, Department of Psychology  
Dr. Andrés Campiglia, associate professor, Department of Chemistry  
Dr. Janice Cannon-Bowers, associate professor, School of Film and Digital Media  
Dr. John Fauth, associate professor, Department of Biology  
Dr. Shaun Gallagher, professor and chair, Department of Philosophy  
Dr. Mourad Ismail, professor, Department of Mathematics  
Dr. Bruce Janz, associate professor, Department of Philosophy  
Dr. David Jenkins, associate professor, Department of Biology  
Mr. Philip Peters, associate professor, School of Film and Digital Media  
Dr. Robert Pritchard, professor, Department of Psychology  
Mr. Barry Sandler, associate professor, School of Film and Digital Media  
Dr. Mary Alice Shaver, professor, Nicholson School of Communication  
Dr. Victoria Titterington, associate professor, Department of Sociology and Anthropology  
Dr. Vibert White, associate professor, Department of History  
Dr. Jiongmin Young, professor, Department of Mathematics  
Dr. Michael Caputo, professor, Department of Economics  
Dr. Robert Folger, professor, Department of Management  
Dr. Glenn W. Harrison, professor, Department of Economics  
Dr. Elisabet E.H. Rutstrom, professor, Department of Economics  
Dr. William A. Sutton, professor, College of Business Administration  
Dr. Lisa Decker, professor, Department of Child, Family, and Community Sciences  
Dr. Atsusi Hirumi, associate professor, Department of Educational Research, Technology, and Leadership  
Dr. Ranganathan Kumar, professor, Department of Mechanical, Materials, and Aerospace Engineering  
Dr. Kenneth Adams, professor, Department of Criminal Justice and Legal Studies  
Dr. Cecyle Perry-Carson, associate professor, Department of Communicative Disorders  
Dr. Jean Leuner, professor, School of Nursing  
Dr. Lawrence Martin, professor, Department of Public Administration  
Dr. Mark Muller, professor, Department of Microbiology and Molecular Biology

Dr. Lee Ross, associate professor, Department of Criminal Justice and Legal Studies

Dr. Monty Van Wart, professor, Department of Public Administration

Dr. Thomas Wan, professor, School of Nursing

Dr. Peixuan Guo, professor, Biomolecular Science Center

Normally, those faculty members hired with tenure have earned tenure at their previous institutions and meet or exceed UCF's tenure requirements. Tenure is a normal and expected part of the hiring package when senior faculty members are hired for administrative positions.

- **EP-2 New Degree Programs** – A motion passed approving the proposed master's program in Forensic Science scheduled for implementation in Fall 2004 and the Ph.D. in Conservation Biology with a proposed start date of Spring 2004.

Trustee Albertson referenced a presentation given to the Educational Programs Committee entitled *UCF 2003 to 2017 Enrollment Plan*, presented by Robert L. Armacost, Director, University Analysis and Planning Support. She stated that the enrollment plan continues a significant commitment to community college transfer students. Currently, UCF enrolls over 25% of the community college graduates in the state who choose to continue their education. This access policy contributes to a comparatively larger proportion of upper-level students relative to lower-level students. UCF's ratio ranges from 1.44 to 1.52 over the planning horizon, as compared with 1.27 for the State University System. Under the plan, graduate student enrollment would increase from the current 14% to 18% of total enrollment by 2017.

- **EP-3 Accountability Status Report** – For information only. Dr. Denise Young, Associate Vice President for Academic Affairs, reported on the most recent update from the K-20 Accountability Committee, which was appointed by the Florida Department of Education to develop a plan integrating the educational sector into a system-level plan. The groups were given four legislative goals as a starting point:

1. highest student achievement
2. maximum access and seamless articulation
3. workforce and economic development
4. quality of efficient services

Four sector accountability subcommittees have been meeting to determine potential accountability measures related to these four areas. Sector groups will then make recommendations to the K-20 Accountability Committee that will decide what is to be accepted.

Areas of concern include mandated testing, lack of research as a K-20 system goal, measures or standards inconsistent with the metropolitan mission, and the continued commitment to access (e.g., four-year graduation rate and fifteen-hour course loads).

The Board of Governors, reports President Hitt, is struggling with the tension between access and quality. President Hitt stated that “if we are doing our job, we will be providing access to excellence.”

A subset of the accountability plan measures will be selected for the performance-based funding initiative. PBF will reallocate 10% of the budget. The process has not yet been defined.

## **Finance Committee**

Trustee Richard Lee, filling in for Trustee Conrad Santiago, chair of the Finance Committee (who was participating via telephone), reported on the committee’s agenda.

Because time did not allow the committee to complete its agenda, the following items were continued from the morning session:

### **Discussion of Operational Efficiencies**

In a letter received from Trustee Harris Rosen, William Merck, Vice President for Administration and Finance, was asked what operational efficiencies had been implemented to generate revenue across campus and what could be done about the possibility of outsourcing and the impact that may have on revenue generation.

Mr. Merck provided the following list of efficiencies currently in place:

#### Physical Plant –

- white roof caps for reflectivity to cut down on heat loads
- energy committee to assess energy consumption
- electronic lighting controls in parking garages (saves about \$50,000 in annual electricity costs)
- chilled water system for air conditioning in majority of buildings
- design review standards for new construction
- night-time lawn mowing
- Maxicom system for irrigation
- selection of plant materials

#### Internet services –

- class schedules online (saves printing costs)
- student billing online
- student grades delivered online
- parking decals ordered online
- email a primary means of written communication
- work orders delivered online
- UCF websites available for inquiries to the university

- forms, manuals, and policies available online
- advertising online

Transportation –

- buses used as an alternative to parking spaces and garages
- buses reduce air pollution on campus

Extended Class Hours –

- leveling class loads through morning, afternoon, and evening reduces peak demands

Administration –

- payroll checks and travel reimbursements delivered via electronic funds transfer to employee's bank
- suggestion awards system in place – 80 new suggestions submitted this year (largest award made was for \$6,835 to a Physical Plant employee for an idea regarding outsourcing the disposition of surplus property)
- employed the Direct Owner Purchasing program (this program has saved the university over \$1,580,000 in taxes through last month—savings put into the bricks and mortar of the projects)

In answer to the question of outsourcing, Mr. Merck responded, “Outsourcing is a means to an end and not an end in itself. We are dispassionate about outsourcing. We look at it as a tool, to be applied or not applied, as circumstances dictate.”

Trustee Arlen Chase added that the faculty is operating with maximum efficiency, as well.

President Hitt has requested some macro-level productivity analyses that could be brought to the board.

### **Budget Overview**

In response to the board's request for more detailed budget information, a report was provided as supplementary information to the approved 2003-2004 Operating Budget.

Areas of discussion included:

- summary of initial operating budget
- educational and general operations
- auxiliary operations
- tuition, fee, and total cost comparisons

Trustee Santiago asked if Administration and Finance keeps track of how we compare to other universities in terms of our use of allocated funds. Mr. Merck indicated that UCF is comparable in most areas.

## Campus Construction Update

Mr. Merck discussed the request for proposal that is currently out for the construction of a multi-use, 10,000-seat convocation center. He stated that the current problem facing UCF is that we do not have a bondable student fee to pay for it. A pre-proposal conference took place in the arena to discuss the design, building, financing, and operation of the facility to generate revenue. Teams formed for this pre-proposal discussion believe this can be done. Mr. Merck described the process in this way: the first phase will tell us if it is possible to do the project and how many teams there might be involved; next, team concepts would be considered; and, finally, we would enter into a more detailed contract for implementation. Chairman Nunis mentioned that this facility would give us an opportunity to “rally around the alumni.”

- **FIN-1- Legislative Budget Requests for 2004-2005** – A motion passed approving the following list of budget priorities totaling \$7,700,000 to be included in the legislative budget request for 2004-2005:

Increase degree production in nursing	\$1,000,000
Accelerate preparation for teachers in critical shortage areas	1,000,000
Augment high technology workforce and stimulate economic development	2,700,000
Provide access to higher education through regional campus development	<u>3,000,000</u>
Total request	\$ 7,700,000

- **FIN-2 Revision to Previously Approved Health Fee Increase** – A motion passed approving the revision to the previously approved health fee increase to reflect an adjustment from \$.60 to \$.18 per credit hour, contingent upon the president’s approval after input from the local fee committee comprised of staff and students. Florida statutes limit the increase in the health, activity and service, and athletic fees to no more than 40% of tuition. In reviewing the request for the bond issue, staff at the State Department of Education had an interpretation different from the university’s and determined that with existing undergraduate tuition rates, the health fee can increase by only \$.18 per credit hour. An increase of \$.18 per credit hour will provide sufficient revenue for the debt service on the bonds, but it will not allow for the additional counseling services staff. If the undergraduate tuition for Fall 2004 increases by an amount that would allow the \$.60 increase to be implemented, the university will proceed with that increase. Otherwise, the \$.18 increase will be implemented and an additional increase will be pursued in the following year to provide funds for an increase in counseling services.



**NEW BUSINESS:**

Trustee Albertson brought up an article in the newspaper discussing a student's difficulty accessing classes on the UCF campus. President Hitt assured the board that those problems are quickly addressed in the deans' offices or at the department level. He explained the allocation of faculty positions by the provost to the deans, who then allocate faculty and support, taking into consideration the educational needs of the students. Trustee Arlen Chase commented that seniors are given every opportunity to get into a class that is required for graduation. Trustee Battles remarked that because registration is performed online, there is a possibility that lower classmen may register first and classes may become full.

**ANNOUNCEMENTS & ADJOURNMENT:**

Chairman Nunis announced that the next meeting would be held on November 13<sup>th</sup>.

The meeting was adjourned at 3:15 p.m. The board exited the meeting to attend a closed executive session on collective bargaining.

Respectfully submitted: \_\_\_\_\_ Date: \_\_\_\_\_  
John C. Hitt  
Corporate Secretary

