

Office of the President

## **REVISED**

University of Central Florida
Board of Trustees Meeting
November 20, 2014
Fairwinds Alumni Center
Agenda
9:30 a.m. – 4:00 p.m.
Lunch 12:00 p.m.
800-442-5794, passcode, 463796

Nominating and Governance, Ray Gilley, Chair

## **COMMITTEE MEETINGS**

9:30 – 9:45 a.m.

9:45 – 10:30 a.m. 10:30 a.m. – 12:00 p.1	m.	Advancement, Richard Crotty, Chair Educational Programs, Robert Garvy, Chair
BOARD MEETING		1:00 – 4:00 p.m.
Welcome and call to o	order	Olga Calvet, Chair
Roll call		Rick Schell, Associate Corporate Secretary
Public comment		Rick Schell, Associate Corporate Secretary
Minutes of September 25, 2014, meeting		Chair Calvet
Remarks and introductions		John C. Hitt, President
University Innovation Alliance report		Bridget Burns, Executive Director
Downtown Project report		Fred Kittinger, Associate Vice President for University Relations Paul Lartonoix, Interim Assistant Vice Provost
Public Hearing  Public comment		2015-25 Campus Master Plan Update (Kernek)
		Rick Schell, Associate Corporate Secretary
FF-1	Approval	UCF Campus Master Plan 2015-25 Update (Merck)
	10:30 a.m. – 12:00 p.m.  RD MEETING  Welcome and call to or  Roll call  Public comment  Minutes of September 2014, meeting  Remarks and introduct  University Innovation report  Downtown Project report  Public Hearing  Public comment	10:30 a.m. – 12:00 p.m.  RD MEETING  Welcome and call to order  Roll call  Public comment  Minutes of September 25, 2014, meeting  Remarks and introductions  University Innovation Alliance report  Downtown Project report  Public Hearing  Public comment

## 9. Information

	INFO-1	Information	Annual Report, July 1, 2013-June 30, 2014 (Sprouls)
10.	Consent Agenda		
	ADV-1	Approval	University of Central Florida Foundation Amended Bylaws (Holmes)
	CL-1	Approval	2011-14 Goal Accomplishments Documented by the University Audit Office (Sprouls)
	CL-2	Approval	Performance Unit Plan Payments for the 2011-14 Cycle (Sprouls)
	CL-3	Approval	2014-17 Performance Incentive Measures and Goals (Sprouls)
	CL-4	Approval	2014-17 Performance Unit Plan Awards (Sprouls)
	EP-1	Concurrence	Conferral of Degrees (Whittaker)
	EP-2	Approval	2013-14 University of Central Florida Annual Accountability Report to the Board of Governors (Whittaker)
	EP-3	Approval	Revision of UCF's Academic Program Review Policies and Procedures (Whittaker)
	FF-2	Approval	UCF's Revised Debt Management Guidelines (Merck)
	FF-3	Approval	Revisions to UCF Investment Policy (Merck)
11.	Advancement Committee report		Richard Crotty, Chair
12.	Audit Committee report		Alan Florez, Vice Chair
13.	Compensation and Labor Committee report		John Sprouls, Chair
	CL-5	Approval	Report on the Assessment of the President's Performance and Recommendation for Compensation (Sprouls)
14.	Educational Programs Committee report		Robert Garvy, Chair

#### **Board of Trustees Meeting - Agenda**

15. Finance and Facilities Committee Marcos Marchena, Chair report Nominating and Governance Ray Gilley, Chair 16. Committee report NG-1 Approval Honorary Doctorate of Public Service for Alan Ginsburg (Gilley) NG-2 Honorary Doctorate of Commercial Science for Approval Richard Walsh (Gilley) 17. New business Chair Calvet 18. Announcements and adjournment Chair Calvet Upcoming meetings: Board of Governors meetings January 21-22, 2015 (University of North Florida) January 29, 2015 Board of Trustees meeting (Fairwinds Alumni Center) AGB National Conference on Trusteeship April 19-21, 2015 (Arizona Biltmore, Phoenix, AZ)

#### Minutes Board of Trustees Meeting University of Central Florida September 25, 2014

**Chair Olga Calvet** called the meeting of the Board of Trustees to order at 1:05 p.m. in the Fairwinds Alumni Center on the UCF Orlando campus.

The following board members attended the meeting: Chair Olga Calvet, Weston Bayes, Clarence Brown, Richard Crotty, Alan Florez, Ray Gilley, Marcos Marchena, Alex Martins, Reid Oetjen, Beverly Seay, and John Sprouls.

#### **WELCOME**

Calvet reminded the board that the meeting was covered by the Florida Sunshine Law and that the public and press were invited to attend.

She welcomed the board members and called on **Rick Schell**, Associate Corporate Secretary, to call the roll. Schell noted that a quorum was present.

Calvet called for approval of the May 22, July 24, July 31, and September 5, 2014, meeting minutes, which were approved.

Calvet called on **President John C. Hitt** for remarks and introductions.

#### **REMARKS**

Hitt welcomed the Chancellor of Florida's State University System, **Marshall Criser**, who addressed the board. Criser presented a certificate of thanks to Hitt for participating in the TEAM project. Hitt thanked Criser for his leadership and support of Florida's universities.

Hitt announced that UCF ranked third in the "Up and Coming" category in the 2015 *U.S. News & World Report*'s "Best Colleges" guidebook. UCF is the only Florida "Up and Coming" school this year. The University of Maryland-Baltimore County and Arizona State University were ranked one and two, respectively.

Hitt reported that on September 16 in Washington D.C. UCF joined with ten partner schools to kick off the University Innovation Alliance, which is focused on helping low income and first generation students earn high quality four-year degrees from research-intensive universities.

#### **INTRODUCTIONS**

Hitt congratulated the following UCF faculty and staff members.

#### A. Faculty

**Dr. Deborah German** is the recipient of the Alma Dea Morani, M.D. Renaissance Woman Award, a national award that recognizes an outstanding woman physician or scientist who has furthered the practice and understanding of medicine and who challenges the status quo with a passion for learning. She will officially receive the award at a special presentation in Orlando on October 22.

UCF earned five research grants worth approximately \$2 million dollars from the Defense University Research Instrumentation Program, placing UCF among the top three award recipients in the nation. UCF joined the University of Illinois and Rutgers University as the only universities in the nation to receive five grants. Faculty members who received these awards are **Dr. Leonid Glebov** and **Dr. Sasan Fathpour** from the College of Optics and Photonics and **Dr. Gregory Welch** from the College of Nursing.

**The Leadership Enhancement Program 2014-15** is a successful program coordinated by the Office of Diversity and Inclusion under the direction of Interim Director **Barbara Thompson**. Thompson introduced the LEP scholars, and Hitt congratulated this year's LEP members who were in attendance. They were

Baiyun Chen
Brittany Blount
Jenna Nobili
Jennifer Elliott
Kallie Reyes
Lisa Cruz
Rhodney Browdy
Rupert Neish, II
SueAnn Mann
Traci Milbuta
Vanessa Lopez-Littleton
Vanessa Cogswell

#### B. Employee of the Month

The Employee of the Month for June was **Cynthia Almanzar**, a Senior Financial Aid Specialist in the Office of Student Financial Assistance.

The Employee of the Month for July was **Eric Nielsen**, a Senior Computer Technician in Regional Campuses Administration.

The Employee of the Month for August was **Carmen Brach**, an Administrative Assistant for Environmental Health and Safety.

The Employee of the Month for September was **Jorge Olmedo**, a Medical Staff Credentialing Manager for Health Services.

#### **REPORTS**

Calvet introduced **Dr. Joel Hartman**, who gave a report on distributed learning at UCF.

#### **CONSENT AGENDA**

A motion was made to accept the consent agenda, and members of the board unanimously approved the following actions.

- **EP-1 Tenure with Hire**—Approval of Tenure With Hire.
- EP-2 Equity Accountability Program—Approval of Florida Equity Report 2014.
- **FF-1 Direct Support Organizations' Budget**—Approval of the 2014-15 operating budgets for the following DSOs: Golden Knights Corporation, UCF Athletics Association, UCF Convocation Corporation, UCF Finance Corporation, UCF Foundation, and UCF Research Foundation.
- **FF-2 Release of Unrestricted Golden Knights Corporation Revenues**—Approval of the release of revenues above budgeted obligations from the Golden Knights Corporation to the University of Central Florida Athletics Association for 2014-15.
- **FF-3 Market Tuition Proposals**—Approval of the request to establish market tuition rates.
- FF-4 Amendment to 2010 Campus Master Plan for Academic Support Facility (Colbourn Hall)—Approval of the request for a minor amendment to the University of Central Florida Campus Master Plan to construct an approximately 75,336 gross-square-foot and 50,224 net-square-foot academic support facility.
- FF-5 Amendment to 2010 Campus Master Plan for New Chilled Water Plant—Approval of the request for a minor amendment to the University of Central Florida Campus Master Plan to construct an approximately 14,700 gross-square-foot and 9,800 net-square-foot chilled water plant.
- FF-6 Refinancing of the UCF Convocation Corporation Series 2005A Certificates of Participation—Approval to refinance the UCF Convocation Corporation Series 2005A Certificates of Participation.
- FF-7 Delegating Authority to the President of the University—Approval to amend the resolution adopted by the University of Central Florida Board of Trustees on July 29, 2004, titled "Resolution of University of Central Florida Board of Trustees Delegating Authority to the President of the University" item (7) which states "Establish the internal academic calendar of the university within general guidelines of the Board of Governors" to read "Establish the internal academic calendar of the university within general guidelines of the Board of Governors to

include university holidays that may be in addition to state holidays or other university closings that are deemed by the president to be in the best interests of the university."

#### EDUCATIONAL PROGRAMS COMMITTEE REPORT

**Ray Gilley**, Vice Chair of the Educational Programs Committee, noted the items approved in the consent agenda, and he reported the highlights from the committee meeting earlier in the day.

- **Dr. A. Dale Whittaker**, Provost and Vice President for Academic Affairs, reported that ten faculty members had been recommended for tenure with hire.
- Whittaker also gave an update on the Equity Accountability Program.
- He reported on the State University System Annual Status Report on Market Tuition, which will be provided to the Florida Board of Governors in November 2014.

#### ADVANCEMENT COMMITTEE REPORT

**Rich Crotty**, Chair of the Advancement Committee, reported the highlights from the committee meeting earlier in the day.

- **Dr. Dan Holsenbeck**, Vice President for University Relations, gave a legislative update. He also reported that UCF will serve as an early voting site.
- Robert Holmes, Vice President for Alumni Relations and Development and Foundation CEO, gave a fundraising update and advised that UCF had secured an additional \$29 million in cash, pledges, and oral commitments since the last report to the board in July 2014.
- Holmes stated that funding for the Wayne Densch Center for Student-Athlete Leadership had been finalized and ground-breaking is planned for December.
- **Grant Heston**, Vice President for Marketing and Communications, reported on the continued success of WUCF with both community support and viewership exceeding goals for the past three fiscal years.
- Heston noted that News and Information and University Marketing continue to strengthen the UCF brand.

## <u>AUDIT, OPERATIONS REVIEW, COMPLIANCE, AND ETHICS COMMITTEE</u> REPORT

**Alan Florez**, Vice Chair of the Audit, Operations Review, Compliance, and Ethics Committee, noted highlights of the August 22, 2014, committee meeting.

- **Robert Taft**, Chief Audit Executive, provided an overview on three external audits by the Florida Auditor General.
- **Rhonda L. Bishop,** Chief Compliance and Ethics Officer, gave a presentation on the new UCF integrity line, an anonymous and confidential reporting line.
- Bishop provided an update on the review of the university's conflict of interest and commitment disclosure process policies and procedures.

- Bishop outlined the recently approved university Policy 2-700 reporting misconduct and protection from retaliation.
- Bishop reported that the NCAA performed an academic performance program review of student-athletes.

#### COMPENSATION AND LABOR AD HOC COMMITTEE REPORT

**John Sprouls**, Chair of the Compensation and Labor Ad Hoc Committee, announced that the committee met on August 5, and September 5, 2014, and he reported highlights from those meetings.

- **Marvin Pyles**, Associate Vice President and Chief Human Resources Officer, reported on the process of the annual presidential performance and compensation review cycle.
- Pyles reported on the collective bargaining agreements that had been reached with the Central Florida Police Benevolent Association and with the American Federation of State, County, and Municipal Employees.
- **Sherry Andrews**, Associate General Counsel, reported on the collective bargaining agreement reached with the United Faculty of Florida.

#### FINANCE AND FACILITIES COMMITTEE REPORT

**Marcos Marchena**, Chair of the Finance and Facilities Committee, noted the items approved in the consent agenda, and he reported the highlights from the committee meeting held on August 5, 2014, and earlier in the day.

He presented the following items for board approval.

- FF-8 Golden Knights Corporation East Side Club and Athletic Leadership Center Debt—A motion was made and unanimously passed by the board approving the Golden Knights Corporation request to issue debt up to \$8,000,000 via a 15-year bank loan to construct (a) a premium seating and club lounge on the east side of the football stadium bowl and (b) The Wayne Densch Center for Student-Athlete Leadership adjacent to the football stadium on the east side.
- FF-9 Florida Advanced Manufacturing Research Center—A motion was made and unanimously passed by the board approving the construction and operation of the Florida Advanced Manufacturing Research Center to (1) further the research mission of the University of Central Florida by promoting high-technology research and innovation to accelerate advancement in smart sensor development and manufacturing, and (2) foster economic diversification by establishing a vibrant advanced sensor and other advanced manufacturing industry center in Osceola County.

## ANNOUNCEMENTS AND ADJOURNMENT

Chair Calvet announced the following upcoming meeting	ngs:
Diversity Breakfast	October 13, 2014 (Student Union)
Board of Governors meetings	November 5-6, 2014 (Florida Atlantic University)
Board of Trustees meeting	November 20, 2014 (Fairwinds Alumni Center)
Calvet adjourned the board meeting at 2:03 p.m.	
Respectfully submitted:  John C. Hitt Corporate Secretary	Date:



## Consultants' Concept Report, November 2014

## Duke Reiter, ASU and Cannon Design

- Interviews with Partners
- Environmental Scan of Downtown Orlando and Creative Village
- Current UCF Footprints in Downtown

- Extraordinary Opportunity for UCF and Valencia
- Transform UCF's Reputation as "America's Partnership University"
- Leap-frog Strategy for Innovative Livinglearning Environment
- Potential for 13,000 UCF and Valencia
   Students in Six to Eight Years



# **Academic Concept**

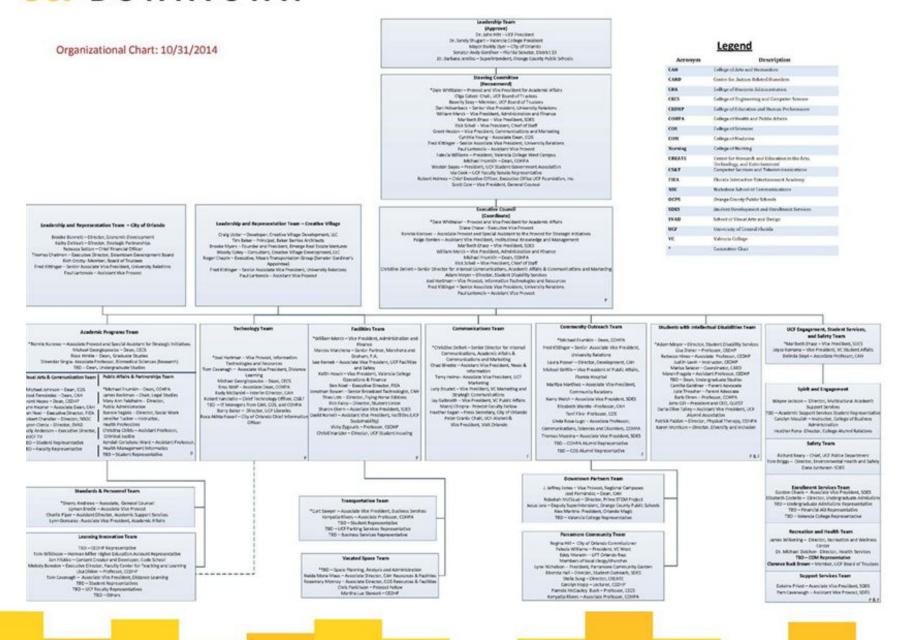
- Focus on Academic Programs that:
  - Build on Downtown's Emerging Creative Technology Economy
  - Strengthen Community Outreach, Service, and Research
  - Raise Aspirations and Stature of Both Students and Academic Programs

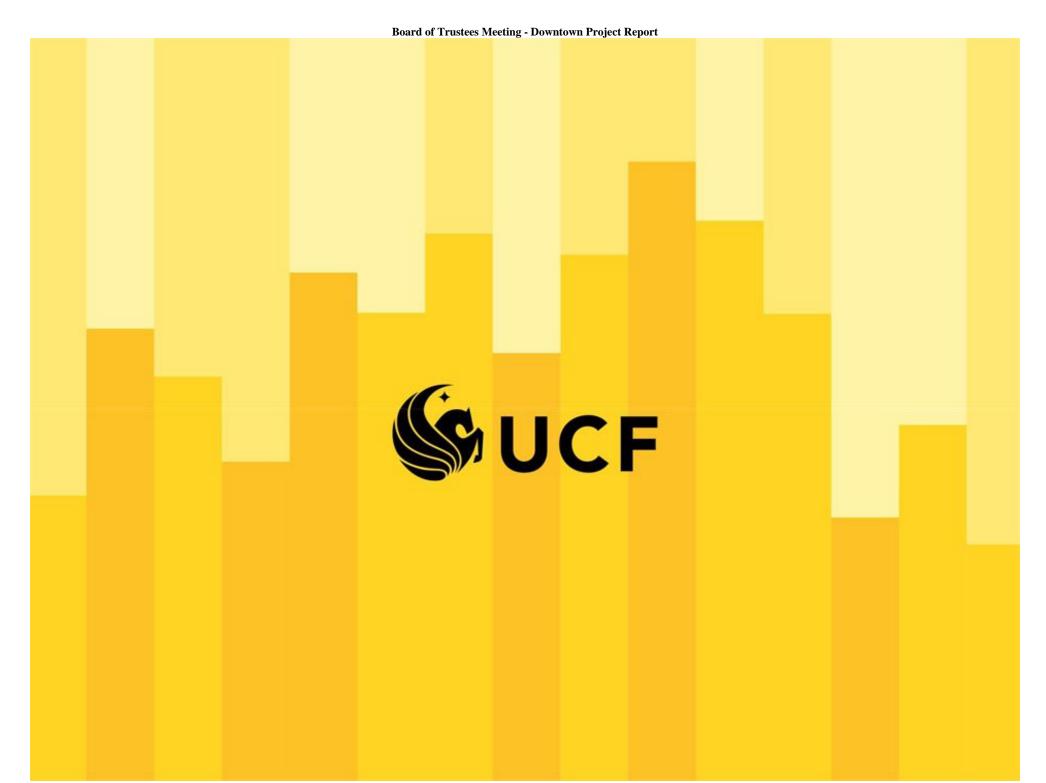
## Possible Academic Elements for Detailed Examination to Come From:

- College of Arts and Humanities—School of Visual Arts and Design
- College of Sciences—Communications, Journalism, Public Relations
- College of Health and Public Affairs—Public Administration, Social Work, Criminal Justice, Legal Studies, and Health Professions
- College of Education—Community Outreach Programs on Early Childhood, Instructional Technology, and Career and Technical Education

# **Projected Dates for Progress**

- UCF Downtown Project Committee Kickoff on November 10, 2014
- Committees' Work Underway on Individual Committee Responsibilities
- Selection of Project Consultant Firm by Mid-December 2014
- Project Consultant Firm Starts Mid-January 2015
- Selection of Academic and Student Services Units Confirmed by End of April 2015
- Start RFP for Phasing Architect by May 2015
- Start Master Planning with Architects by July 2015
- Start Construction by July 2016





ITEM: FF-1

#### University of Central Florida Board of Trustees

**SUBJECT:** UCF Campus Master Plan 2015-25 Update

**DATE:** November 20, 2014

#### PROPOSED BOARD ACTION

Approval of the UCF Campus Master Plan 2015-25 Update.

#### **BACKGROUND INFORMATION**

Each state university of Florida is required to have a campus master plan with a 10-year planning horizon. The university is required to update the plan at least every five years. The university began work on the current five-year update in November of last year.

The statute requires the university to hold an informal information session and two advertised public hearings to receive public comment prior to adoption of the plan by the Board of Trustees. The university held the informal information session on April 17, 2014, and the first public hearing on July 15, 2014. The second public hearing will be held in conjunction with the consideration of the draft master plan by the Board of Trustees on November 20, 2014.

Following the first public hearing, the university sent by certified mail copies of the plan to state and local public agencies and posted the plan on the UCF Facilities Planning and Construction website for review and comment. To date, the university has received five written responses from public agencies. Those comments will be addressed in writing by the university and posted on the website.

The university is requesting that the Board of Trustees adopt the UCF Campus Master Plan 2015-25 Update.

**Supporting documentation:** Five-year update to the 2015-25 UCF Campus Master Plan

**Prepared by:** Lee Kernek, Associate Vice President for Administration and

Finance

**Submitted by:** William F. Merck II, Vice President for Administration and

Finance and Chief Financial Officer

## **FF-1:**

## **Approval of the UCF Campus Master Plan Update**

For information on the UCF Campus Master Plan (2015-25) Update Go to the following website:

http://www.fp.ucf.edu/mp2015

# UCF Campus Master Plan 2015-25 Update

Adoption Public Hearing
UCF Board of Trustees
November 20, 2014



# Agenda

- Sign-in
- Welcome and Introductions
- Purpose
- Rules of Order
- Campus Master Plan 2015-25 Update Overview
- Public Comments
- Board of Trustees Master Plan Adoption



# Purpose of Public Hearing

To hear public comment and to have the Board of Trustees adopt the University of Central Florida Campus Master Plan 2015-25 Update



# **Document Availability**

- http://www.fp.ucf.edu/mp2015/
- By Request: Maria.Yebra-Teimouri@ucf.edu



## Comment Period

- Based on time set for reviewing agencies
- Ninety days = October 2014



## Rules of Order

- All speakers must complete a comment sheet and sign the speaker roster.
- All speakers must be signed in prior to the start of the public comment period.
- Each speaker will be given three minutes.
- When presenting, please state your name, address, and affiliation before beginning your comment.
- Oral comments will be treated the same as written comments.
- All comments and questions should be held until after the presentation.

Please treat all participants with the respect that you would like others to show to you.







# Master Plan Components

- 1013.30 FS
- 10-year planning horizon
- 17 elements
- Goals, Objectives, and Policies
- Data and Analysis
- Maps



# Required Elements

- Future Land Use
- Intergovernmental Coordination
- Capital Improvements
- Recreation and Open Space
- General Infrastructure
- Housing
- Conservation
- Transportation



# Reviewing Agencies

- Orange County
- Seminole County
- City of Orlando
- City of Oviedo
- St. Johns River Water Management District
- East Central Florida Regional Planning Council
- Florida Department of Economic Opportunity
- Department of Environmental Protection
- Department of Transportation
- Department of State
- Fish and Wildlife Conservation Commission



University of Central Florida

# Campus Master Plan Schedule

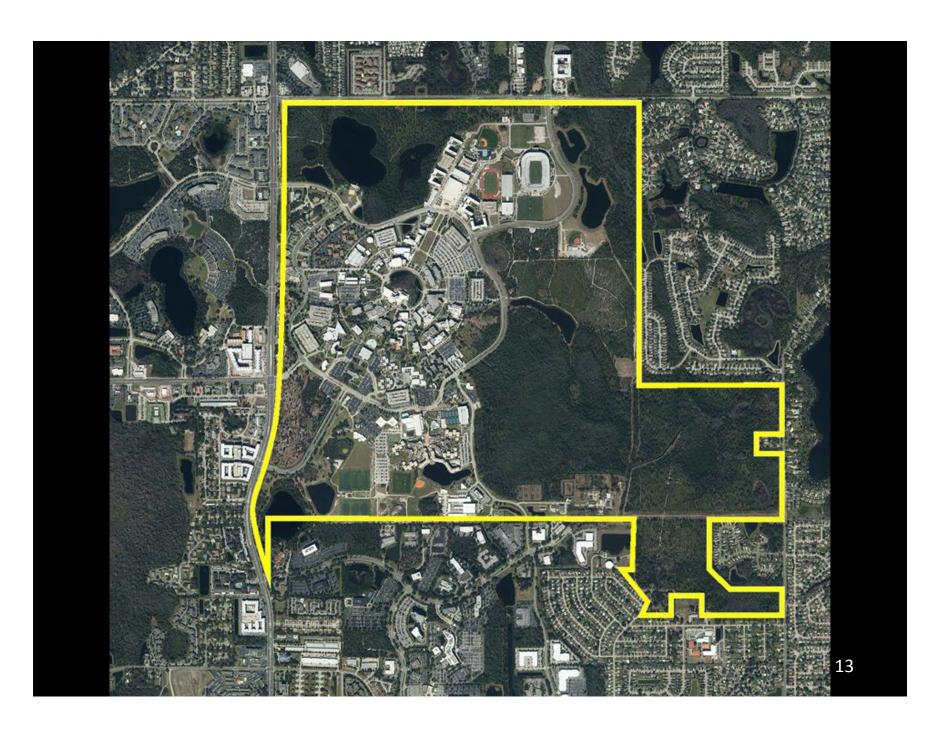
- Element group effort: November 2013 March 2014
- Open house: April 17, 2014
- First public hearing: July 15, 2014
- 90 days for agency reviews and public comments
- Second public hearing and adoption by UCF Board of Trustees:
   November 20, 2014
- Thirty days to file petitions and objections with the Board of Trustees

Following adoption: Campus Development Agreement negotiation with Orange County





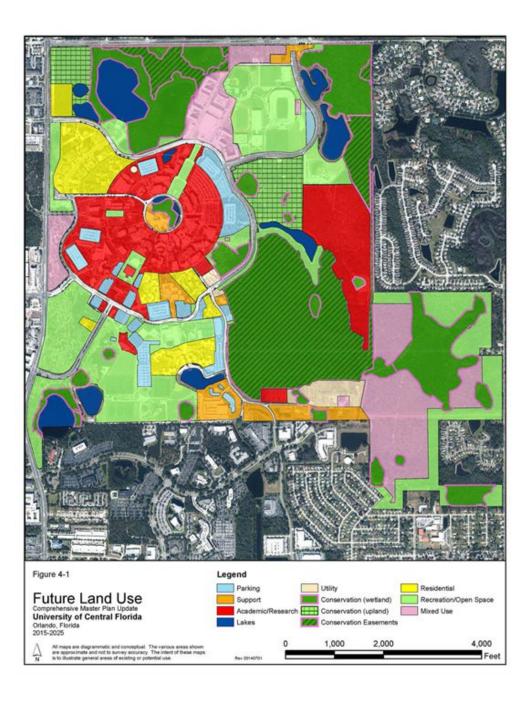


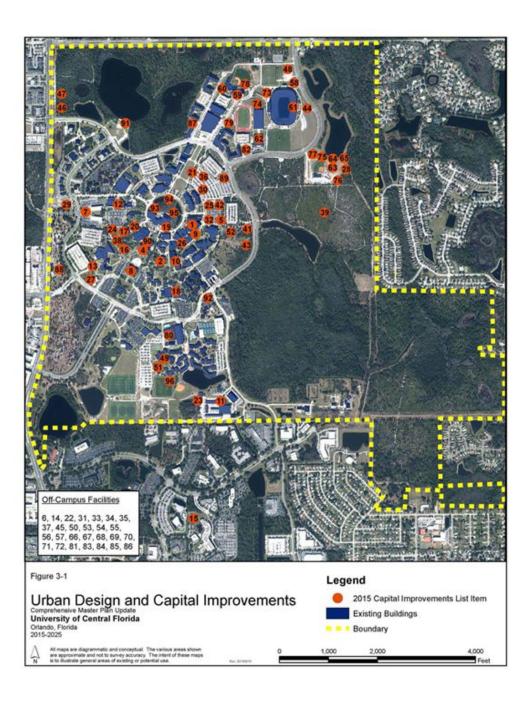


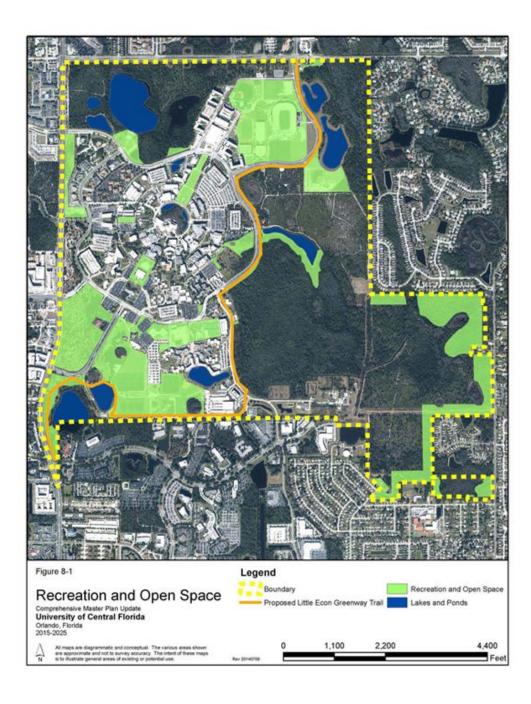
# Map Overview

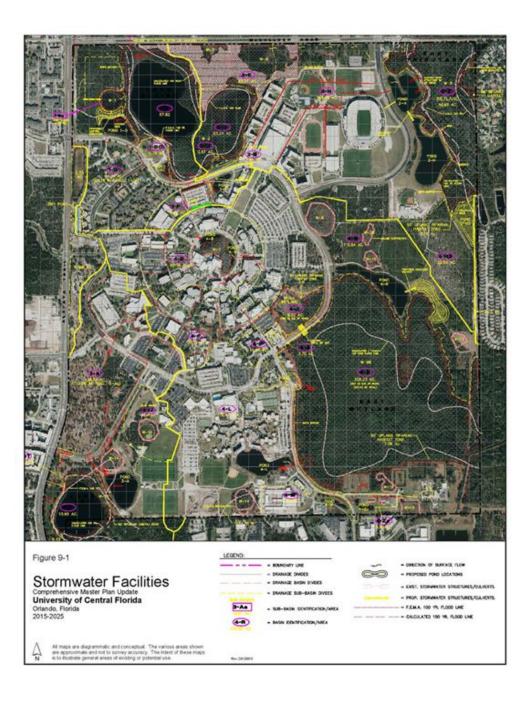
- Future Land Use
- Urban Design and Capital Improvements
- Recreation and Open Space
- General Infrastructure (Stormwater)
- Housing
- Conservation
- Transportation

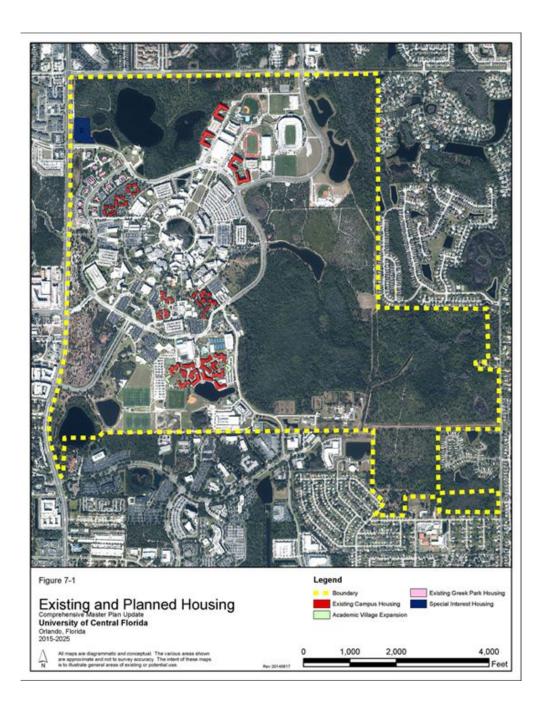


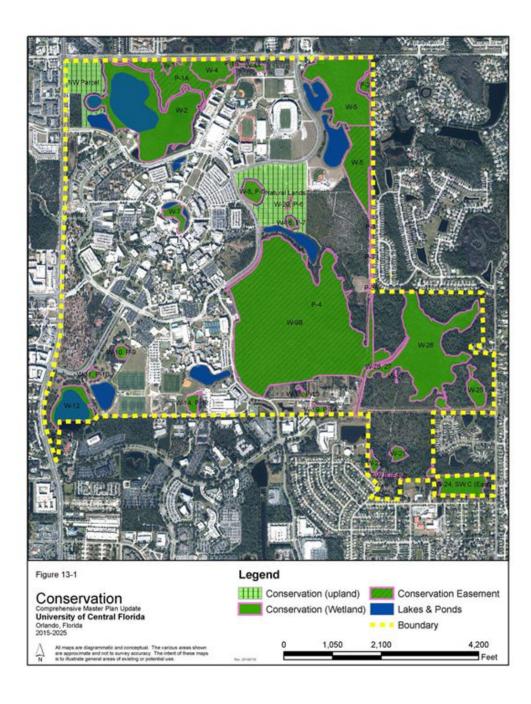


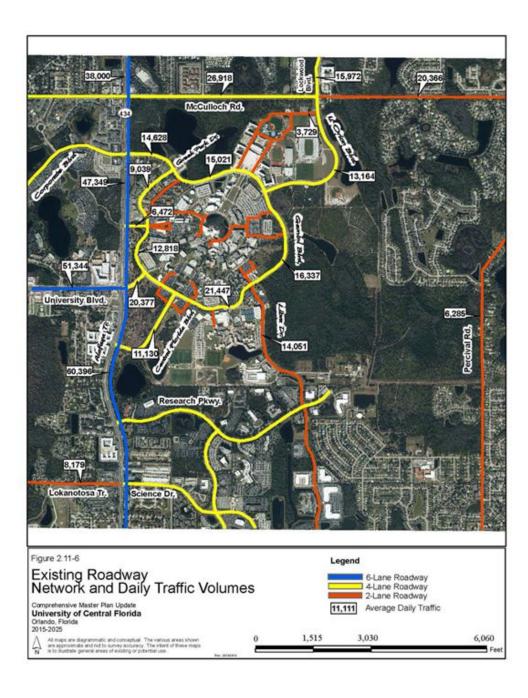












### Summary of Changes

- Revised 10-year Capital Improvements Plan
- Updated enrollment projections
- Revised general formatting and language
- Working with Orange County to create a new Campus Development Agreement



Agency	Comment	Response
Department of State	Clarified that 50 years is the age at which buildings are considered historically significant and asked us to make note of this in the Architectural Design Guidelines Element	Agreed
Florida Department of Economic Opportunity	Reviewed the draft Master Plan but did not identify any comments	Acknowledged and thanked them for their review
City of Oviedo	No comments received	
City of Orlando	No comments received	



University of Central Florida

Orange County Planning Division  • Requested we add mention of the Memorandum of Understanding between Orange County and UCF dated August 3,	Agency	Comment	Response
<ul> <li>Requested we link the Capital Improvements List</li> <li>Suggested we prepare students for neighborhood living</li> <li>Applauded innovative Travel Demand Strategies</li> <li>Expressed concerns about potable water capacity through 2025</li> <li>Questioned how many additional parking spaces will be provided by 2025</li> <li>Agreed</li> <li>Will continue to explore expanding participation</li> <li>No additional capacity anticipated</li> <li>Addressed in the document</li> </ul>	,	<ul> <li>the Memorandum of Understanding between Orange County and UCF dated August 3, 2010</li> <li>Requested we link the Capital Improvements List</li> <li>Suggested we prepare students for neighborhood living</li> <li>Applauded innovative Travel Demand Strategies</li> <li>Expressed concerns about potable water capacity through 2025</li> <li>Questioned how many additional parking spaces will be provided</li> </ul>	<ul> <li>Agreed</li> <li>Agreed</li> <li>Will continue to explore expanding participation</li> <li>No additional capacity anticipated</li> <li>Addressed in the</li> </ul>



University of Central Florida

Agency	Comment	Response
East Central Florida Regional Planning Council	No comments received	
Florida Department of Environmental Protection	Found no provision that, if adopted, would result in adverse impacts to state resources	Acknowledged
Florida Department of Transportation	No comments received	



Agency	Comment	Response
Seminole County	<ul> <li>Requested we revise the Future Land Use Element, Data and Analysis section 2.4 (DA)-3, to differentiate existing future land use from existing current land use. Asked that we remove two current land uses and add three future land uses to reflect the latest Seminole County Comprehensive Plan</li> <li>Requested we remove the word "Zoning" from this same section of the FLU element</li> </ul>	• Agreed

University of Central Florida

Agency	Comment	Response
Florida Fish and Wildlife Conservation Commission	<ul> <li>Requested we reword         Conservation Element         Policy 1.2.7 to reflect         seeking consultation         with them instead of         following an out of date         FFWCC guideline         Requested we revise         Policy 1.2.6 and change         a reference to         endangered species in         Chapter 39, FAC that         was rescinded and         replace with the new         rule in Chapter 68, FAC</li> </ul>	<ul> <li>Agreed</li> </ul>

University of Central Florida

Agency	Comment	Response
St. Johns River Water Management District	<ul> <li>Requested we revise</li> <li>Policy 1.4.5</li> <li>Requested University</li> <li>obtain District approval</li> <li>prior to conducting</li> <li>prescribed fire within a</li> <li>conservation easement</li> </ul>	<ul><li>Agreed</li><li>Agreed</li></ul>
Seminole County Sherriff's Office	•Recommended we include a "Public Safety Element" in the Master Plan to address changes in student population, additions to student housing, and major infrastructure	<ul> <li>Stipulated by Florida         Statute 1013.30, which         specifies the element         structure of campus         master plans</li> <li>Addressed within the         current elements</li> </ul>

University of Central Florida

### Summary of Public Comments

We received three comments during the First Public Hearing.

- A nearby resident asked how the reviewing agencies would collaborate on their comments regarding the master plan. The resident also asked about the jurisdictional limit of the UCF Police Department.
- A University Estates resident questioned any planned expansion of the Bright House Networks Stadium.
- A second University Estates resident asked about how many students will be visiting, attending classes, or living on the main campus through 2025.

University of Central Florida

### Summary of Public Comments

 A resident made a suggestion to extend the eastern terminus of Research Parkway by 1.25 miles to Tanner Road in order to improve access to campus for residents residing east of the university.



### **Public Comments**

- Comment card
- Comment time limit



### Recommendation and Action

 Recommend adoption of Campus Master Plan 2015-25 Update



# UCF Campus Master Plan 2015-25 Update

Adoption Public Hearing
UCF Board of Trustees
November 20, 2014



ITEM: <u>INFO-1</u>

#### University of Central Florida BOARD OF TRUSTEES

**SUBJECT:** Annual Report, July 1, 2013-June 30, 2014

**DATE:** November 20, 2014

#### **PROPOSED BOARD ACTION**

Accept the Annual Report, July 1, 2013-June 30, 2014, of John C. Hitt.

#### **BACKGROUND INFORMATION**

An annual report from President Hitt to the Board of Trustees serves as the basis for the President's annual evaluation.

Supporting documentation: Annual Report: July 1, 2013-June 30, 2014, John C. Hitt

Prepared by: Marvin Pyles, Associate Vice President and Chief Human Resources Officer

Submitted by: John Sprouls, Chair of the Compensation and Labor Committee

#### ANNUAL REPORT July 1, 2013-June 30, 2014 John C. Hitt

#### Presented to the Board of Trustees University of Central Florida

The 2013-14 year has been one of great achievements for UCF. Over the course of the year, UCF has awarded the most college degrees in Florida, enrolled more freshman National Merit Scholars than any other Florida university, and set a school record for research funding.

In our inaugural year in the American Athletic Conference, our football, softball, and women's soccer teams won conference championships. The Knights football team enjoyed its most successful season in school history.

UCF continues to be a leading partner in community initiatives. We have recently partnered with the Florida High Tech Corridor Council and the Orlando Economic Development Commission to create the Florida Advanced Manufacturing Research Center located in Osceola County. This center holds great potential for becoming another economic game changer for our region.

Since coming to UCF more than 22 years ago, I have worked to advance our university to greatness and to accomplish the five goals for UCF that I established when I arrived.

- Offer the best undergraduate education available in Florida.
- Achieve international prominence in key programs of graduate study and research.
- Provide international focus to our curricula and research programs.
- Become more inclusive and diverse.
- Be America's leading partnership university.

As I reflect on my tenure at UCF, I am particularly pleased that our university has become such an integral part of the progress and prosperity of our region. Two decades ago, we were an afterthought in the business community. Now, it is common wisdom that no major economic development advances in Central Florida without the involvement of UCF.

I greatly appreciate all that our trustees have done—and continue to do—to advance the regional, national, and international reputation of the university and its goals.

In reviewing this past year's activities, I am proud of the many accomplishments that together we have achieved during the 2013-14 academic year.

#### ENROLLMENT GROWTH AND DEGREES AWARDED

Total enrollment was 59,770, a decrease of 0.03 percent over the past year. Undergraduate enrollment was 51,298, an increase of 0.62 percent. Graduate and professional degree enrollment was 8,472, a decrease of 3.76 percent. Enrollment in the Burnett Honors College reached 2,192, an increase of 0.5 percent. Honors in the Major enrollment totaled 424, an increase of 2.7 percent.

Other enrollment data of note are the following.

- In Fall Semester, African-American student enrollment reached 6,150, an increase of 3.03 percent, and Hispanic student enrollment reached 12,082, an increase of 6.78 percent.
- Study abroad programs enrolled 594 students.
- The College of Medicine enrollment increased to 351 students.

UCF awarded 12,589 bachelor's degrees, an increase of 0.54 percent; 332 graduate certificates, an increase of 2.15 percent; 2,539 master's degrees, an increase of 11.1 percent; and 356 doctoral degrees (including medical degrees), an increase of 27.1 percent.

#### STUDENT QUALITY

The average high school grade point average of our freshman class was 3.89, a decrease of .02 points. The average SAT score of first-time-in-college students was 1248, an increase of four points, and the average SAT score for students entering The Burnett Honors College was 1397, an increase of six points. The freshman retention rate was 87.1 percent, a decrease of 0.06 percent. UCF enrolled 61 National Merit Scholars in the fall 2013 semester.

During the 2013-14 academic year, 25,495 students at UCF received Bright Futures scholarships, and UCF ranked second among Florida state universities in total Bright Futures scholarship funding. In fall 2013, 91.3 percent of all UCF freshmen who are Florida residents received Bright Futures scholarships.

College of Engineering and Computer Science students Yiling He and Talayeh Razzaghi were the 2013 Institute for Industrial Engineers Health-Care Systems Process Improvement Competition team winners. College of Engineering and Computer Science students also placed first in both the men's and women's Human Powered Vehicle Competitions, which were hosted by the American Society for Mechanical Engineers.

College of Medicine student Emmanuel Bassily received the First Place Research Award from the American Medical Association.

#### PROGRAM QUALITY

The university continued to strengthen its academic and non-academic programs.

*U.S. News & World Report* ranked UCF 14<sup>th</sup> as an "Up and Coming" school, 94<sup>th</sup> overall among public institutions, and 31<sup>st</sup> in the "Most Connected Universities" category, based on access to

high-speed Internet connection. Twenty-one UCF graduate school programs ranked among the top 100 in the country in their fields.

*Forbes* ranked UCF as 153<sup>rd</sup> in the Best National Universities category and 91<sup>st</sup> among all universities in the South. *Kiplinger* and *The Princeton Review* named UCF one of the "Best Values" in the country.

The Secondary Education Program in the College of Education and Human Performance was ranked ninth by the National Council on Teacher Quality.

UCF was named one of the nation's 16 leading universities for supporting innovation and economic prosperity by the Association of Public and Land Grant Universities. The Association also chose UCF as a finalist for the inaugural Economic Prosperity University Award.

The College of Medicine was granted accreditation for its International Medicine Residency program.

The College of Business Administration's DeVos Sport Business Management Program was ranked in the top five Sport Business graduate programs by *Sports Business International*, which reviewed more than 500 programs.

#### DISTRIBUTED LEARNING

UCF's distributed learning program provided students with high-quality, convenient, and engaging opportunities to obtain courses, certificates, and degrees. The university's online offerings include 17 undergraduate minor degrees, 14 baccalaureate degrees, 30 graduate certificate degrees, 23 master's degrees, and one doctoral degree.

The following data points are worthy of note.

- Online learning activity accounted for 36 percent of total credit hours, an increase of 1.35 percent from the previous year.
- Seventy-six percent of UCF students (53,449) registered for at least one online or blended learning course, resulting in 178,345 total course registrations.
- Regional Campuses' online courses accounted for 79 percent of all regional student credit hours
- A poll showed that 90 percent of the students who enrolled in an online course expressed satisfaction with the experience. Of faculty members responding to a similar poll, 87 percent reported high satisfaction with their online courses, 88 percent reported high satisfaction with their mixed-mode courses, and 94 percent reported that they would teach another Web course.
- A study of results from the Student Perception of Instruction found that students rated online courses as "excellent" more frequently than any other delivery format.

Joel Hartman, Vice Provost and Chief Information Officer, was elected board chair of the Sloan Consortium, the leading professional society devoted to advancing quality online learning. Hartman is also a Sloan Consortium fellow and has served on the organization's board for six years.

#### **ATHLETICS**

In UCF's inaugural year in the American Athletic Conference, our student-athletes excelled in and out of the classroom.

UCF holds the highest student-athlete six-year graduation rate in the state of Florida among Division I public institutions. Furthermore, the 2013-14 rate of 89 percent ranked UCF first among American Athletic Conference institutions.

Spring 2014 marked the 13<sup>th</sup> consecutive semester that UCF student-athletes achieved an overall 3.0 GPA or higher.

The 2013-14 American Athletic Conference Academic Honor Roll included 166 UCF student-athletes. The football and women's basketball teams both earned Team Academic Awards for having the highest GPA in the conference.

UCF boasts a competitive, broad-based athletics program that was 95<sup>th</sup> in the nationwide Directors' Cup rankings.

The football program ranked first in the American Athletic Conference among public schools for the graduation success of its players with an 83 percent six-year graduation rate.

UCF football concluded a perfect 8-0 season against conference teams to claim the American Athletic Conference's first title, earning the team a berth in the first BCS bowl game in school history. The team won the Tostitos Fiesta Bowl and finished the season ranked 10<sup>th</sup> in the nation in the Associated Press poll.

Head coach George O'Leary was chosen the American Athletic Conference Coach of the Year, and quarterback Blake Bortles received the conference's Offensive Player of the Year award. Bortles became the highest NFL draft selection in UCF history when he was picked third in the first round by the Jacksonville Jaguars.

Women's soccer won the American Athletic Conference championship and advanced to its seventh-straight NCAA tournament.

Softball won the program's first regular season championship and advanced to its third at-large NCAA tournament.

Baseball recorded its fourth 30-win season in the last five years, finishing second in the conference. Eric Skoglund was named the American Athletic Conference Pitcher of the Year, and head coach Terry Rooney was selected as the conference's Baseball Coach of the Year. Skoglund was picked by the Kansas City Royals in the third round of the Major League Baseball draft.

Women's track and field team members earned All-America Second-Team honors in the long jump, 4x100 relay race, and the 4x400 relay race at the 2014 NCAA Division I championship.

Women's basketball earned the program's 500<sup>th</sup> victory in its season-opening game.

Men's golf advanced to the NCAA Regional golf championship for the eighth consecutive season. Greg Eason earned American Athletic Conference Golf Player of the Year.

Women's golf advanced to an NCAA Regional golf championship for the third consecutive season. Ashley Holder was named American Athletic Conference Golf Player of the Year and Freshman Golfer of the Year.

Student-athletes completed 2,161 service hours, serving approximately 14,000 members of the Central Florida community.

UCF Golden Knights Club Annual Fund pledges totaled \$2,025,281, and the sale of premium seats raised \$2,105,972.

#### SERVICES TO STUDENTS

The Career Services Office provided 18,174 students with 566 workshops, information meetings, and employment sessions. The office supported an 80 percent increase in student participation and a 54 percent increase in the number of programs offered over last year.

The Career Services Office won the National Association of Student Panel Administrators' Silver Award for Excellence in Careers, Academic Advising, and Support for the "Look Before You Leap: Externship Job-Shadowing Program."

For the ninth consecutive year, the University Testing Center was named one of the Top 100 College Level Examination Program Centers by the College Board.

The Office of Government Affairs placed 11 UCF students in the offices of six Central Florida Senate and seven Central Florida House legislators, including the offices of both the House Speaker Designate and Senate President Designate.

The Office of Experiential Learning provided 4,336 student experiences in cooperative education at 1,386 employer sites. The office supported 7,055 student internship experiences. Service-learning opportunities were provided in 274 courses, enrolling 8,085 students, and generating 171,945 student credit hours.

The Office of Undergraduate Research supported 1,696 students and 568 faculty mentors. The 2013-14 Showcase of Undergraduate Research Success hosted poster presentations by 368 students, welcomed 1,700 attendees, and awarded \$16,850 in scholarships.

A program sponsored by the Office of Research and Commercialization provided support for academically talented, financially needy students to enter STEM disciplines. Thirty-seven scholars received a total of \$600,000 from the National Science Foundation.

The College of Medicine provided undergraduate research experiences for 210 students through the Peer Instruction and Laboratory Occupational Training Program.

The Academic Village and the Neptune Community residential-housing expansion projects added 665 beds, one classroom, one multipurpose room, study rooms, counseling rooms, and advising offices to campus facilities. The Northview student-residential complex adjacent to the Orlando campus added 600 beds. Two new sorority houses in Greek Park added 80 beds.

The Knights Helping Knights Pantry distributed more than 33,553 pounds of food to students in need.

The College of Business Administration established the Blackstone Launchpad, which offered one-on-one advising to 577 students interested in starting their own businesses. Another 2,200 students attended workshops that presented information about how to launch successful businesses.

The Police Department provided a mandatory online sexual violence and bystander intervention module that was required for all incoming students, and 13,026 students completed the module in the first year.

#### DIVERSITY AND INCLUSION

Hispanic Outlook named UCF 11<sup>th</sup> among colleges and universities nationwide for the most bachelor's degrees awarded to Hispanic students. The number of psychology degrees awarded to Hispanic students ranked second in the nation, and the number of education degrees and engineering degrees awarded to Hispanic students ranked seventh in the nation.

The Global Achievement Academy was launched as a financially self-supporting international recruitment and bridge program that integrates intensive English training with academic and social support.

The Department of Purchasing expended \$25.8 million with companies that qualify as diversity contractors. This amount exceeded last year's total by \$6.5 million.

Business Services established a "veteran" designation on the UCF ID card for the 1,400 veterans at UCF.

The Physical Therapy faculty in the College of Health and Public Affairs created a free event for children with disabilities to encourage physical activity. Faculty members Patrick Pabian and Jennifer Tucker worked with Student Development and Enrollment Services and Student Disability Services on a task force to study and address issues of accessibility for quadriplegic students on campus.

Page **6** of **12** 

The Minority Teacher Recruitment and Retention Program awarded more than \$100,000 to 25 students in the Minority Teacher Education Scholarship Program. The program had a retention rate of 100 percent, and students in the program provided more than 500 hours of service to local schools and community organizations.

#### RESEARCH AND COMMERCIALIZATION

Professionals at UCF received a record \$145.6 million in contracts and grants, a 29 percent increase from last year.

Thirty-three individuals brought in \$1 million or more in contract and grant awards.

M.J. Soileau, Vice President for Research and Commercialization, received the Chairman's Award from the Orlando Economic Development Commission.

College of Sciences faculty members Dan Britt and Thomas Kehoe won the NASA Solar System Exploration Research Virtual Institute Competition and a \$4.5 million award.

College of Health and Public Affairs faculty member Hugh Potter won the Peter P. Lejins Research Award from the American Correctional Association.

Three Office of Research and Commercialization faculty members received national honors. Debra Reinhart won the Stanley E. Kappe Award for extraordinary services in advancing public awareness of the betterment of the environment. Charles Hughes received the Governor's Award for Innovation in Team Training from the National Training and Simulation Association. Sudipta Seal was named a fellow of the National Academy of Inventors, the American Institute of Medical and Biological Engineers, and the Electrochemical Society.

College of Optics and Photonics faculty members Michael Bass and Peter Delfyett were named fellows of the National Academy of Inventors for 2013.

Kevin Belfield, professor and chair of the Chemistry Department, was named a fellow of the American Association for the Advancement of Science.

Shin-Tson Wu received the Optical Society's 2014 Beller Medal, which is presented for outstanding contributions to optical science and engineering education.

College of Sciences faculty member Tim Coombs received the Pathfinder Award for Lifetime Achievements in Research.

College of Engineering and Computer Science faculty member Mubarak Shaw was identified as the world's seventh most frequently cited author by Computer Vision. He was also named a Google Scholar.

College of Education and Human Performance faculty member Lisa Dieker won the Governor's Award for Excellence in Modeling and Simulation, the Outstanding Achievement in Training Award, and the New Schools Venture Teaching and Learning Impact Award.

#### PLANT AND FACILITIES

The following construction projects have been completed during the year:

- 247 Facilities Improvement Projects
- Academic Villages II residences
- Classroom II and ROTC
- Libra Parking Garage
- Starbucks at Health and Public Affairs II
- Theatre Costume Shop renovation and expansion

#### The following projects are under construction:

- Bennett Building renovation
- Domino's Pizza renovation at the Student Union
- Engineering I renovation
- Engineering III restroom renovation
- Material and Aerospace Engineering laboratory expansion
- Material and Aerospace Engineering laboratory expansion
- Optical Materials program laboratory renovation

#### The following construction projects are in the design stage:

- Arts Complex II building
- Baseball Stadium expansion, Phase II
- Biology building laboratory renovation
- Business Administration I interior atrium and restroom renovation
- Distributed antenna project at Lake Nona
- Distributed antenna system at Orlando campus
- Facilities and Safety interior renovation
- Facilities Operations warehouse expansion
- Facilities Operations Zone building
- Ferrell Commons interior renovations
- Global UCF building
- John C. Hitt Library expansion
- Landscape and Natural Resources greenhouse
- Libra Drive widening
- Mathematical Sciences building renovation
- Mechanical and Aerospace Engineering building

#### The following projects are in the conceptual stage:

- AiM Project Management software
- Bright House Networks Stadium Beach Club and Priority Seating

Page **8** of **12** 

- Burnett Honors College mock court room
- Colbourn Hall replacement
- Florida Solar Energy Center Economic Development Administration building
- Master Plan update
- Project manager handbook
- Single-trade contractors review
- Student Health Center addition
- UCF construction standards review and update
- Utilities mapping project
- Visual Arts building expansion
- Wayne Densch Center for Student-Athlete Leadership

The Convocation Corporation added Dunkin Donuts, Burger U, CFE Federal Credit Union, and the Global Achievement Academy to Knights Plaza.

#### SUSTAINABILITY AND ENERGY MANAGEMENT

Facilities Operations competed in the Game Day Challenge, a nationwide collegiate recycling competition to promote waste reduction. UCF was ranked third of 67 universities in recycling and fourth of 68 universities in greenhouse gas reductions.

UCF earned the Leadership in Energy and Environmental Design silver certificate for Academic Villages II, Classroom II and ROTC, and Starbucks at Health and Public Affairs II.

The Office of Sustainability and Energy Management achieved a campus-wide reduction of 65 million kWh in electricity, 18 million ton-hrs of chilled water, and 258,000 therms of natural gas since the 2005-06 baseline year. These reductions have resulted in a cost savings of \$13.3 million.

#### **DEVELOPMENT**

Over the course of the year, 17,650 donors have given or pledged \$39.82 million, including \$8.23 million in planned gifts from 32 individuals. Cash, pledges, and commitments to the Capital Campaign reached \$132.5 million at the conclusion of the fiscal year. UCF's endowment generated a record spendable amount of \$5.1 million. The endowment has grown by approximately 12 percent in the last year, with a balance of \$152.7 million as of June 30, 2014.

Highlights of the year's philanthropy include the following gifts.

- The Harris Rosen Foundation pledged \$5,135,000 for the expansion of the Rosen College of Hospitality Management and \$150,000 to the Harris Rosen Endowment Fund for Hospitality Management Program Scholarships.
- The Wayne M. Densch Charitable Trust pledged \$4 million for the Wayne Densch Center for Student-Athlete Leadership.
- Alan H. Ginsburg provided a gift-in-kind of \$2,675,050 for the Medical Campus Capital Campaign.

- Morris A. Williams made a planned gift of \$2,350,000 for the Dean's Aesculapian Society in the College of Medicine.
- Margaret A. Owles made a planned gift of \$1.5 million for the Dean's Fund in the College of Arts and Humanities and for the Excellence Fund in the College of Sciences.
- The Dr. Lee Marie Garofalo Foundation pledged \$1 million for the Dr. Lee Marie Garofalo Foundation Endowed Nursing Scholarship.
- The Bill and Melinda Gates Foundation made a gift of \$599,999 for the expansion of the TLE TeachlivE<sup>TM</sup> Collaboration in the College of Education and Human Performance.
- Alena Hospitality pledged \$500,000 for scholarship support for DirectConnect to UCF students (\$440,000) and for Athletics (\$60,000).

#### **COMMUNITY ENGAGEMENT**

The university's marketing efforts engaged 2.4 million unique visitors from 220 countries on the UCF Web site, attracted readers from 212 countries to *UCF Today*, achieved 156,000 Facebook fans throughout the world, and supported the viewing of 795,000 minutes of video on the university's YouTube channel.

*Pegasus* magazine, produced by University Marketing, generated more than 600,000 total impressions and won 24 peer-reviewed awards, including the Gold Award from the Council for Advancement and Support of Education for the best college and university magazine with a distribution greater than 75,000.

The Office of Government Affairs led the Project DTO Committee that is charged to study and identify the issues that will define downtown Orlando over the next decade. The year-long effort will conclude in 2015 with a Vision Plan for the Orlando Community Redevelopment Agency.

The Division of Community Relations participated with 13 area chambers of commerce, and division staff members served in more than 70 chamber leadership positions.

The Division of Community Relations facilitated, sponsored, or participated in more than 120 programs in Orange, Osceola, and Seminole counties. The office also coordinated more than 95 events for the Office of the President.

The Division of Community Relations coordinated UCF's involvement in the 2013 Greater Orlando Heart Walk of the American Heart Association. The event was held for the first time on the Orlando campus in September, and more than 20,000 people participated.

The Office of Global Perspectives sponsored forums, partnerships, and publications that served more than 32,000 people.

The Office of University Economic Development planned or assisted in the coordination of UCF involvement with more than 175 individual meetings with international, national, regional, and local dignitaries, companies, and institutions.

The Office of University Relations facilitated the partnership of the United States Tennis Association, Visit Orlando, and the Tavistock Group to build a tennis complex at Lake Nona. This new facility will be the nation's largest tennis facility and home to the UCF men's and women's tennis teams.

The annual UCF Book Festival hosted 2,337 attendees. The 16<sup>th</sup> Annual Literacy Symposium hosted 523 students.

The Division of Administration and Finance sponsored the university's workplace-giving campaign for the Heart of Florida United Way, raising \$145,000.

The Office of Student Involvement supported 1,100 students who participated in the Knights Give Back Day. Student-volunteer hours reached a new high of 107,843 hours, an increase of 17,693 hours.

The Knight-Thon, UCF's largest student-run philanthropic event, raised \$392,831 for the Children's Miracle Network, an increase of \$134,277.

The Communication Sciences and Disorders Clinic collaborated with 250 community agencies to provide services to 1,823 children and adults with communication disorders.

#### HONORS AND TRANSITIONS

Joining the Board of Trustees were Dr. Clarence H. Brown III, Alex Martins, and Weston Bayes.

The Board of Trustees awarded trustee chair *emeritus* status to Michael Grindstaff and trustee *emerita* status to Judy Albertson and Phyllis Klock for their distinguished service.

Tony Waldrop, provost and executive vice president, became the third president of the University of South Alabama. Diane Chase served as the interim provost while a national search was conducted for a new provost.

Helen Donegan, Vice President for Community Relations, was among *Orlando Magazine*'s "50 Most Powerful People in Orlando." Donegan was awarded vice president *emerita* status.

Admiral Al Harms, Vice President for Strategy, Marketing, Communications, and Admissions, resigned from the university and was awarded vice president *emeritus* status.

The 2014-15 Pegasus Professors were Aristide Dogariu, Reed Noss, Zhihua Qu, and Jeff Rupert.

The 2014-15 Reach for the Stars awardees were Ayman F. Abouraddy, Thomas Bryer, William Crampton, Enrique del Barco, Stephen Fiore, Joseph LaViola, Kenneth Stanley, and Eleazar Vasquez III.

#### PERSONAL ACCOMPLISHMENTS

I had a full schedule of speaking engagements during the year, delivering 120 speeches.

UCF business took me to meetings with alumni chapters in Dallas, Los Angeles, and Washington, D.C.; twice to Phoenix to study the Arizona State University Downtown Phoenix Campus; and to Los Angeles to speak at the Foundation Leadership Forum of the Association of Governing Boards.

My current civic service includes membership on the Board of Directors of the National Merit Scholarship Corporation, the NCAA Division I Board of Directors, the Florida Council of 100, and the Board of Directors of the American Athletic Conference. I am a founding member of the Florida Consortium of Metropolitan Research Universities and the University Innovation Alliance.

I was ranked fourth among the *Orlando Sentinel*'s "25 Most Powerful People in Central Florida" and third among *Orlando Magazine*'s "50 Most Powerful People in Orlando."

I was presented with the Laureate Award by Junior Achievement of Central Florida at its Mid-Florida Business Hall of Fame Awards ceremony. I was honored by the NILE Foundation with its Global Vision and Education Award for my efforts to make UCF a model of cultural understanding in Central Florida.

Despite our continuing budget challenges during the 2013-14 year, we are attaining our five goals. With your dedicated support, I know that UCF will continue to stand for opportunity.

#### **GOALS FOR 2014-15**

My goals for the coming year include the following:

- seek opportunities to advance the university's five goals
- increase the university's first-to-second year retention rate and six-year graduation rate
- align the university's priorities with the Board of Governors' performance-based funding metrics
- hire and retain high-quality faculty and staff members
- continue to build strong partnerships with the medical city and local community at Lake Nona
- advance the goals of the University Innovation Alliance
- advance the goals of the Florida Consortium of Metropolitan Research Universities
- partner with the city of Orlando to study the feasibility of a greater downtown presence for UCF
- seek additional resources for the Florida Center for Advanced Manufacturing Research in Osceola County
- enhance the national and international reputation of UCF.

ITEM: ADV-1

#### University of Central Florida BOARD OF TRUSTEES

**SUBJECT:** University of Central Florida Foundation, Incorporated Bylaws

**DATE:** November 20, 2014

#### **PROPOSED BOARD ACTION:**

Approval by the Board of Trustees of the University of Central Florida Foundation, Incorporated amended Bylaws.

#### **BACKGROUND INFORMATION:**

The current bylaws of the University of Central Florida Foundation, Incorporated were adopted on October 13, 2001, with the last amendments approved on March 2, 2011. Since that time, changes to the Foundation business operations and other considerations require an amendment to the bylaws.

The following describes the major modifications of the bylaws to memorialize certain current practices and voting requirements, and update outdated requirements.

Article I – Purpose

-Mission – Approve updated mission statement

Article II – Membership

Section 1. Composition

- -Clarification of ex-officio titles
- -Recommendation to grant ex-officio voting status to UCF Alumni Association Board Chair
- -Recommendation to remove 2 ex-officio positions
  - President of Central Florida partnership
  - Chair of Orange County Research and Development Authority
- -Addition of the President's authority to add additional Ex-Officio Directors

Section 3. Responsibilities

-Change 'university spokesperson' to 'university ambassador'

Section 4. Meetings and Quorums

-Addition of opportunity for public comment

Article III – Officers

Section 1. Election

-Specific dates added to outline beginning and end of officer terms

Section 2. Officers' duties

- -Inclusion of policy regarding oversight of minutes, as reflected in the foundation's minutes policy, approved by the Executive Committee
- -Definition of assignment for an Assistant Secretary, as reflected in the Foundation's minutes policy, approved by the Executive Committee
- -Remove "an ex-officio officer" under definitions of Chief Executive Officer, Chief Operating Officer and Chief Financial Officer

#### Article IV - Committees of the Board

Section 1. General

- -Addition of clause stating that the President of the University shall have the authority to establish an unlimited number of special committees to accomplish any objectives affecting various interests and the welfare of the Foundation and UCF
- -Addition of one clause stating that all committees will be governed by a charter approved by the board
- -Remove exception of limiting the Directorship Committee to only (voting) directors of the board

#### Section 2. Executive Committee

-(A) Chair of the UCF Alumni Association Board of Directors

#### Section 4. Directorship Committee

- -Removal of Article IV, Section 4B (Duplicative)
- -Recommendation to allow the Foundation board chair to invite other board members to join the committee with voting status.

#### Section 5. Audit Committee

- Removal of Article IV, Section 5B (Duplicative)
- -Change all verbiage to be consistent when referring to the minimum number of board members required for each board committee

#### Section 6. Other committees

- Remove Compensation Committee
- Add Information Technology Committee
- -Increasing number of board members required for Investment Committee from three to five
- -Addition of Knight's Krossing Student Housing, LLC in Article IV, Section 6C

#### Article VI – Execution of Instruments

-Addition of Assistant Secretary

#### Article VII – Miscellaneous Provisions

Section 4. (Remove) Public Meeting Notices

Public notice of any meeting of the board or any committee will be given as required by Florida law. Duplicative of Article II, Section 4E.

#### Section 4. (New) Miscellaneous

These bylaws govern the transaction of business for the UCF Foundation. To the extent that the Bylaws do not cover specific procedures, it is the intention that the most recent version of Roberts Rules of Order are to be applied to resolve appropriate procedures.

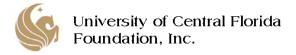
Supporting documentation: University of Central Florida Foundation, Incorporated Bylaws.

Prepared by: Margaret Jarrell Cole., Associate Vice President and Legal Counsel of the University of

Central Florida Foundation, Inc.

Submitted by: Robert J. Holmes, Jr., Vice President, Office of Alumni Affairs and University

Development and CEO of the University of Central Florida Foundation, Inc.



### **BYLAWS**

### of the

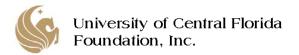
UNIVERSITY OF CENTRAL FLORIDA FOUNDATION, INC.

AMENDMENTS APPROVED: MARCH 2, 2011

### **TABLE OF CONTENTS**

ARTICLE I	PURPOSE 1	L
	MISSION 1	L
ARTICLE II	MEMBERSHIP 1	L
Section	n 1 Composition	1 1
Section	A. Elected Directors	2 2 2
Section	n 3 Responsibilities	2
Section	A. Regular Meetings 3 B. Special Meetings 3 C. Quorum and Voting 3 D. Minutes 3 E. Public Notice 3 F. Telephonic Meetings 3	3 3 3 3
Section	n 5 Powers 3	3
ARTICLE III	OFFICERS	3
Section	n 1 Election 3	3
Section	A. Chair	1 1 1 1 1 1 1

ARTICLE IV COM	IMITTEES OF THE BOARD	4
Section 1	General	4
Section 2	Executive Committee	5
Section 3	Finance Committee	5
Section 4	Directorship Committee	5
Section 5	Audit Committee	6
Section 6	Other Committees	6
	A. Committee Chair appointment	6
	B. Investment Committee	6
	C. Real Estate Committee	6
	D. Development Committee	6
	E. Due Diligence Committee	6
	F. Strategic Planning Committee	7
	G. Compensation Committee	7
ARTICLE V RELA	ATIONSHIP WITH THE UNIVERSITY OF CENTRAL FLORIDA	7
Section 1	General	7
Section 2	University Resources and Name	7
Section 3	Operating Budget	
ARTICI F VI FXF	CUTION OF INSTRUMENTS	8
ANTIGEE VI EXEC		Ü
ARTICLE VII MISO	CELLANEOUS PROVISIONS	8
Section 1	Indemnification	8
Section 2	Bonding	9
Section 3	Confidentiality of Records	9
ARTICLE VIII SEAL		9
ARTICLE IX AME	NDMENTS	9



# BYLAWS OF THE UNIVERSITY OF CENTRAL FLORIDA FOUNDATION, INCORPORATED

#### ARTICLE I PURPOSE

The primary purpose of the University of Central Florida Foundation, Incorporated (Foundation) is to advance the future development of the University of Central Florida (University) by providing the community with a better understanding of the University's teaching, research and public service mission and accomplishments. Its specific responsibilities are to raise the community's awareness of the need for private support, to solicit gifts on behalf of the University and to effectively carry out its fiduciary responsibilities.

#### **MISSION**

The Foundation enhances relationships with alumni, friends, faculty, staff and community partners. The Foundation secures and manages charitable resources for the University and always acts with integrity and honesty.

# ARTICLE II MEMBERSHIP

#### Section 1. Composition

The board of the Foundation (Board) is composed of elected directors, ex-officio directors and emeritus directors as defined below.

- A. Elected Directors Directors will be elected by a majority of the voting members of the directors. There will be no more than 38 Elected Directors.
- B. Ex-officio Directors The following individuals will serve as Ex-officio Directors:
  - 1. Chair of the UCF Board of Trustees (voting)
  - 2. President of the University (voting)
  - 3. President of the UCF Athletics Association
  - 4. President of the UCF Alumni Association
  - 5. President of Central Florida Partnership, Inc.
  - 6. President of the Economic Development Commission
  - 7. Chair of the Orange County Research and Development Authority
  - 8. Mayor of Orange County

By-Laws of the University of Central Florida Foundation, Incorporated amendments adopted on March 2, 2011 Board of Directors Meeting

Page 1 of 9

- 9. Mayor of the City of Orlando
- 10. President of the Florida High Tech Corridor Council, Inc.
- 11. Chair of the Seminole County Board of County Commissioners
- 12. Mayor of the City of Oviedo
- C. Emeritus Director Any Elected Director who has served two terms may be nominated and appointed as an Emeritus Director.

#### Section 2. Terms of Office

- A. Elected Directors Each Elected Director will serve a term of four (4) years (or until the end of the respective term of his or her predecessor if elected to succeed a person who has not completed a four-year term). Three years of a term will constitute a full term of service. No Elected Director is eligible to serve more than two consecutive terms unless the director has been elected to serve as an officer on the Board, in which case the term may be extended by the Board to accommodate the time required for fulfillment of the term) of the office. An Elected Director who has served two terms consecutively may be re-elected to the Board after the expiration of one year following the end of his or her last term and will have the status of a newly Elected Director.
- B. Emeritus Directors The selection of an Emeritus Director is for life.
- C. Ex-officio Directors An Ex-officio Director will serve so long as he or she holds the office or the position which resulted in placement on the Board or until removed by the President of the University.
- D. Resignation A director may resign at any time by submitting a written resignation to the Chair.
- E. Removal An Elected Director may be removed by a two-thirds vote of the Elected Directors present and voting, whenever the interests of the Foundation would be best served. An Ex-officio Director, other than the President of the University or the Chair of the UCF Board of Trustees, may be removed by a majority vote of the Elected Directors present and voting, whenever in the Board's judgment the interests of the Foundation would be best served.

#### Section 3. Responsibilities

- A. Acquire and maintain a broad awareness and knowledge of UCF including its programs, strengths, needs, resources, and mission.
- B. Participate in Foundation meetings and serve on at least one foundation committee, and provide experience and special expertise as abilities and time permit.
- C. Provide advice and counsel to the University President and the Foundation CEO as requested on matters involving the UCF family and the community.
- D. Support the philanthropic aims of the Foundation with a minimum annual gift in an amount set by the Board to the Foundation's unrestricted fund. The annual gift should only be the beginning of the Board members' support and they are encouraged, as appropriate, to support other funds supplemental to the University, make leadership gifts to special projects, and make provisions for planned giving and support the University of Central Florida through their foundations and corporations.
- E. Serve as an effective university spokesperson in the community.

By-Laws of the University of Central Florida Foundation, Incorporated amendments adopted on March 2, 2011 Board of Directors Meeting

Page 2 of 9

#### Section 4. Meetings and Quorums

- A. Regular Meetings The Board will meet at least three (3) times a year, one of these being the annual meeting in the spring, no later than June 30, for the purpose of electing new board members and officers. The time and place of each regular meeting will be fixed by the Chief Executive Officer of the Foundation.
- B. Special Meetings Special Meetings of the Board may be called by the Chief Executive Officer or Chair of the Board or by one-fourth of the members of the Board entitled to vote, in writing, with due written notice of the time, place and subject matter given to each director as least ten days before the meeting date.
- C. Quorum and Voting One-half of all Elected Directors and voting Ex-officio Directors must be in attendance at any meeting to constitute a quorum; and once a quorum has been established, the act of a majority of the Elected Directors and voting Ex-officio Directors present at a meeting at which a quorum is present will be the act of the Board.
- D. Minutes Minutes of the Board meetings and committee meetings will follow the UCF Foundation Minutes for Board and Committee Meetings Guidelines.
- E. Public Notice Public notice of any meeting of the Board or any committee will be made as required by Florida law.
- F. Telephonic Meetings Meetings may be conducted by telephone, video conference or similar communications equipment, provided all persons participating in such meetings are able to communicate with each other.

#### Section 5. Powers

The Board will manage and govern the business affairs of the Foundation and in connection with these affairs the Board may exercise all of the powers granted the Foundation by law and under its Amended Articles of Incorporation.

# ARTICLE III OFFICERS

#### Section 1. Election

At the final meeting of the fiscal year, the Board will vote on a slate of officers submitted by the Directorship Committee. The Officers will serve two-year terms each commencing immediately following their election and continuing through the meeting closest to the end of two years. If a vacancy occurs in an office, the Directorship Committee will follow the guidelines established by the Directorship Committee and approved by the Board.

By-Laws of the University of Central Florida Foundation, Incorporated amendments adopted on March 2, 2011 Board of Directors Meeting

Page 3 of 9

#### Section 2. Officers' Duties

- A. Chair The Chair will preside over all meetings of the Board and will have primary responsibility for the Foundation's relationship with the university.
- B. Vice Chair will do and perform duties as may be assigned to him or her by the Chair, the Board, or these Bylaws. A Vice Chair will have full authority to act for the Chair in his or her absence or incapacity. If more than one is available, the one with the longest continuous service on the Board will act.
- C. Secretary The Secretary will have supervision over the records of the Foundation and will record the minutes of all meetings of the Board and the Executive Committee.
- D. Treasurer The Treasurer will supervise the fiscal affairs of the Foundation and serve as Chair of the Finance Committee.
- E. The Chief Executive Officer (CEO) of the Foundation, an ex-officio officer, will be the University Vice President for Development and Alumni Relations.
- F. The Chief Operating Officer (COO) of the Foundation, an ex-officio officer, will be the Associate Vice President Advancement/Alumni Affairs.
- G. The Chief Financial Officer (CFO) of the Foundation, an ex-officio officer, will be the Associate Vice President for Financial Management Services and Accounting.
- H. Absence or Incapacity of Officers In the event of absence, inability, or refusal to act of any Officer, the Executive Committee may appoint a successor to perform the Officer's respective duties, until the following meeting of the Board or any special meeting which may be held for the election of Officers.
- I. Resignation An Officer may resign at any time by submitting a written resignation to the Chair. If the Chair is resigning, he or she may submit his or her resignation to the Vice Chair.
- J. The Board may remove any Officer that is an elected officer at any time with or without cause by a majority vote at any properly noticed meeting of the Board at which a quorum is present.
- K. Ex-Offico Officers Ex-officio Officers may be removed at any time by the President of the University.

# ARTICLE IV COMMITTEES OF THE BOARD

#### Section 1. General

- A. The Foundation will have standing committees and other such committees as the Chair and the Board deems necessary or desirable.
- B. The Chair of the Foundation will appoint the Chair and the members of each committee except for those committees whose chair is specifically appointed in the bylaws.
- C. Standing Committees:
  - 1. Executive Committee
  - 2. Directorship Committee

By-Laws of the University of Central Florida Foundation, Incorporated amendments adopted on March 2, 2011 Board of Directors Meeting

Page 4 of 9

- 3. Finance Committee
- 4. Audit Committee
- D. With the exception of the Executive Committee and the Directorship Committee, individuals who are not directors but have expertise in given areas may serve as advisors and vote on committees of the Board, with the approval of the Chair of the Foundation and in consultation with the relevant committee chair. Additional requirements for committee membership may be found in these bylaws.
- E. The majority of the members of any committee must always be members of the Board.
- F. Other committees will be temporary and formed for a special purpose at the Chair's request or as required by law.

#### Section 2. Executive Committee

- A. The Executive Committee is a standing committee consisting of the following: the Chair, Vice Chair(s), Secretary, Treasurer, immediate past Chair, University President, Chair of the UCF Board of Trustees, chairs of all other committees described in these bylaws.
- B. The Chair, or in his or her absence the Vice Chair, will preside at meetings of the Executive Committee.
- C. The Executive Committee is authorized and empowered to act for, in the name of and on behalf of the Board at all times when the Board is not meeting. No action of any standing committee will be binding upon the Foundation unless such action is approved by the Executive Committee.
- D. The Executive Committee will meet at the call of the Chair. The presence of the majority of voting members will constitute a quorum of the committee and the presence of the majority of all Elected Directors and Ex-officio Directors serving on the Executive Committee must be in attendance at any meeting to constitute a quorum; and once a quorum has been established, the affirmative vote of a majority of members present is required for approval of any actions items.

#### **Section 3. Finance Committee**

- A. The Finance Committee is a standing committee and will establish and be responsible for the fiscal policy of the Foundation, including budgets and fees. The Finance Committee will recommend the budget for the next fiscal year to the Board at its regular meeting held prior to the end of the current fiscal year.
- B. The Chair of the Finance Committee will be the Treasurer.
- C. The Finance Committee will include at least 5 board members.
- D. A quorum shall consist of a majority of the voting members of the Finance Committee. Action may be taken on any business by majority vote of those present and voting.

#### **Section 4. Directorship Committee**

A. The Directorship Committee is a standing committee and is charged with the responsibility of annually receiving and placing in nomination the names of individuals to be considered for membership to the board of directors, preparing a slate of officers every two years, or upon the

By-Laws of the University of Central Florida Foundation, Incorporated amendments adopted on March 2, 2011 Board of Directors Meeting

Page 5 of 9

- resignation of an Officer and succession planning. The committee is also charged with annually reviewing the foundation's bylaws, memberships, committee assignments, and leading a board self-assessment process.
- B. The committee will establish guidelines which will be approved by the Board.
- C. The immediate past Board Chair will serve as Chair of the Directorship Committee. If the past Chair is unable to serve, the current Chair of the Board will appoint the chair of the committee. The Directorship Committee will consist of a minimum of four (4) appointed Board members. The immediate past Chair, Chair, vice Chairs and Chief Executive Officer of the Foundation will also participate as ex-officio voting members of the committee. The foundation board Chair may ask other board members or individuals, who may contribute to deliberations, to attend meetings without voting privileges.
- D. A quorum will consist of a majority of the voting members of the Directorship Committee. Action may be taken on any business by majority vote of those present and voting.

#### Section 5. Audit Committee.

- A. The Audit Committee is a standing committee and is charged with hiring the auditors and reviewing the results of the audit. The committee evaluates other accounting related policies and controls.
- B. The committee is governed by a charter approved by the Board.
- C. The membership consists of at least three directors.
- D. A quorum shall consist of a majority of the voting members of the Audit Committee. Action may be taken on any business by majority vote of those present and voting.

#### Section 6. Other Committees

- A. The Chair of the Board will appoint committee chairs, other than the ex-officio committee chairs such as the Executive Committee, Directorship Committee and the Finance Committee.
- B. The Investment Committee will consist of not fewer than three directors, which advises the Board in regard to the general investment policy and investment management of the Foundation. A quorum shall consist of a majority of the voting members of the Investment Committee. Action may be taken on any business by majority vote of those present and voting.
- C. The Real Estate Committee will consist of not fewer than three directors, which advises the Foundation Board and the Real Estate Foundation LLC in regard to real estate policies, procedures, potential transactions and other real estate issues affecting the Foundation. A quorum shall consist of a majority of the voting members of the Real Estate Committee. Action may be taken on any business by majority vote of those present and voting.
- D. The Development Committee advises the Board and provides direction regarding the general fundraising plan of the Foundation for the University. The membership consists of at least three directors. A quorum shall consist of a majority of the voting members of the Development Committee. Action may be taken on any business by majority vote of those present and voting.
- E. The Due Diligence Committee is responsible for receiving disclosures of proposed transactions with board members, including excess benefit transactions, and reviewing such transactions. This

By-Laws of the University of Central Florida Foundation, Incorporated amendments adopted on March 2, 2011 Board of Directors Meeting

Page 6 of 9

- committee will meet when an issue requiring due diligence arises. The membership consists of at least three directors. A quorum shall consist of a majority of the voting members of the Due Diligence Committee. Action may be taken on any business by majority vote of those present and voting.
- F. The Strategic Planning Committee works with staff managers and board members on strategic planning for the foundation and advises the board and the executive committee about strategic planning. The membership consists of at least three directors. A quorum shall consist of a majority of the voting members of the Strategic Planning Committee. Action may be taken on any business by majority vote of those present and voting.
- G. The Compensation Committee will consist of at least three directors and reports to the Board regarding the compensation for employees paid by the Foundation. A quorum shall consist of a majority of the voting members of the Compensation Committee. Action may be taken on any business by majority vote of those present and voting.

# ARTICLE V RELATIONSHIP WITH THE UNIVERSITY OF CENTRAL FLORIDA

#### Section 1. General

The Foundation operates as a Direct Support Organization for the University of Central Florida as defined by Florida Statute and the State University System of Florida. The Foundation adheres to and will follow the policies and procedures established by the State University System of Florida for Direct Support Organizations.

#### Section 2. University Resources and Name

The University President has the authority to monitor and control the use of the university's resources and the university's name.

#### Section 3. Operating Budgets

Operating budgets of the Foundation will be prepared annually, approved by the Board of Directors and the University President, and then submitted to the UCF Board of Trustees. Expenditure plans will be reviewed and approved quarterly by the Finance Committee and by the University President or designee. The designee must be a University Vice President or senior officer of the university who reports directly to the University President.

By-Laws of the University of Central Florida Foundation, Incorporated amendments adopted on March 2, 2011 Board of Directors Meeting

Page 7 of 9

# ARTICLE VI EXECUTION OF INSTRUMENTS

Contracts and other instruments to be executed by the Foundation will be signed, unless otherwise required by law, by the Chair, the Chief Executive Officer of the Foundation or a Vice Chair in conjunction with the Secretary. The Chair, the Chief Executive Officer of the Foundation or a Vice Chair of the Foundation, signing alone, is authorized and empowered to execute in the name of this Foundation instruments not requiring attestation arising in the day-to-day operations of the business of the Foundation, including, but not limited to, certificates representing stocks, bonds or other securities. The Board of Directors may authorize any other person or persons, whether or not an officer of the Foundation, to sign any contract or other instrument.

# ARTICLE VII MISCELLANEOUS PROVISIONS

#### Section 1. Indemnification

- A. Every director and officer of the Foundation, as well as special appointees, will be indemnified by the Foundation against all expenses and liabilities, including attorneys' fees, reasonably incurred by or imposed on the director or officer in connection with any proceeding, including any appeal, or any settlement of any proceeding to which the individual may be a party or in which he or she becomes involved as a result of serving as a director, officer, or special Appointee. The indemnified party does not have to be a director, officer, or special appointee at the time the expenses or liabilities are incurred or imposed. In the event, however, of a settlement before entry of judgment, the indemnification will apply only upon approval by the Board as being in the best interests of the Foundation. This indemnification is in addition to and not exclusive of all other rights to which the person may be entitled.
- B. The above indemnification does not apply in the case of an action by, or in the right of, the Foundation. A director, officer, or special appointee is entitled to indemnification only if he or she acted in good faith and in a manner he or she reasonably believed to be in, or not opposed to, the best interests of the Foundation and (where applicable) had no reasonable cause to believe his or her conduct was unlawful. This indemnification will be made in accordance with Section 607.0850, Florida Statutes, as amended from time to time.

By-Laws of the University of Central Florida Foundation, Incorporated amendments adopted on March 2, 2011 Board of Directors Meeting

Page 8 of 9

#### Section 2. Bonding

The Foundation will keep in force a blanket surety bond or employee dishonesty insurance, the adequacy of which will be determined by the Board, or a committee designated by the Board, to assure that each officer and employee who is authorized to collect, hold, or disburse funds of the Foundation will faithfully discharge his or her duties.

#### Section 3. Confidentiality of Records.

Public access to the Foundation's records will be governed by Section 1004.28, Florida Statutes.

#### ARTICLE VIII SEAL

The seal of the Foundation will be inscribed with the words, "University of Central Florida Foundation, Inc.," the figures "1968," and the words, "Corporation Not-for-Profit."

#### ARTICLE IX AMENDMENTS

These bylaws may be altered, amended, rescinded, or repealed at any meeting of the Board by the affirmative vote of a majority of the Board entitled to vote. Any amendment to these By-Laws must be approved by the Board of Trustees of the University.

Written notice of any proposed amendment will be sent to each member of the Board not less than fifteen (15) days prior to any meeting at which such proposed amendment is to be considered.

APPROVED BY BOARD ACTION ON: March 2, 2011 (Date)

Rv.

Larry Tobin 83

Secretary

University of Central Florida Foundation, Incorporated

Board of Directors

By-Laws of the University of Central Florida Foundation, Incorporated amendments adopted on March 2, 2011 Board of Directors Meeting

Page 9 of 9

{SEAL}

ITEM: CL-1

#### University of Central Florida BOARD OF TRUSTEES

**SUBJECT:** 2011-14 Goal Accomplishments Documented by the University Audit

Office

**DATE:** November 20, 2014

#### PROPOSED BOARD ACTION

Approve the 2011-14 Performance Unit Plan goal accomplishments documented by the University Audit Office.

#### **BACKGROUND INFORMATION**

On May 24, 2007, the University of Central Florida Board of Trustees approved the Performance Unit Plan. The plan requires that the university performance during the Performance Period be reviewed and certified as accurate by the University Audit office. The decision of the board regarding the performance results will be final.

**Supporting documentation:** University Audit's Performance Unit Plan Results and Description of Review Process

Prepared by: Marvin Pyles, Associate Vice President and Chief Human Resources Officer

Submitted by: John Sprouls, Chair of the Compensation and Labor Committee

#### **Board of Trustees Meeting - Consent Agenda**

# University Audit's Performance Unit Plan Results and Description of Review Process

## 2011-14 Performance Incentive Matrix Year 3

			Performance	Goals	Actual Performance							
Performance Measure	Weight	Minimum	Target	Maximum	Year 1	Year 2	Year 3	Final Data				
Quality of Education						•						
Average SAT score for FTIC students admitted for Fall 2011-12, 2012-13, and 2013-14.	2.5%	1247	1250	1253	1250 Fall 2011	1244 Fall 2012	1248 Fall 2013	1247 average over Fall 2011, 2012, 2013				
Average ratio of full-time tenured and tenure-track faculty members to total faculty members for 2011-12, 2012-13, and 2013-14.	2.5%	61.4%	62.0%	62.5%	62.4% Fall 2011	62.2% Fall 2012	61.8% Fall 2013	62.1% average over Fall 2011, 2012, 2013				
Average six-year graduation rates for FTIC students in the 2005, 2006, and 2007 cohorts.	10%	63.2%	63.7%	64.2%	62.8% 2005 cohort	65.1% 2006 cohort	67.4% 2007 cohort	65.1% average over 2005, 2006, 2007 cohorts				
Average four-year graduation rates for summer and fall full-time AA transfer students in the 2007, 2008, and 2009 cohorts.	10%	75.1%	75.3%	75.5%	75.3% 2007 cohort	75.6% 2008 cohort	73.0% 2009 cohort	74.6% average over 2007, 2008, 2009 cohorts				
Institutional Development and E	ffective	ness				•						
Average doctoral degrees conferred, counting both doctoral professional and doctoral research degrees, for 2011-12, 2012-13, and 2013-14.	5%	275	300	350	266 degrees 2011-12	280 degrees 2012-13	356 degrees 2013-14	301 degrees average over 2011-12, 2012-13, and 2013-14				
Average of the one-year retention rates for FTIC students in the 2010, 2011, and 2012 cohorts.	10%	86.7%	87.2%	87.7%	87.3% 2010 cohort	87.8% 2011 cohort	87.1% 2012 cohort	87.4% average over 2010, 2011, 2012 cohorts				
Average of the one-year retention rates for summer and fall full-time AA transfer students in the 2010, 2011, and 2012 cohorts.	10%	82.1%	82.4%	82.7%	82.3% 2010 cohort	83.4% 2011 cohort	84.1% 2012 cohort	83.3% average over 2010, 2011, 2012 cohorts				

## 2011-14 Performance Incentive Matrix Year 3

			Performance (	Goals		Actual F	Performance	
Performance Measure	Weight	Minimum	Target	Maximum	Year 1	Year 2	Year 3	Final Data
Institutional Development and E	ffective	eness (continu	ed)				·	
Establish an operational clinical practice plan, achieve full accreditation, and submit the initial application to the Accreditation Council for Graduate Medical Education for a residency program in at least one discipline in 2014.	chieve full operational uninimulated and submit the council for Graduate tion for a residency east one discipline operational uCF COM clinical practice by June 2012 by 201 by 201 operational gas, fleet lectrical for operational uninimulated goal as very as full accreditation operational uninimulated goal as very accreditation operational uninimulated goal as very as full accreditation operational uninimulated goal as very accreditation operation operat		Achieve minimum goal as well as full accreditation by 2013	Achieve minimum and target goals and submit the initial application to ACGME for a residency program in at least one discipline in 2014	Clinical practice plan operational in October 2011	Full accreditate for college granted in February 202 initial accreditation for residence program grantin May 201	goals were 13; met in year 2)	Full accreditation for college granted in February 2013; initial accreditation for residency program granted in May 2013
Sustainability			I		ı	I	<b>'</b>	1
Average greenhouse gas emissions generated from natural gas, fleet vehicles, and electrical for 2011-12, 2012-13, and 2013-14.	10%	1%	82,624 1.5% reduction	82,204 2% reduction	84,292 metric tons CO <sub>2</sub> e 2011-12	70,028 metric tons CO <sub>2</sub> e 2012-13	61,521 metric tons CO <sub>2</sub> e 2013-14	$71,947$ metric tons $CO_2e$ average over $2011-14$
External Support					•	•		•
Average extramural funding raised per tenured and tenure track faculty member FTE for 2010-11, 2011-12, and 2012-13.	15%	\$130,268	\$131,585	\$132,902	\$150,342 856.25 FTE 2011-12	\$126,896 863.48 FTE 2012-13	\$170,716 850.58 FTE 2013-14	\$149,318 856.77 FTE average over 2011-14
Total philanthropy to the UCFF and UCF Athletics Program without Courtelis or state matching funds, but including planned gifts, for 2011-14.	9%	\$85,000,000	\$94,000,000	\$104,000,000	\$15,543,846 2011-12	\$41,634,541 2012-13	\$25,509,171 2013-14	\$ 82,687,576 total over 2011-14
Average annual number of UCFF and Athletics Program donors for 2011-12, 2012-13, and 2013-14.	3%	17,064	17,775	18,485	16,293 2011-12	14,875 2012-13	16,190 2013-14	15,786 average over 2011-14

#### **Board of Trustees Meeting - Consent Agenda**

## 2011-14 Performance Incentive Matrix Year 3

		F	Performance G	oals	Actual Performance								
Performance Measure	Weight	Minimum	nimum Target Maximu		Year 1	Year 2	Year 3	Final Data					
External Support (continued)													
Average annual cost per dollar raised through philanthropy to UCFF for 2011-12, 2012-13, and 2013-14.	3%	\$.22	\$.20	\$.18	\$.60 2011-12	\$.33 2012-13	\$.52 2013-14	\$.48 average over 2011-14					

## 2012-15 Performance Incentive Matrix Year 2

		1	Performance Go	pals	Ac	tual Performanc	е
Performance Measure	Weight	Minimum	Target	Maximum	Year 1	Year 2	Year 3
Quality of Education							
Average six-year graduation rates for FTIC students in 2006, 2007, and 2008 cohorts.	24%	64.2%	64.7%	65.2%	65.1% 2006 cohort	67.4% 2007 cohort	
Average of the one-year retention rates for FTIC students in the 2011, 2012, and 2013 cohorts.	14%	87.7%	88.2%	88.7%	87.8% 2011 cohort	87.1% 2012 cohort	
Average four-year graduation rates for summer and fall full-time AA transfer students in the 2008, 2009, and 2010 cohorts.	24%	75.10%	75.35%	75.50%	75.6% 2008 cohort	73.0% 2009 cohort	
External Support							
Average extramural funding raised per tenured and tenure-track faculty member FTE for 2012-13, 2013-14, and 2014-15.	19%	\$131,585	\$132,902	\$134,232	\$126,898 863.48 FTE 2012-13	\$170,716 850.58 FTE 2013-14	
Total philanthropy to the UCFF and UCF Athletics Program without Courtelis or state matching funds, but including planned gifts, gifts-in-kind, and pledges for the period of July 1, 2012 to June 30, 2015.	19%	\$247,500,000	\$275,000,000	\$302,500,000	\$48,676,200 2012-13	\$43,256,323 2013-14	

## 2013-16 Performance Incentive Matrix Year 1

		1	Performance Goa	ls	A	ctual Performa	nce
Performance Measure	Weight	Minimum	Target	Maximum	Year 1	Year 2	Year 3
Quality of Education							
Average six-year graduation rates for FTIC students in 2007, 2008, and 2009 cohorts.	24%	66.5%	67.0%	67.5%	67.4% 2007 cohort		
Average of the one-year retention rates for FTIC students in the 2012, 2013, and 2014 cohorts.	14%	88.2%	88.7%	89.2%	87.1% 2012 cohort		
Average four-year graduation rates for summer and fall full-time AA transfer students in the 2009, 2010, and 2011 cohorts.	24%	75.4%	75.5%	75.6%	73.0% 2009 cohort		
External Support							
Average of the extramural research funding raised per tenured and tenure-track faculty member FTE for 2013-14, 2014-15, and 2015-16.	19%	\$130,500	\$131,500	\$133,000	\$170,716 850.58 FTE 2013-14		
Total philanthropy to the UCFF and UCF athletics program without Courtelis or state matching funds, but including planned gifts, gifts-in-kind, and pledges for the period of July 1, 2013, to June 30, 2016.	19%	\$190,000,000	\$215,000,000	\$235,000,000	\$43,256,323 2013-14		

University Audit confirmed the 2013-14 data reported by the College of Medicine, Facilities and Safety, Institutional Knowledge Management, the Office of Research and Commercialization, and the UCF Foundation.

Performance measure: Strengthen UCF's reputation by improving SAT scores of entering freshmen (average SAT score for first-time-in-college students admitted fall 2011-12, 2012-13, and 2013-14).

#### Definitions:

- FTIC = first-time-in-college students, early admit students, or students admitted with fewer than 12 college credit hours earned after high school graduation (excludes dual enrollment credit).
- Average SAT composite score = highest separate verbal and math scores from any SAT attempt for each FTIC, where the combined verbal and math scores are higher than or equal to the concordant ACT score of the same FTIC.

- Obtained a report of SAT and ACT scores for Fall 2013 FTICs from Institutional Knowledge Management.
- Obtained the population of Fall 2013 FTIC students and their ACT and composite SAT test scores from PeopleSoft.
- Compared the total number of FTICs in the Institutional Knowledge Management report to the number in PeopleSoft to verify completeness of the population.
- Using the SAT vs. ACT Concordance Table published by the Florida Department of Education, determined the higher of the ACT or composite SAT score.
- Excluded scores where the actual ACT is greater than the bottom of the concordant SAT range, then determined the average of the remaining SAT scores and compared it to the average SAT score reported by Institutional Knowledge Management.
- Selected a sample of students for testing, including students with composite scores above and below the average SAT, and students with splits between verbal and math. Recalculated the highest verbal and math scores and compared them to the reported composite test score.
- Calculated the unweighted average SAT score for Fall 2011, Fall 2012, and Fall 2013.
- Identified people with access in PeopleSoft to enter or change SAT scores.
   Verified that no one has access to correct or change SAT scores without leaving an audit trail.

Performance measure: Strengthen UCF's reputation by improving the ratio of full-time tenured and tenure-track faculty members to total faculty members for 2011-12, 2012-13, and 2013-14 (average the ratios for 2011-12, 2012-13, and 2013-14).

#### Definition:

 Full-time tenured and tenure-track faculty members = faculty definitions as reported by Institutional Knowledge Management to the Integrated Postsecondary Education Data System (IPEDS).

#### Process:

- Obtained a list of Fall 2013 faculty from Institutional Knowledge Management.
- Calculated the ratio of full-time tenured and tenure-track faculty to total faculty.
- Obtained a list of Fall 2013 faculty from PeopleSoft. Compared PeopleSoft data to Institutional Knowledge Management data to confirm the completeness and accuracy of the population.
- Calculated the unweighted average ratio of full-time tenured and tenure-track faculty members to total faculty members for 2010-11, 2011-12, and 2012-13.

Performance measure: Strengthen UCF's reputation and effectiveness by improving six-year graduation rates for FTIC students (average six-year graduation rates for FTIC students in the 2005, 2006, and 2007 cohorts).

#### Definition:

• Six-year graduation rate = percentage of full-time Summer or Fall 2007 FTIC students who enrolled full-time in Fall 2007 and graduated prior to or during Summer 2013.

- Obtained a graduation report of the full-time Summer or Fall 2007 FTIC cohort from Institutional Knowledge Management.
- Sorted the Institutional Knowledge Management data by semester of graduation and verified the number of students graduating within six years.
- Obtained a list of Summer or Fall 2007 FTIC cohort from PeopleSoft.
- Compared PeopleSoft data to Institutional Knowledge Management data to confirm the completeness and accuracy of the population.
- Selected a sample of students from the six-year and non-graduating groups and determined the accuracy of graduation data by comparing the degree awarded in PeopleSoft to the degree certification from the respective college.
- Calculated the unweighted average graduation rate for students in the 2005, 2006, and 2007 cohorts.

Performance measure: Strengthen UCF's reputation and effectiveness by improving four-year graduation rates for summer and fall full-time AA transfer students (average four-year graduation rates for summer and fall full-time AA transfer students in the 2007, 2008, and 2009 cohorts).

#### Definition:

- Four-year graduation rate = percentage of AA transfer students who first enrolled in Summer or Fall 2009, enrolled full-time in Fall 2009, and graduated prior to or during Summer 2013.
- AA transfer student = student who transferred directly to UCF from a Florida System College or Community College with an Associate of Arts degree.

#### Process:

- Obtained a graduation report of the Summer and Fall 2009 full-time AA transfer cohort from Institutional Knowledge Management.
- Sorted the Institutional Knowledge Management data by semester of graduation and verified the number of students graduating within six years.
- Obtained a list of students in the Summer and Fall 2009 full-time AA transfer cohort and their graduation data from PeopleSoft.
- Compared PeopleSoft data to Institutional Knowledge Management data to confirm the completeness and accuracy of the population.
- Selected a sample of students from the four-year and non-graduating groups and determined the accuracy of graduation data by comparing the degree awarded in PeopleSoft to the degree certification from the respective college.
- Calculated the unweighted average of the three average graduation rates for students in the 2007, 2008, and 2009 cohorts.

Performance measure: Strengthen UCF's reputation and effectiveness by increasing the number of doctoral degrees conferred, counting both doctoral professional degrees and doctoral research degrees (average of the conferred degrees for 2011-12, 2012-13, and 2013-14).

#### Definition:

• Doctoral degrees = research doctorate and professional doctorate degrees.

- Obtained the number of doctoral degrees conferred during 2013-14 from Institutional Knowledge Management.
- Obtained a listing of doctoral degrees conferred during 2013-14 from PeopleSoft.

- Compared PeopleSoft data to Institutional Knowledge Management data to confirm the completeness and accuracy of the population.
- Selected a sample of doctoral degrees awarded and reviewed the colleges' certifications that degree requirements were met.
- Averaged the conferred doctoral degrees for 2011-12, 2012-13, and 2013-14.

Performance measure: Strengthen UCF's reputation and effectiveness by improving one-year retention rates for FTIC students (average the one-year retention rates for FTIC students in the 2010, 2011, and 2012 cohorts).

#### Definition:

Retention rate = percentage of Summer or Fall 2012 FTIC students who enrolled full-time in Fall 2012 and were still enrolled in Fall 2013, either part-time or fulltime. Does not include early admits or students who transferred more than 12 credit hours earned after high school.

#### Process:

- Obtained the data set for the Summer and Fall 2012 full-time FTIC cohort from Institutional Knowledge Management. Filtered the data to determine the number and percentage of students who were still enrolled in Fall 2013.
- Obtained the population of Summer and Fall 2012 full-time FTIC admits from PeopleSoft. Pulled in the number of credit hours for enrolled students in Fall 2012 and 2013. Filtered the data to determine the number and percentage of FTIC students who were enrolled full-time in Fall 2012 and were still enrolled in Fall 2013.
- Compared PeopleSoft data to Institutional Knowledge Management's data to confirm the completeness and accuracy of the population.
- Calculated the unweighted average retention rate for FTIC students in the 2010, 2011, and 2012 cohorts.

Performance measure: Strengthen UCF's reputation and effectiveness by improving one-year retention rates for summer and fall full-time AA transfer students (average the one-year retention rates for AA transfer students in the 2010, 2011, and 2012 cohorts).

#### Definitions:

• Retention rate = percentage of Summer or Fall 2012 AA transfer students who enrolled full-time in Fall 2012 and were still enrolled in Fall 2013, either part-time

or full-time. Does not include early admits or students who transferred more than 12 credit hours earned after high school.

 AA transfer student = student who transferred to UCF from a Florida System College or Community College with an Associate of Arts degree.

#### Process:

- Obtained the data set for the full-time Summer and Fall 2012 AA transfer cohort from Institutional Knowledge Management. Filtered the data to determine the number and percentage of students who were still enrolled in Fall 2013.
- Obtained the population of full-time Summer and Fall 2012 AA transfer admits from PeopleSoft, including the number of credit hours for enrolled students in Fall 2012 and 2013 and the name of the last institution attended. Filtered the data to determine the number and percentage of AA transfer students who were enrolled full-time in Fall 2012 and were still enrolled in Fall 2013.
- Compared PeopleSoft data to Institutional Knowledge Management's data to confirm the completeness and accuracy of the population.
- Calculated the unweighted average retention rate for AA transfer students in the 2010, 2011, and 2012 cohorts

Performance measure: Strengthen UCF's prestige by establishing an operational clinical practice plan, achieving full accreditation for the medical education program, and submitting an initial application for a residency program in at least one discipline in 2014.

- Reviewed the February 26, 2013, letter from the Liaison Committee on Medical Education granting full accreditation to the UCF College of Medicine.
- Reviewed the UCF Pegasus Health web site and visited a physician at the practice plan's facility at the corner of University Blvd. and Quadrangle Blvd.
- Reviewed the July 24, 2013, letter from the Accreditation Council for Graduate Medical Education granting initial accreditation to the Internal Medicine residency program at UCF.

Performance measure: Strengthen UCF's sustainability by reducing the average greenhouse gas emissions generated from natural gas, fleet vehicles, and electrical (average of 2011-12, 2012-13, and 2013-14).

#### Definitions:

- Clean Air-Cool Planet (CA-CP) Campus Carbon Calculator™ = website used by the Department of Sustainability and Energy Management to obtain the total greenhouse gas emissions generated by natural gas, fleet vehicle, and electrical emissions.
- Greenhouse gas emissions from natural gas = carbon portion of the natural gas provided to UCF by TECO, as shown on the TECO gas bills.
- Greenhouse gas emissions from fleet vehicles = carbon content of the fuel (gas and diesel) used by UCF's fleet vehicles as provided by Voyager gas credit card purchases and the Facilities and Safety gas filling island.
- Greenhouse gas emissions from electrical usage and production = tons of CO<sub>2</sub> from our electrical usage and production, as shown on invoices from Duke Energy and information from UCF's on-campus cogeneration plants.

- Obtained reported metric tons of CO<sub>2</sub> emissions for 2010-11, 2011-12, 2012-13, and 2013-14, as shown in the CA-CP website, from the UCF Department of Sustainability and Energy Management. (Note: Due to turnover in Facilities and Safety staff, as well as changes in the CA-CP software and methodologies used to obtain CO<sub>2</sub> emission data, we requested that Facilities and Safety go back and recalculate baseline data from 2010-11, as well as data for the three years in this performance cycle, using current software and methodologies. Using the revised baseline data, we then adjusted the performance goals, using the BOT-approved 1%, 1.5%, and 2% reductions to arrive at new minimum, target, and maximum goals.)
- Obtained 2013-14 institutional data (number of students and employees, square footage of buildings on campus, etc.) from the Institutional Knowledge Management website and verified the completeness and accuracy of institutional data entered into the CA-CP website.
- Obtained 2013-14 Duke Energy bills, TECO gas bills, Voyager and gas island gas purchases, and reports from UCF's on-campus energy plant. Compared this information to information shown into the CA-CP website to confirm the completeness and accuracy of the data entered into the CA-CP website.
- Ran a CA-CP report showing the total CO<sub>2</sub> emissions over 2010-11, 2011-12, 2012-13, and 2013-14 and verified it supported the CO<sub>2</sub> emissions reported by Facilities and Safety.

Performance measure: Strengthen UCF's reputation and effectiveness by securing extramural grants and contracts (average the dollars raised per tenured and tenure-track faculty member FTE for 2011-12, 2012-13, and 2013-14).

#### Definition:

- Extramural grants and contracts = contract and grant funding secured from external sources.
- Tenured and tenure-track faculty = active, full-time and part-time tenured and tenure-track faculty as of December 2013; includes all faculty classifications.

- Obtained a report from the Office of Research and Commercialization's database of 2013-14 extramural funding and confirmed the total funding with the Office of Research and Commercialization (ORC).
- Tested a sample of 73 grants, including all grants with funding above or at \$1 million and a judgmental sample of other grants.
- For selected grants, determined whether the reported funding agreed to supporting documents from the granting agency and the reported funding was awarded during 2013-14.
- For 2013-14, increased reported research funding by \$779,979 for research awards incorrectly deposited and reported by UCF Foundation in its fundraising totals.
- For 2013-14, decreased reported funding by \$873,336 for differences between award documents and amounts recorded by ORC, by \$237,910 for internal revenues from the Advanced Materials Processing and Analysis Center, by \$5,873 for overstated Incubator rents, and by \$85,905 for UCF Foundation support reported by the Foundation.
- For 2012-13, made a retroactive adjustment, decreasing funding by \$248,475 for internal revenues from the Advanced Materials Processing and Analysis Center.
- Obtained a list of tenured and tenure-track faculty FTE as of December 2013 from Institutional Knowledge Management.
- Obtained a list of tenured and tenure track faculty as of December 2013 from PeopleSoft and verified that it agreed with the list from Institutional Knowledge Management.
- Calculated the average extramural grant funding per tenured and tenure-track faculty FTE for 2013-14. Calculated the revised extramural grant funding per tenured and tenure-track faculty FTE for 2012-13.
- Calculated the unweighted average extramural grant funding per tenured and tenure-track faculty FTEs for 2011-12, 2012-13, and 2013-14.

Performance measure: Total philanthropy to the UCF Foundation and UCF athletics program without Courtelis or state matching funds, but including planned gifts for the period of July 1, 2011, to June 30, 2014.

#### Definition:

Fundraising = contributions received by the UCF Foundation or the UCF athletics program, net of any ticket price included in the contribution; tangible in-kind gifts are included to the extent they can be reasonably valued based upon appraisal or other documentation; planned gifts are included if they are documented by a signed letter of intent, will, or trust instrument.

- Reviewed lists of 2011-14 donors and contributions prepared by UCF Foundation.
- Selected a sample of 100 donors and traced to copies of donor checks, appraisals, or signed letters of intent, wills, or trust instruments in Foundation records.
- Obtained the 2013-14 income statement from UCF Foundation.
- Recalculated 2013-14 fundraising starting with contributions shown on the Foundation's income statement.
- Increased reported fundraising by \$556,257 to reverse the 20 percent reduction in gifts for financial statement purposes required by IRS, and by \$4,028,160 to add gift-in-kind donations not included on the income statement.
- For 2013-14, decreased reported fundraising by \$199,116 for UCF assets, vendor discounts, or donated professional services reported as gifts-in-kind by UCF Foundation; by \$779,979 for research awards deposited and reported by UCF Foundation; and by a net \$680 for other recording errors made by UCF Foundation.
- For 2012-13, made a retroactive adjustment, decreasing fundraising by \$658,683 due to reporting errors identified by UCF Foundation.
- Reviewed prior-year audited financial statements for UCF Foundation to verify that financial data were presented fairly. The annual external financial audit provides additional assurances as to the accuracy and completeness of the annual fundraising figures.
- Calculated total UCF Foundation fundraising during July 1, 2011, through June 30, 2014. Of the \$82.6 million raised during this three-year period, \$38.3 million (46 percent) was in cash, \$13.8 million (17 percent) was in gifts-in-kind, and \$30.5 million (37 percent) was in planned gifts.

Performance measure: Average annual number of UCF Foundation and Athletics Program donors for the period of July 1, 2011, to June 30, 2014.

#### Definition:

- Donor = person, company, or entity that provided a contribution to the UCF Foundation or the UCF athletics program.
- Contribution = fundraising as defined for the total philanthropy measure above.

#### Process:

- Reviewed the Foundation's list of 2013-14 donors.
- Removed duplicate constituent numbers to determine the number of distinct donors. Totaled donors for 2013-14.
- Selected a sample of 100 donors and traced to copies of donor checks, planned gift forms, or appraisals in Foundation records.
- Found minor differences between reported and audited 2013-14 donor numbers; accepted UCF Foundation's reported donor numbers and revised 2011-12 and 2012-13 donor numbers accordingly.
- Calculated the average number of donors for 2011-12, 2012-13, and 2013-14.

Performance measure: Annual cost per dollar raised through philanthropy to UCF Foundation for the period of July 1, 2011, to June 30, 2014 (average the cost per dollar raised for 2011-12, 2012-13, and 2013-14 using 100 percent of direct fundraising expenses, 40 percent of management and general expenses, and 50 percent of alumni expenses).

#### Definition:

- Fundraising = Cash and gifts-in-kind, net of the ticket price included in the contribution, received by the UCF Foundation or the UCF athletics program.
- Fundraising expenses, management and general expenses, and alumni expenses = separate lines on the UCF Foundation income statement.

- Obtained a 2013-14 income statement from UCF Foundation.
- Calculated 100 percent of fundraising expenses, 40 percent of management and general expenses, and 50 percent of alumni relations expenses, as shown on the income statement.
- Calculated the unweighted average cost per dollar raised for 2011-12, 2012-13, and 2013-14.

ITEM: CL-2

#### University of Central Florida BOARD OF TRUSTEES

**SUBJECT:** Performance Unit Plan Payments for the 2011-14 Cycle

**DATE:** November 20, 2014

#### PROPOSED BOARD ACTION

Approve the Performance Unit Plan payments earned by participants for the 2011-14 cycle for accomplishment of the three-year performance measures set by the Board of Trustees on November 17, 2011.

#### **BACKGROUND INFORMATION**

On May 24, 2007, the University of Central Florida Board of Trustees approved the Performance Unit Plan. The plan provided for payments to participants for the 2011-14 performance measures no later than December 31, 2014.

#### **Supporting documentation:**

Attachment A: Compensation Consultant Report

Attachment B: 2011-14 Performance Unit Plan Payments

Prepared by: Marvin Pyles, Associate Vice President and Chief Human Resources Officer

Submitted by: John Sprouls, Chair of the Compensation and Labor Committee

# Attachment A

$\operatorname{MCC}$ onnell & $\operatorname{COMPANY}$ .	
	Compensation Consulting

September 27, 2014

Mr. Marvin Pyles Associate VP and Chief Human Resources Officer University of Central Florida 3280 Progress Drive Suite 100 Orlando, FL 32826-3229

Dear Mr. Pyles:

I have reviewed the process prepared by the UCF internal audit team to certify performance under the 2011-2014 Long-Term Incentive plan. This process is reasonable and appears to accurately measure the performance of the University's executive team over this period – consistent with the goals established by the Board of Trustees. Using the actual performance determined by this review, I have calculated that management performed at 102.93% of Target performance for the period. My calculations are shown in Exhibit A.

Let me know if you or the Board require any further information in this matter.

Very truly yours,

Paul J. McConnell

#### Exhibit A

#### 2011-2014 Performance Incentive Matrix

		Performa	nce Goals / Perce	ent Earned			Weighted
Objective /		Minimum	Target	Maximum	Actual	%	%
Performance Measure	Weight	25%	100%	150%	Performance	Earned	Earned
Quality of Education							
Average SAT score for FTIC students	2.5%	1247	1250	1253	1247	25.0%	0.63%
Average ratio of full-time tenured and tenure-track faculty to total faculty	2.5%	61.4%	62.0%	62.5%	62.1%	110.0%	2.75%
Average six-year graduation rates for FTIC students	10%	63.2%	63.7%	64.2%	65.1%	150.0%	15.00%
Average four-year graduation rates for AA transfer students	10%	75.1%	75.3%	75.5%	74.60%	0.0%	0.00%
Institutional Development & Effectiveness							
Average doctoral degrees conferred, counting both doctoral professional and doctoral research degrees	5%	275	300	350	301	101.0%	5.05%
Average one-year retention rates for FTIC students	10%	86.70%	87.20%	87.70%	87.40%	120.0%	12.00%
Average one-year retention rates for AA transfer students	10%	82.10%	82.40%	82.70%	83.30%	150.0%	15.00%
Establish an operational clinical practice plan, achieve full accreditation, and submit the initial application to the Accreditation Council for Graduate Medical Education for a residency program in at least one discipline in 2014.	10%	Establish an operational UCF COM clinical practice by June 2012	Achieve minimum goal as well as full accreditation by 2013	Achieve minimum and target goals and submit the initial application to ACGME for a residency program in at least one discipline in 2014	Full accreditation for college granted in February 2013; initial accreditation for residency program granted in May 2013	150.0%	15.00%
Sustainability							
Average greenhouse gas emissions generated from natural gas, fleet vehicles, and electrical	10%	83,043	82,624	82,204	71,947	150.0%	15.00%
External Support							
Average extramural funding raised per tenured and tenure track faculty member FTE	15%	\$130,268	\$131,585	\$132,902	\$149,318	150.0%	22.50%
Total philanthropy to UCFF and UCF Athletic Programs	9%	\$85,000,000	\$94,000,000	\$104,000,000	\$82,687,576	0.0%	0.00%
Average annual number of UCFF and Athletic donors	3%	17,064	17,775	18,485	15,786	0.0%	0.00%
Average annual cost per dollar raised through philanthropy	3%	\$0.22	\$0.20	\$0.18	\$0.48	0.0%	0.00%
Total	100%			-			102.93%

# **Attachment B**

### University of Central Florida 2011-14 Performance Unit Plan Payments

		Target Units	2014
Name	Position	2011-14	Payments Due <sup>1</sup>
German, Deborah	VP, and Dean Medical Affairs	740	\$76,168
Soileau, Marion	VP, Research	410	\$42,201
Merck, William	VP, Administration and Finance	410	\$42,201
Holmes, Robert	VP, Development and Alumni Relations	360	\$37,055
Cole, Scott	VP and General Counsel	380	\$39,113
Harms, Al <sup>2</sup>	VP, Strategy, Marketing, Communications and Admission	300	\$25,803
Ehasz, Maribeth	VP, Student Development and Enrollment Services	320	\$32,938
Holsenbeck, Daniel	VP, University Relations	300	\$30,879
Schell, Rick	VP and Chief of Staff, Office of the President	300	\$30,879
Donegan, Helen <sup>3</sup>	VP, Community Relations	220	\$18,695
	SubTotal	3,740	\$375,932
Hitt, John	President	2,400	\$247,032
	Total	6,140	\$622,964

Amount owed for 2011-14 is 102.93% of the target units as computed by the compensation consultant for the 2011-14 cycle. The target units for some of the participants have been adjusted to align with current base salaries. Amounts earned are to be paid no later than December 31, 2014. Any payment which exceeds legislated Education and General salary cap will be paid from non-public funds.

The payment amount is prorated per the Performance Unit Plan, Section 10(a)(i)(ii)(iii). The participant worked 915 days of the 2011-14 cycle. The qualified amount is multiplied by the fraction 915/1095.

The payment amount is prorated per the Performance Unit Plan, Section 10(a)(i)(ii)(iii). The participant worked 904 days of the 2011-14 cycle. The qualified amount is multiplied by the fraction 904/1095.

ITEM: CL-3

#### University of Central Florida BOARD OF TRUSTEES

**SUBJECT:** 2014-17 Performance Incentive Measures and Goals

**DATE:** November 20, 2014

#### PROPOSED BOARD ACTION

Approve the 2014-17 Performance Incentive Measures and Goals for the president and senior officers.

#### **BACKGROUND INFORMATION**

The Performance Unit Plan, approved by the board on May 24, 2007, requires annual board approval of the Performance Incentive Measures and Goals.

#### **Supporting documentation:**

Attachment A: 2014-17 Performance Incentive Measures and Goals

Attachment B: Historical Goal Data

**Prepared by:** Marvin Pyles, Associate Vice President and Chief Human Resources Officer

Submitted by: John Sprouls, Chair of the Compensation and Labor Committee

# 2014-17 Performance Incentive Measures and Goals

# **Attachment A**

Objective			<b>Performance Goals</b>	
Performance Measure	Weight	Minimum	Target	Maximum
Quality of Education				,
Strengthen UCF's reputation and effectiveness by improving six-year graduation rates for FTIC students.  Average six-year graduation rates for FTIC students in 2008, 2009, and 2010 cohorts.	22%	68.5%	69.0%	69.5%
Strengthen UCF's reputation and effectiveness by improving one-year retention rates for FTIC students.  Average of the one-year retention rates for FTIC students in the 2013, 2014, and 2015 cohorts.	12%	88.5%	89.0%	89.5%
Strengthen UCF's reputation and effectiveness by improving four-year graduation rates for summer and fall full-time AA transfer students.  Average four-year graduation rates for summer and fall full-time AA transfer students in the 2010, 2011, and 2012 cohorts.	22%	75.5%	76.0%	76.5%
External Support				
Strengthen UCF's reputation and effectiveness by securing extramural grants and contracts.  Average of the dollars raised per tenured and tenure-track faculty member FTE for 2014-15, 2015-16, and 2016-17.	17%	\$131,585	\$132,902	\$139,547
Total philanthropy to the UCFF and UCF athletics program without Courtelis or state matching funds, but including planned gifts, gifts-in-kind, and pledges for the period of July 1, 2014, to June 30, 2017.	17%	\$200,000,000	\$210,000,000	\$220,000,000
<b>BOG Performance Funding Benchmarks</b>				
Maintain UCF's performance and standing as a top tier SUS institution.  Average of final performance funding rankings from 2015, 2016, and 2017.	10%	Top 5	Тор 4	Тор 3

## Historical Goal Data

Attachment B

Data provided by Institutional Knowledge Management and University Audit

	Academic/ Fiscal Year:			Average / Total:			<u>Per</u>	2011-14 formance (		2012-15 Performance Goals:			2013-16 Performance Goals:			<u>Peri</u>	2014-17 Performance Goals:		
Performance Measure	2011-12	2012-13	2013-14	2009-12	2010-13	2011-14	Min	Target	Max	Min	Target	Max	Min	Target	Max	Min	Target	Max	
Strengthen UCF's reputation by improving SAT Scores of entering freshman. "Average SAT score for first-time-in-college (FTIC) students admitted Fall of each PUP cycle	1,250	1,244	1248	1,237	1,244	1,247	1247	1250	1253										
Strengthen UCF's reputation by improving ratio of tenured and tenure-track faculty members to total full-time faculty members	62.4%	62.2%	61.8%	63.1%	62.0%	62.1%	61.4%	62.0%	62.5%										
Six-year graduation rates - FTIC	62.8%	65.1%	67.4%	63.0%	63.7%	65.1%	63.2%	63.7%	64.2%	64.2%	64.7%	65.2%	66.5%	67.0%	67.5%	68.5%	69.0%	69.5%	
Four-year graduation rates of AA transfer summer and fall full-time students	75.3%	75.6%	73.0%	74.8%	75.3%	74.6%	75.1%	75.3%	75.5%	75.10%	75.35%	75.50%	75.4%	75.5%	75.6%	75.5%	76.0%	76.5%	
Increasing doctoral degrees conferred, counting both doctoral professional and doctoral research degrees.  Average the degrees for 2011-12, 2011-13, and 2013-14.	266	280	356	270	277	301	275	300	350										
Increasing one-year retention rates for FTIC	87.3%	87.8%	87.1%	87.0%	87.3%	87.4%	86.7%	87.2%	87.7%	87.7%	88.2%	88.7%	88.2%	88.7%	89.2%	88.5%	89.0%	89.5%	
Increasing one-year retention rates for AA transfer summer and fall full-time students. Average the coharts of the three-year cycle.	82.3%	83.4%	84.1%	82.6%	82.7%	83.3%	82.1%	82.4%	82.7%										
Strengthen UCF's sustainability by reducing the average greenhouse gas emissions generated from natural gas, fleet vehicles, and electrical.The average of 2011-12, 2012-13, and 2013-14	84,292	70,028	61,521	89,652	81,818	71,947	90,224	89,768	89,312										
							83,043 1% Reduction	82,624 1.5% Reduction	82,204 2% Reduction										
Maintain UCF's performance and standing as a top tier SUS institution. Average of final performance funding rankings from 2015, 2016, and 2017		Top 3	Top 3													Top 5	Top 4	Top 3	
* Research grants Average per tenure and tenure-track faculty member FTE	\$150,342 Faculty: 856.25	\$126,896 Faculty: 863.48	\$170,716 Faculty: 850.58	\$146,432	\$136,009	\$149,318	\$130,268	\$131,585	\$132,902	\$131,585	\$132,902	\$134,232	\$130,500	\$131,500	\$133,000	\$131,585	\$132,902	\$139,547	

the metric tons corresponding to the percentage reductions for this measure are revised by University Audit based on changes in the Department of Sustainability and Energy Management's methodology and assumptions used with the software program that calculates the greenhouse gas emissions

Note: tangible gifts in kind are included to the extent that they are reasonable and based on appraisals or other documentation

<sup>\*</sup> three year average

<sup>\*\*</sup> cumulative for the three-year period

## Historical Goal Data

## Attachment B

Data provided by Institutional Knowledge Management and University Audit

	Academic/ Fiscal Year:	_	Average / Total:			2011-14 2012-15 Performance Goals: Performance Goa				<u>Perf</u>	2013-16 ormance (		2014-17 <u>Performance Goals:</u>					
Performance Measure	2011-12	2012-13	2013-14	2009-12	2010-13	2011-14	Min	Target	Max	Min	Target	Max	Min	Target	Max	Min	Target	Max
** Total philanthropy for the three-year period, to the UCFF and UCF athletics program without Courtelis or state matching funds. Includes planned gifts, gifts-in-kind, and pledges.	\$37,122,109	\$48,676,200	\$43,256,323	\$105,404,580	\$114,794,399	\$129,054,632				\$247.5M	\$275M	\$302.5M	\$190M	\$215M	\$235M	\$200M	\$210M	\$220M
** Total philanthropy from July 1, 2011, to June 30, 2014, to the UCFF and UCF athletics program without Courtelis or state matching funds. Includes planned gifts and gifts in kind.	\$15,543,846	\$41,634,541	\$25,509,171	\$66,592,695	\$73,796,685	\$82,687,558	\$85 M	\$94 M	\$104 M									
* Average annual number of UCFF and athletics program donors for the period of July 1, 2011, to June 30, 2014	16,293	14,875	16,190	16,719	16,412	15,786	17,064	17,775	18,485									
* Annual cost per dollar raised through philanthropy to UCFF for the three-year cycle. Average the cost per dollar raised for each year of the cycle.	\$0.60	\$0.33	\$0.52	\$0.37	\$0.43	\$0.48	\$0.22	\$0.20	\$0.18									

Note: tangible gifts in kind are included to the extent that they are reasonable and based on appraisals or other documentation

the metric tons corresponding to the percentage reductions for this measure are revised by University Audit based on changes in the Department of Sustainability and Energy Management's methodology and assumptions used with the software program that calculates the greenhouse gas emissions

<sup>\*</sup> three year average

<sup>\*\*</sup> cumulative for the three-year period

ITEM: CL-4

#### University of Central Florida BOARD OF TRUSTEES

**SUBJECT:** 2014-17 Performance Unit Plan Awards

**DATE:** November 20, 2014

#### PROPOSED BOARD ACTION

Approve the 2014-17 Performance Unit Plan awards.

#### **BACKGROUND INFORMATION**

The Performance Unit Plan, approved by the board on May 24, 2007, requires annual board approval of any Performance Unit Plan awards for the president and senior officers.

Supporting documentation: 2014-17 Performance Unit Plan Awards

Prepared by: Marvin Pyles, Associate Vice President and Chief Human Resources Officer

Submitted by: John Sprouls, Chair of the Compensation and Labor Committee

## **University of Central Florida**

#### 2014-17 Performance Unit Plan Awards

#### **Unit Awards**

<u>Name</u>	<u>Position</u>	2012-15	2013-16	2014-17	Increase #	Increase %	Minimum	2014-17 Target	Maximum
Whittaker, Dale	Provost and Vice President Academic Affairs			530	530		\$13,250	\$53,000	\$79,500
German, Deborah	VP, and Dean Medical Affairs	620	700	740	40	6%	\$18,500	\$74,000	\$111,000
Soileau, Marion	VP, Research and Commerialization	370	370	410	40	11%	\$10,250	\$41,000	\$61,500
Merck, William	VP, Administration and Finance	370	370	410	40	11%	\$10,250	\$41,000	\$61,500
Holmes, Robert	VP, Development and Alumni Relations	350	350	360	10	3%	\$9,000	\$36,000	\$54,000
Cole, Scott	VP and General Counsel	330	330	380	50	15%	\$9,500	\$38,000	\$57,000
Heston, Grant	VP, Communications and Marketing			300	300		\$7,500	\$30,000	\$45,000
Holsenbeck, Daniel	VP, University Relations	280	280	310	30	11%	\$7,750	\$31,000	\$46,500
Ehasz, Maribeth	VP, Student Development and Enrollment Services	280	280	320	40	14%	\$8,000	\$32,000	\$48,000
Schell, Rick	VP and Chief of Staff, Office of the President	270	270	300	30	11%	\$7,500	\$30,000	\$45,000
Donegan, Helen	VP, Community Relations	220	220	230	10	5%	\$5,750	\$23,000	\$34,500
	SubTotal	3,090	3,170	4290	1120	35%	\$107,250	\$429,000	\$643,500
Hitt, John	President	2,450	2,550	2,630	80	3%	\$65,750	\$263,000	\$394,500
	Total	5,540	5,720	6,920	1200	21%	\$173,000	\$692,000	\$1,038,000

ITEM: EP-1

#### University of Central Florida BOARD OF TRUSTEES

**SUBJECT:** Conferral of Degrees

**DATE:** November 20, 2014

#### PROPOSED BOARD ACTION

Concurrence: Conferral of degrees at the Fall 2014 commencement ceremonies.

#### **BACKGROUND INFORMATION**

UCF expects to award the following degrees at the Fall 2014 commencement ceremonies on December 12-13, 2014:

4,422 baccalaureate degrees

677 master's degrees

135 doctoral and specialist degrees

5,234 Total

Supporting documentation: Registrar's Graduation Count

Prepared by: Amy Swinford, Senior Administrative Assistant to the Vice President and

Chief of Staff

Submitted by: John C. Hitt, President

## **UCF Fall 2014 Commencement**

Note: Procession of graduates begins 20 minutes prior to each ceremony. \*Projected Attending (Baccalaureate only) is an estimate based on 70% attending rate

College	Baccalaureate			Master's				Doctorate	)				
	Intent to graduate	Projected* attending	Picked-up cap and gown	Head- count	Degree award	Intent to graduate	Indicated attending	Picked-up cap and gown	Head- count	Intent to graduate	Indicated attending	Picked-up cap and gown	Head- count
Friday, 12/12, 9:00 a.m.													
College of Education and Human Performance	369	258				129	129			21	21		
* Education Specialists						3	3						
Rosen College of Hospitality Management	312	218				16	16			0	0		
College of Health and Public Affairs	624	437				150	150			7	7		
College Totals:	1,305	914				298	298			28	28		
Total Students Anticipated in Attendance:	1,240												
Friday, 12/12, 2:30 p.m.													
College of Arts and Humanities	414	290				84	84			3	3		
College of Graduate Studies	0	0				2	2			0	0		
College of Sciences	968	678				33	33			33	33		
Office of Undergraduate Studies	293	205				0	0			0	0		
College of Nursing	220	154				24	24			10	10		
College Totals:	1,895	1,327	-	-	-	143	143	-	-	46	46	0	
Total Students Anticipated in Attendance:	1,516												
Saturday, 12/13, 9:00 a.m.													
College of Business Administration	708	496				90	90			0	0		
College of Engineering and Computer Science	432	302				133	133			48	48		
College of Medicine	82	57				4	4			6	6		
College of Optics and Photonics	0	0				9	9			7	7		
College Totals:	1,222	855				236	236			61	61		
Total Students Anticipated in Attendance:	1,152												
Degree level ITG totals:	4,422					677				135			
Combined ITG submissions:	5,234												
All ceremony projected* attending:	3,907	74.7%	of all ITG's										
Anticipated attendance - cap and gown pickup:	0	0.0%	of all ITG's										
Headcount totals:	0	0.0%	of all ITG's										
Undergraduate degrees awarded:	0	0.0%	of all UGRE	ITG's									

ITEM: EP-2

## University of Central Florida BOARD OF TRUSTEES

**SUBJECT:** 2013-14 UCF Annual Accountability Report to the Board of Governors

**DATE:** November 20, 2014

#### PROPOSED BOARD ACTION

Approval of the 2013-14 Annual Accountability Report to the Board of Governors, with permission to include non-material data that is still to be supplied by the staff of the Board of Governors.

#### **BACKGROUND**

The Board of Governors requires each university to file an annual accountability report, which is due on December 19. Some non-material data supplied by the Board of Governors staff will not be available until November 28.

Supporting documentation: 2013-14 UCF Annual Accountability Report to the Board of Governors

Prepared by: M. Paige Borden, Assistant Vice President for Institutional Knowledge Management

Submitted by: A. Dale Whittaker, Provost and Vice President for Academic Affairs

# 2013-14 Annual Accountability Report

# UNIVERSITY OF CENTRAL FLORIDA

DRAFT 11/11/2014





# **TABLE OF CONTENTS**

# **EXECUTIVE SUMMARY**

DASHBOARD	p. 2
KEY ACHIEVEMENTS	p. 5
NARRATIVE	p. 6
DATA TABLES	
SECTION 1. FINANCIAL RESOURCES	p. xx
SECTION 2. PERSONNEL	p. xx
SECTION 3. ENROLLMENT	p. xx
SECTION 4. UNDERGRADUATE EDUCATION	p. xx
SECTION 5. GRADUATE EDUCATION	p. xx
SECTION 6. RESEARCH & ECONOMIC DEVELOPMENT	p. xx

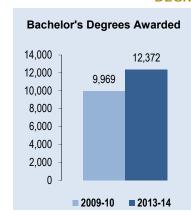
Page numbers for Data Tables are placeholders in this template.

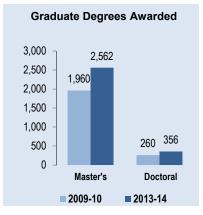


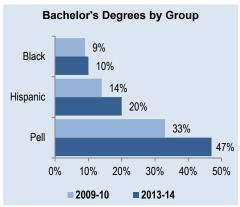
# Dashboard

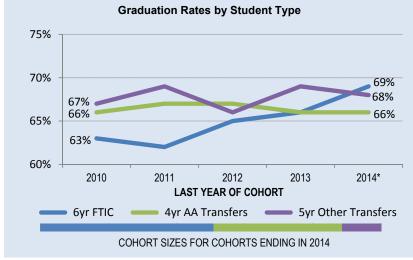
Headcount Enrollments	Fall 2013	% Total	2012-2013 % Change	Degree Programs Offered 2017 Carnedia Classifications					
TOTAL	59,770	100%	0%	TOTAL (as of Spring 2014) 187		Basic:	Research Universities		
White	33,954	57%	-3%	Baccalaureate		82	Dasic.	(very high research activity)	
Hispanic	12,082	20%	7%	Master's		77	Undergraduate	Professions plus arts &	
Black	6,150	10%	3%	Research Doctorate		25	Instructional Program:	sciences, high graduate	
Other	7,584	13%	3%	Professional Doctora	ate	3	Graduate Instructional	Comprehensive doctoral	
Full-Time	39,542	66%	-2%	Faculty	Full-	Part-	Program:	(no medical/veterinary)	
Part-Time	20,228	34%	4%	(Fall 2013)	Time	Time	Cite and Catting	Large four-year, primarily	
Undergraduate	51,047	85%	1%	TOTAL	1,482	33	Size and Setting:	nonresidential	
Graduate	8,003	13%	-3%	Tenure & Ten. Track	775	13	Community	Curricular Engagement	
Unclassified	720	1%	-13%	Non-Tenured Faculty	707	20	Engagement:	and Outreach & Partnerships	

#### DEGREE PRODUCTIVITY AND PROGRAM EFFICIENCY









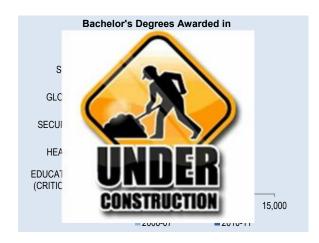


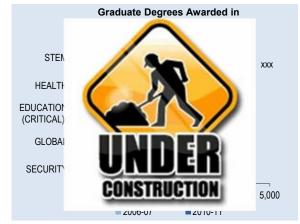
<sup>\*</sup> Based on 2014 preliminary data



# Dashboard

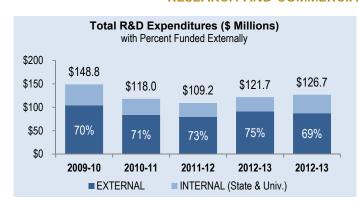
#### DEGREES AWARDED IN PROGRAMS OF STRATEGIC EMPHASIS

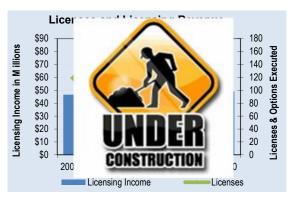




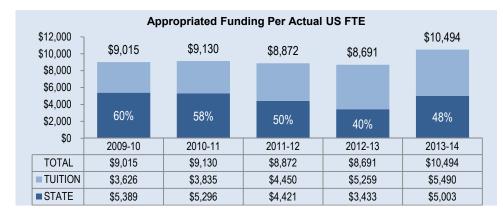
Note: The Programs of Strategic Emphasis were revised by the Board of Governors (11/2013), these graphs report the new categories.

#### RESEARCH AND COMMERCIALIZATION ACTIVITY





#### **RESOURCES**



Note: Tuition is the appropriated budget authority, not the amount actually collected. This tuition data includes state supported financial aid and does not include non-instructional local fees. State includes General Revenues, Lottery and Other Trust funds (i.e., Federal Stimulus for 2010-11 and 2011-12 only). Student FTE are actual (not funded) and based on the national definition.

# Dashboard

#### POST-GRADUATION METRICS

These are mock graphs.



# Key Achievements (2013 -2014)

#### STUDENT AWARDS/ACHIEVEMENTS

- 1. UCF enrolled more freshman National Merit Scholars than any other Florida university and ranked second among Florida state universities in total Bright Futures scholarship funding.
- 2. UCF's College of Engineering and Computer Sciences students placed first in both men's and women's Human Powered Vehicle Competitions, hosted by the American Society for Mechanical Engineers. Students from this college also won the 2013 Institute for Industrial Engineers HealthCare Systems Process Improvement Competition.
- 3. The 2013-14 American Athletic Conference Academic Honor Roll included 166 UCF student athletes. The football and women's basketball teams both earned Team Academic Achievement Awards for having the highest GPA in the conference.

#### **FACULTY AWARDS/ACHIEVEMENTS**

- 1. Faculty members were awarded NSF Early CAREER awards, Fulbright awards, a Top Innovation award, an E.H. Beller Medal, and a R.W. Wood Prize.
- 2. College of Sciences faculty members Dan Britt and Thomas Kehoe won the NASA Solar System Exploration Research Virtual Institute Competition and a \$4.5 million award.
- 3. Faculty member Mubarak Shah was identified as the world's seventh most frequently cited author in the subject of computer vision.

#### PROGRAM AWARDS/ACHIEVEMENTS

- 1. Twenty-one UCF graduate school programs ranked among the top 100 in the country in their fields by *U.S. News & World Report*.
- 2. The College of Medicine was granted accreditation for its International Medicine Residency program.
- 3. The College of Business Administration's DeVos Sport Business Management Program was ranked in the top five Sport Business graduate programs by *Sports Business International*.

#### RESEARCH AWARDS/ACHIEVEMENTS

- 1. A student in the College of Medicine received a first place research award from the American Medical Association.
- 2. A College of Sciences faculty member received the Pathfinder Award for Lifetime Achievements in Research.
- 3. UCF set a school record for research funding \$145.6 million in contracts and grants (a 29 percent increase over last year).

#### **INSTITUTIONAL AWARDS/ACHIEVEMENTS**

- 1. UCF awarded a significantly increased number of master's degrees (11 percent) and doctoral degrees (27 percent) over last year.
- 2. UCF partnered with the Florida High Tech Corridor Council and the Orlando Economic Development Commission to create the Florida Advanced Manufacturing Research Center in Osceola County.
- 3. UCF was named one of the nation's 16 leading universities for supporting innovation and economic prosperity by the Association of Public and Land Grant Universities.



# Narrative

#### **Teaching and Learning**

#### STRENGTHEN QUALITY AND REPUTATION OF ACADEMIC PROGRAMS AND UNIVERSITIES

- U.S. News & World Report ranked UCF 14<sup>th</sup> as an "up and coming" school, 94<sup>th</sup> overall among public institutions, and 31<sup>st</sup> in the "most connected" category based on access to high-speed internet connection.
  - College Rankings: College of Optics and Photonics, atomic, molecular and optical science program (14<sup>th</sup>), College of Nursing (79<sup>th</sup>), College of Engineering and Computer Sciences (81<sup>st</sup>), College of Education and Human Performance (98<sup>th</sup>).
  - Program specific rankings (in Top 100): Counselor Education (7<sup>th</sup>), Special Education (12<sup>th</sup>), Nurse Educator M.S.N. online (24<sup>th</sup>), Nonprofit Management (25<sup>th</sup>), Criminal Justice (26<sup>th</sup>), Industrial Engineering (42<sup>nd</sup>), Healthcare Management (46<sup>th</sup>), Computer Engineering (58<sup>th</sup>), Public Administration (59<sup>th</sup>), Materials Engineering (61<sup>st</sup>), Electrical Engineering (64<sup>th</sup>), Environmental Engineering (68<sup>th</sup>), Communication Sciences and Disorders (73<sup>rd</sup>), Civil Engineering (76<sup>th</sup>), Physics (85<sup>th</sup>), Social Work (89<sup>th</sup>), Computer Science (90<sup>th</sup>), Mechanical Engineering (97<sup>th</sup>), and Physical Therapy (99<sup>th</sup>).
- For overall quality, Forbes ranked UCF as 153<sup>rd</sup> in the Best National Universities category and 91<sup>st</sup> among all universities in the South.
- Kiplinger and The Princeton Review named UCF one of the "best values" in the country.
- UCF was named as The Most Desirable College in Florida by eCollegeFinder.com.
- UCF was named as one of the nation's 16 leading universities in innovation and economic prosperity and was chosen as a finalist for the Inaugural Economic Prosperity University Award by the Association of Public and Land Grant Universities.
- For the ninth consecutive year, the University Testing Center was named one of the Top 100 College Level Examination Program Centers by the College Board.
- College of Arts and Humanities' Florida Interactive Entertainment Academy ranked second for Video Game Graduate programs in North America by *The Princeton Review*.
- College of Health and Public Affairs' Criminal Justice online programs were ranked number three in the nation by BestColleges.com.
- College of Business Administration's Dr. P. Phillips School of Real Estate was ranked as the fifth best real estate program in the country by the International Council of Shopping for the last two years.
- College of Education and Human Performance's Secondary Education Program in the College of Education and Human Performance was ranked ninth by the National Council on Teacher Quality.
- College of Medicine was granted accreditation for its International Medicine Residency program.

#### INCREASE DEGREE PRODUCITIVITY AND PROGRAM EFFICIENCY

- UCF awarded 12,589 bachelor's degrees (an increase of 1.0 percent),
- UCF awarded 2,539 master's degrees (an increase of 11.1 percent) and 356 doctoral degrees (an increase of 27.1 percent).

- Among programs designated as strategic emphasis, UCF awarded 6,160 bachelor's degrees (an increase of 6.4 percent) and 1,675 master's or doctoral degrees (an increase of 5.9 percent).
- UCF's six-year graduation rate increased to 67.4 percent for the fall 2007 cohort. A ten year improvement of 12.9 percentage points.
- Fall 2013 enrollment was 59,770, making UCF the second-largest university in the nation.
- UCF enrolled 61 new National Merit Scholars in the fall 2013 semester, the highest number among all Florida institutions. UCF ranked 37<sup>th</sup> nationally and 15<sup>th</sup> among public universities for enrollment of new National Merit Scholars. UCF enrolled 275 new and returning National Merit Scholars.
- Honors in the Major (UCF's oldest and most prestigious undergraduate research program) enrollment totaled 424, an increase of 2.7 percent.
- African American student enrollment reached 6,150 in the fall semester (an increase of 3.0 percent).
- Hispanic enrollment reached 12,082 (an increase of 6.8 percent) and represents more than 20 percent of overall enrollment.
- Hispanic Outlook named UCF 11<sup>th</sup> among colleges and universities nationwide for the most bachelor's degrees awarded to Hispanic students. The number of psychology degrees awarded to Hispanic students ranked second in the nation, and the number of education and engineering degrees ranked seventh in the nation.
- UCF ranked second among Florida state universities in total Bright Futures scholarship funding. In fall 2013, 91.3 percent of all UCF freshmen who are Florida residents received Bright Futures scholarships.
- The University's online offerings include 17 undergraduate minors, 14 baccalaureate degrees, 30 graduate certificate degrees, 23 master's degrees, and one doctoral degree.
- Online learning activity accounted for 36 percent of total credit hours, an increase of 1.4 percent over last year.
- Sixty-six percent of UCF students registered for at least on on-line or blended learning course, resulting in 178,345 total course registrations.
- The football program ranked first in the American Athletic Conference among public schools for the graduation success of its players with an 83 percent graduation success rate.

# INCREASE THE NUMBER OF DEGREES AWARDED IN STEM AND OTHER PROGRAMS OF STRATEGIC EMPHASIS

- Forty-nine percent of all bachelor's degrees awarded by UCF were in programs of strategic emphasis (totaled 6,160 degrees).
- Fifty-seven percent of all graduate degrees awarded by UCF were in programs of strategic emphasis (totaled 1,675 degrees).
- Of all bachelor's degrees awarded, 15.6 percent were in STEM while 25.8 percent of all graduate degrees were awarded in STEM disciplines.
- UCF is the lead institution in the Targeted Educational Attainment (TEAm) Grant for CSIT (UCF-USF-FIU) TEAm: An Urban University Coalition Response to Florida's Computer and Information
  Technology Workforce Needs, along with our partners Florida International University and University
  of South Florida. The grant award was \$4.86 million for all three institutions.



- UCF is a partner institution in the Targeted Educational Attainment (TEAm) Grant for An Innovative, Collaborative Approach to Increasing the Supply of Quality Accounting Graduates in Florida, along with University of South Florida (lead) and Florida International University. The grant award was \$3.63 million for all three institutions.
- A program sponsored by the Office of Research and Commercialization provided support for academically talented, financially needy students to enter STEM disciplines. Thirty-seven scholars received a total of \$600,000 from the National Science Foundation.
- College of Engineering and Computer Science's student cyber defense team won the Raytheon National Collegiate Defense Competition.
- College of Engineering and Computer Science students were the 2013 Institute of Industrial Engineers Healthcare Systems Process Improvement Competition Team winners.
- College of Engineering and Computer Science faculty member Amir Behzadan won the Faculty
  Advisor of the Year (Florida section) and the Outstanding Reviewer of the Year (Florida section) from
  the American Society of Civil Engineers.
- College of Engineering and Computer Science student took first place in the student poster award for the internationally based Society for Solid State and Electrochemical Science and Technology competition.
- College of Medicine faculty member Marcy Verduin was named Distinguished Fellow of the American Psychiatric Association.
- UCF's NanoScience Technology Center has partnered with the College of Graduate Studies to offer a new interdisciplinary professional science master's degree program in nanotechnology.



# Narrative

#### Scholarship, Research and Innovation

#### STRENGTHEN QUALITY AND REPUTATION OF SCHOLARSHIP, RESEARCH AND INNOVATION

- UCF has partnered with Osceola County and the Florida High Tech Corridor Council to create the
  Florida Advanced Manufacturing Research Center. The center's goal is to recruit or create the
  world's first industry-led smart sensor consortium.
- College of Medicine and Burnett School of Biomedical Sciences faculty members collaborated with hundreds of public and private entities and with over 175 research scientists (33 international, 64 national and 78 state or regional), a 31 percent increase over last year.
- College of Science anthropology faculty members Arlen Chase and Diane Chase partnered with the Minnesota Science Museum on the largest Maya exhibit ever mounted. It will tour eight cities in the United States. Thus far, it has shown in Minneapolis and Denver to over 300,000 people.
- College of Sciences faculty members Dan Britt and Thomas Kehoe won the NASA Solar System Exploration Research Virtual Institute Competition and a \$4.5 million award.
- College of Health and Public Affairs faculty member Hugh Potter won the Peter P. Lejins Research Award from the American Correctional Association for exceptional research.
- Three Office of Research and Commercialization faculty members received national honors. Debra Reinhart won the Stanley E. Kappe award for extraordinary services in advancing public awareness of the betterment of the environment. Charles Hughes received the Governor's Award for Innovation in Team Training from the National Training and Simulation Association. Sudipta Seal was named a fellow of the National Academy of Inventors, the American Institute of Medical and Biomedical Engineers, and the Electrochemical Society.
- College of Optics and Photonics faculty members Michael Bass and Peter Delfyett were named fellows of the National Academy of Inventors.
- College of Optics and Photonics faculty member Shin-Tson Wu received the Optical Society's 2014
  Beller Medal, which is presented for outstanding contributions to optical science and engineering
  education.
- College of Sciences faculty member Tim Coombs received the Pathfinder Award for Lifetime Achievements in Research.

#### INCREASE RESEARCH AND COMMERCIALIZATION ACTIVITY

- UCF set a school record for research funding \$145.6 million in contracts and grants (a 29 percent increase over last year).
- UCF faculty members published more than 110 books, 288 chapters, 2,119 journal articles, 1,498 conference proceedings, and 2,016 peer reviewed publications. Faculty members also gave 582 invited exhibitions or performances and 2,183 peer reviewed conference presentations.
- UCF researchers were awarded 71 patents, had 17 licenses or options executed, and fostered the creation of three start-up companies.

- UCF ranked 21<sup>st</sup> worldwide in the volume of patents awarded in 2012 as published by the National Academy of Inventors and the Intellectual Property Owners Association based upon data from the U.S. Patent and Trademark Office.
- UCF earned five research grants from the Defense University Research Instrumentation Program, placing UCF among the top three university award recipients in the nation.
- UCF's Business Incubation Program graduated its 100<sup>th</sup> client. From October 2011 to December 2012, the UCF network of current and graduated clients helped create a regional output of more than \$400 million resulting a \$5.93 return for every \$1 invested in the program by the Central Florida community.
- The College of Business Administration established the Blackstone Launchpad, which offered oneon-one advising to 577 students interested in starting their own business. Another 2,200 students attended workshops that presented information about how to launch successful businesses.
- Rosen College of Hospitality Management created a long-term institutional agreement with KPG Hotels in Okinawa, Japan, to exchange research and provide internships to students.
- Rosen College of Hospitality Management partnered with Green Destination Orlando, GreenView and Visit Orlando to publish the first report on green urban destination development.
- The Office of Undergraduate Research supported 1,696 students and 568 faculty mentors. The 2013-14 Showcase of Undergraduate Research Success hosted poster presentations by 368 students, welcomed 1,700 attendees, and awarded \$16,850 in scholarships.

#### INCREASE COLLABORATION AND EXTERNAL SUPPORT FOR RESEARCH ACTIVITY

- Professionals at UCF received a record \$145.6 million in contracts and grants, a 29 percent increase over last year.
- Thirty-three individuals brought in \$1 million or more in contract and grant awards.
- College of Sciences' Department of Chemistry created a partnership with the European Network of Forensic Institutes to facilitate international collaboration in arson investigations and research.
- The Office of Research and Commercialization began a research project with the Universidad Autonoma in Cali, Columbia, to assist universities in Columbia to develop innovation and entrepreneurship capacities.



# Narrative

#### **Community and Business Engagement**

STRENGTHEN QUALITY AND REPUTATION OF COMMITMENT TO COMMUNITY AND BUSINESS ENGAGEMENT

- The Knights Helping Knights Pantry distributed more than 33,500 pounds of food to students in need during 15,956 student visits. This is an increase of 1,553 pounds of food and 4,656 visits from last year.
- The Minority Teacher Recruitment and Retention Program awarded more than \$100,000 to 25 students in the Minority Teacher Education Scholarship Program. The program had a retention rate of 100 percent, and students in the program provided more than 500 hours of service to local schools and community organizations.
- The Division of Community Relations facilitated, sponsored, or participated in more than 120 programs in Orange, Osceola, and Seminole counties.
- The Office of University Economic Development planned or assisted in the coordination of UCF involvement with more than 175 individual meetings with international, national, regional dignitaries, companies, and institutions.
- College of Medicine created a short-term medical mission trip for physicians, medical students, and nursing students to set up and facilitate six working clinics in underserved areas of the Dominican Republic.
- College of Arts and Humanities collaborated with more than 100 different public and private entities including Special Olympics, Second Harvest Food Bank, Northrop Grumman, Walt Disney World, and the American Automobile Association.
- College of Engineering and Computer Science faculty members partnered with more than 35 public and private entities including Volkswagen, NASA, Siemens, National Lab, the Federal Highway Administration, MIT, Stanford, and others.
- College of Arts and Humanities School of Performing Arts and School of Visual Arts and Design have collaborated with the Dr. Phillips Center for Performing Arts and the City of Orlando to create a week long arts-intensive event called UCF Celebrates the Arts.
- College of Health and Public Affairs collaborated with the Children's Home Society, Orange County Public Schools, and Central Florida Family Health to establish the region's first Community School.
- The Office of Government Affairs led the Project DTO Committee that is charged to study and identify
  the issues that will define downtown Orlando over the next decade. The year-long effort will conclude
  in 2015 with a Vision Plan for the Orlando Community Redevelopment Agency.
- The Career Services Office won the National Association of Student Panel Administrators' Silver Award for Excellence in Careers, Academic Advising, and Support for the "Look Before You Leap: Externship Job-Shadowing Program."
- The Office of Global Perspectives sponsored forums, partnerships, and publications that served more than 32,000 people.



 Facilities Operations competed in the Game Day Challenge, a nationwide collegiate recycling competition to promote waste reduction. UCF was ranked third of 67 universities in recycling and fourth of 68 universities in greenhouse gas reductions.

#### INCREASE LEVELS OF COMMUNITY AND BUSINESS ENGAGEMENT

- The Office of Experiential Learning provided 4,336 students experiences in cooperative education at 1,386 employer sites. The office supported 7,055 student internship experiences. Service learning opportunities were provided in 274 courses, enrolling 8,085 students, and generating 171,945 student credit hours.
- The College of Medicine provided undergraduate research experiences for 210 students through the Peer Instruction and Laboratory Occupational Training Program.
- The Office of Student Involvement supported 1,100 students who participated in the Knights Give Back Day. Student volunteer hours reached a new high of 107,843 hours, an increase of 17,693 hours.
- The Knight-Thon, UCF's largest student-run philanthropic event, raised \$392,831 for the Children's Miracle Network, an increase of \$134,277.
- The Communication Sciences and Disorders Clinic collaborated with 250 community agencies to provide service to 1,823 children and adults in the community with communication disorders.
- College of Business Administration collaborated with Wells Fargo to provide the Knights Give Back with Wells Fargo event to encourage students to learn the value of volunteering in the community.
   More than 150 students, faculty members, and Wells Fargo employees participated.
- The Division of Community Relations coordinated UCF's involvement in the 2013 Greater Orlando Heart Walk of the American Heart Association. The event was held for the first time on the Orlando campus, and more than 20,000 people participated.
- The Office of University Relations facilitated the partnership of the United States Tennis Association, Visit Orlando, and the Tavistock Group to build a tennis complex at Lake Nona. This new facility will be the nation's largest tennis facility and home to the UCF men's and women's tennis teams.
- The UCF Foundation generated nearly \$40 million in gifts or pledges from 17,650 donors.
- UCF's endowment has increased by 12 percent with a 2014 fiscal year end balance of \$152.7 million. UCF's endowment generated a record spendable amount of \$5.1 million.
- The university's marketing efforts engaged 2.4 million unique visitors from 220 countries on the UCF web site, attracted readers from 212 countries to UCF Today, achieved 156,000 Facebook fans throughout the world, and supported the viewing of 795,000 minutes of video on the university's YouTube channel.

#### INCREASE COMMUNITY AND BUSINESS WORKFORCE

 UCF was one of four institutions to receive \$3.75 million in non-recurring funding for the Information Technology Performance Funding Pilot Project (funding for 2012-13 and 2013-14). The outcomes of the grant focus on career-readiness skills for graduates in information technology fields.



- The GrowFL technical assistance program helped generate 3,745 net new direct, indirect, and induced jobs, which in turn generated \$587.5 million to Florida's economy over the 2012 and 2013 fiscal years.
- The Florida High Tech Corridor Council supported 82 projects with 65 partners. The Council invested nearly \$5 million in the projects, while the participating companies match ed than investment with \$11.3 million in cash, in-kind services, and equipment.
- Office of Research and Commercialization sponsored the creation of the Florida Angel Nexus (FAN) to promote investment in regional companies. FAN is now a 501c6 organization and will be headquartered in Orlando.
- College of Education and Human Performance placed 1,550 students in school-based supervised clinical experiences in 17 districts including: 275 elementary schools, 70 middle schools, and 72 high schools.
- The Office of Government Affairs placed 11 UCF students in the offices of six central Florida Senate and seven Central Florida House legislators, including the offices of both the House Speaker Designate and Senate President Designate.

# **Data Tables**

#### FINANCIAL RESOURCES

- Table 1A. Education and General Revenues
- Table 1B. Education and General Expenditures
- Table 1C. Funding per Student FTE
- Table 1D. Other Budget Entities
- Table 1E. Voluntary Support of Higher Education
- Table 1F. Tuition Differential Fee

#### **PERSONNEL**

Table 2A. Personnel Headcount

#### **ENROLLMENT**

- Table 3A. Headcount Enrollment by Student Type
- Table 3B. Full-time Equivalent (FTE) Enrollment
- Table 3C. Enrollment by Method of Instruction
- Table 3D. Headcount Enrollment by Military Status and Student Level
- Table 3E. University Access Rate: Undergraduate Enrollment with Pell Grant

#### UNDERGRADUATE EDUCATION

- Table 4A. Baccalaureate Degree Program Changes in AY 2013-2014
- Table 4B. Retention Rates
- Table 4C. Full-time, First-Time-in-College (FTIC) Six-Year Graduation Rates
- Table 4D. Full- and Part-time FTIC Graduation Rates
- Table 4E. AA Transfers Graduation Rates
- Table 4F. Other Transfers Graduation Rates
- Table 4G. Baccalaureate Degrees Awarded
- Table 4H. Baccalaureate Degrees Awarded in Areas of Strategic Emphasis
- Table 4I. Baccalaureate Degrees Awarded to Underrepresented Groups
- Table 4J. Baccalaureate Degrees Without Excess Credit Hours
- Table 4K. Undergraduate Course Offerings
- Table 4L. Faculty Teaching Undergraduates
- Table 4M. Student/Faculty Ratio
- Table 4N. Licensure/Certification Exam: Nursing (NCLEX)
- Table 4O. Post-Graduation Metrics

#### **GRADUATE EDUCATION**

- Table 5A. Graduate Degree Program Changes in AY 2013-2014
- Table 5B. Graduate Degrees Awarded
- Table 5C. Graduate Degrees Awarded in Areas of Strategic Emphasis
- Table 5D. Licensure/Certification Exams for Graduate Programs

#### RESEARCH & ECONOMIC DEVELOPMENT

- Table 6A. Research and Development Expenditures
- Table 6B. Centers of Excellence



#### Section 1 - Financial Resources

#### **TABLE 1A. University Education and General Revenues**

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimates
MAIN OPERATIONS					
Recurring State Funds	\$236,617,996	\$219,981,159	\$219,462,775	\$244,240,777	\$271,776,712
Non-Recurring State Funds	\$4,011,025	\$3,193,785	-\$46,863,031	\$4,766,162	\$4,450,724
Tuition	\$171,296,902	\$188,596,560	\$193,715,731	\$198,942,361	\$193,491,471
Tuition Differential Fee	\$13,262,074	\$24,304,933	\$44,021,427	\$47,438,857	\$47,445,577
Misc. Fees & Fines	\$7,969,502	\$7,925,436	\$7,348,478	\$4,724,992	\$5,599,644
Phosphate Research TF	\$0	\$0	\$0	\$0	\$0
Federal Stimulus Funds	\$17,542,813	\$0	\$0	\$0	\$0
SUBTOTAL	\$450,700,312	\$444,001,873	\$417,685,380	\$500,113,149	\$522,764,128
HEALTH SCIENCE CEN	ITER / MEDICA	L SCHOOL			
Recurring State Funds	\$19,710,194	\$22,184,003	\$22,989,863	\$24,514,526	\$25,257,576
Non-Recurring State Funds	\$1,000,000	\$0	\$0	\$32,946	\$500,000
Tuition	\$2,438,201	\$4,674,909	\$7,777,491	\$10,474,857	\$13,189,361
Tuition Differential Fee	\$0	\$0	\$0	\$0	\$0
Misc. Fees & Fines	\$653,918	\$3,164,126	\$7,780,782	\$247,459	\$241,549
Phosphate Research TF	\$0	\$0	\$0	\$0	\$0
Federal Stimulus Funds	\$661,664	\$0	\$0	\$0	\$0
SUBTOTAL	\$24,463,977	\$30,023,038	\$38,548,136	\$35,269,788	\$39,188,486

TOTAL \$475,164,289 \$474,024,911 \$456,233,516 \$535,382,937 \$561,952,614

Recurring State Funds: State recurring funds include general revenue and lottery education & general (E&G) appropriations and any administered funds provided by the state, including annual adjustments of risk management insurance premiums for the estimated year. This does not include technical adjustments or transfers made by universities after the appropriation. Please note: for estimated 2013-14 this figure includes the non-recurring \$300 M system budget reduction. - Source: For actual years, SUS Final Amendment Packages; for estimated year the 2013-14 Allocation Summary and Workpapers (Total E&G general revenue & lottery minus non-recurring) and Board of Governors staff calculations for risk management insurance adjustments. Non-Recurring State Funds: State non-recurring funds include general revenue and lottery education & general appropriations and any administered funds provided by the state. This does not include technical adjustments or transfers made by Universities after the appropriation - Source: non-recurring appropriations section of the annual Allocation Summary and Workpapers document and all other non-recurring budget amendments allocated later in the fiscal year. Tuition: Actual resident & non-resident tuition revenues collected from students, net of fee waivers. - Source: Operating Budget, Report 625 - Schedule I-A. Tuition Differential Fee: Actual tuition differential revenues collected from undergraduate students - Source: Operating Budget, Report 625 - Schedule I-A. Miscellaneous Fees & Fines: Other revenue collections include items such as application fees, late registration fees, library fines, miscellaneous revenues. This is the total revenue from Report 625 minus tuition and tuition differential fee revenues. This does not include local fees - Source: Operating Budget, Report 625 - Schedule I-A. Phosphate Research Trust Fund: State appropriation for the Florida Industrial and Phosphate Research Institute at the University of South Florida (for history years through 2012-13); beginning 2013-14 the Phosphate Research Trust Fund is appropriated through Florida Polytechnic University. Other Operating Trust Funds- For UF-IFAS and UF-HSC, actual revenues from the Incidental Trust Funds and Operations & Maintenance Trust Fund are provided by the University of Florida. Source: Final Amendment Package. Federal Stimulus Funds: Non-recurring American Recovery and Reinvestment Act funds appropriated by the state - Source: SUS Final Amendment Package. UCF and BOG staff are working to finalize the data identified in red font.



## Section 1 – Financial Resources (continued)

## **TABLE 1B. University Education and General Expenditures**

	2009-10	2010-11	2011-12	2012-13	2013-14
	Actual	Actual	Actual	Actual*	Actual*
MAIN OPERATIONS					
Instruction/Research	\$247,343,517	\$255,456,088	\$246,805,394	\$274,683,472	\$286,919,266
Administration and Support	\$45,213,786	\$49,496,890	\$48,181,160	\$58,512,010	\$60,046,242
PO&M	\$27,915,673	\$32,265,898	\$28,657,987	\$68,274,029	\$55,699,148
Student Services	\$20,817,735	\$24,335,198	\$31,577,267	\$41,370,573	\$46,422,752
Library/Audio Visual	\$13,208,381	\$13,923,281	\$12,478,605	\$11,965,740	\$14,141,739
Other	\$3,471,828	\$3,472,624	\$4,098,672	\$6,693,458	\$5,702,560
	A057 070 000	¢270 040 070	\$274 700 00E	¢464 400 202	¢460 024 707
TOTAL	\$357,970,920	\$378,949,979	\$371,799,085	\$461,499,282	\$468,931,707
HEALTH SCIENCE CENT	ER / MEDICAL SO	CHOOL			
HEALTH SCIENCE CENT Instruction/Research	TER / MEDICAL SO \$15,958,269	CHOOL \$15,329,758	\$19,470,681	\$23,145,032	\$21,995,684
HEALTH SCIENCE CENT Instruction/Research Administration and Support	ER / MEDICAL SO	CHOOL			
HEALTH SCIENCE CENT Instruction/Research Administration and Support	FER / MEDICAL SO \$15,958,269 \$0	\$15,329,758 \$4,399,689	\$19,470,681 \$3,657,268	\$23,145,032 \$3,442,636	\$21,995,684 \$4,253,171
HEALTH SCIENCE CENT Instruction/Research Administration and Support PO&M	FER / MEDICAL SO \$15,958,269 \$0 \$0	\$15,329,758 \$4,399,689 \$193,636	\$19,470,681 \$3,657,268 \$300,641	\$23,145,032 \$3,442,636 \$1,199,110	\$21,995,684 \$4,253,171 \$1,387,977
HEALTH SCIENCE CENT Instruction/Research Administration and Support PO&M Library/Audio Visual	\$15,958,269 \$0 \$0 \$0	\$15,329,758 \$4,399,689 \$193,636 \$647,429	\$19,470,681 \$3,657,268 \$300,641 \$633,400	\$23,145,032 \$3,442,636 \$1,199,110 \$1,917,964	\$21,995,684 \$4,253,171 \$1,387,977 \$2,147,592
HEALTH SCIENCE CENT Instruction/Research Administration and Support PO&M Library/Audio Visual Teaching Hospital & Clinics	\$15,958,269 \$0 \$0 \$0 \$0	\$15,329,758 \$4,399,689 \$193,636 \$647,429 \$0	\$19,470,681 \$3,657,268 \$300,641 \$633,400 \$0	\$23,145,032 \$3,442,636 \$1,199,110 \$1,917,964 \$0	\$21,995,684 \$4,253,171 \$1,387,977 \$2,147,592 \$0 \$0
HEALTH SCIENCE CENT Instruction/Research Administration and Support PO&M Library/Audio Visual Teaching Hospital & Clinics Student Services, and Other	\$15,958,269 \$0 \$0 \$0 \$0 \$0 \$0	\$15,329,758 \$4,399,689 \$193,636 \$647,429 \$0 \$0	\$19,470,681 \$3,657,268 \$300,641 \$633,400 \$0	\$23,145,032 \$3,442,636 \$1,199,110 \$1,917,964 \$0 \$0	\$21,995,684 \$4,253,171 \$1,387,977 \$2,147,592 \$0

The table reports the actual and estimated amount of expenditures from revenues appropriated by the legislature for each fiscal year. The expenditures are classified by Program Component (i.e., Instruction/Research, PO&M, Administration, etc...) for activities directly related to instruction, research and public service. The table does not include expenditures classified as non-operating expenditures (i.e., to service asset-related debts), and therefore excludes a small portion of the amount appropriated each year by the legislature. Note\*: FY 2012-2013 reflects a change in reporting expenditures from prior years due to the new carry-forward reporting requirement as reflected in the 2013-2014 SUS Operating Budget Reports. Since these expenditures will now include carry-forward expenditures, these data are no longer comparable to the current-year revenues reported in table 1A, or prior year expenditures in table 1B.

Instruction & Research: Includes expenditures for state services related to the instructional delivery system for advanced and professional education. Includes functions such as; all activities related to credit instruction that may be applied toward a postsecondary degree or certificate; non-project research and service performed to maintain professional effectives; individual or project research; academic computing support; academic source or curriculum development. Source: Operating Budget Summary - Expenditures by Program Activity (or Report 645). Administration & Support Services: Expenditures related to the executive direction and leadership for university operations and those internal management services which assist and support the delivery of academic programs. Source: Operating Budget Summary - Expenditures by Program Activity (or Report 645). PO&M: Plant Operations & Maintenance expenditures related to the cleaning and maintenance of existing grounds, the providing of utility services, and the planning and design of future plant expansion and modification. Student Services: Includes resources related to physical, psychological, and social well being of the student. Includes student service administration, social and cultural development, counseling and career guidance, financial aid, and student admissions and records. Other: includes Institutes and Research Centers, Radio/TV, Museums and Galleries, Intercollegiate Athletics, Academic Infrastructure Support Organizations. Source: Operating Budget Summary - Expenditures by Program Activity (or Report 645).

UCF and BOG staff are working to finalize the data identified in red font.

## Section 1 – Financial Resources (continued)

# TABLE 1C. State Funding per Full-Time Equivalent (FTE) Student

	2009-10	2010-11	2011-12	2012-13	2013-14
	Actual	Actual Actual Actu	Actual	Actual	Actual
<b>Appropriated Funding per</b>	FTE				
General Revenue	\$4,466	\$4,354	\$3,791	\$2,954	\$4,421
Lottery Funds	\$528	\$582	\$630	\$479	\$582
Tuition & Fees	\$3,626	\$3,835	\$4,450	\$5,259	\$5,490
Other Trust Funds	\$395	\$360	\$0	\$0	<b>\$</b> 0
TOTAL	\$9,015	\$9,130	\$8,872	\$8,691	\$10,494
Actual Funding per FTE					
Tuition & Fees	\$3,602	\$3,949	\$4,375	\$4,874	\$5,045
TOTAL	\$8,992	\$9,244	\$8,797	\$8,306	\$10,048

Notes: (1) FTE is based on actual FTE, not funded FTE; (2) does not include Health-Science Center funds or FTE; (3) FTE for these metrics uses the standard IPEDS definition of FTE, equal to 30 credit hours for undergraduates and 24 for graduates; and (4) actual funding per student is based on actual tuition and E&G fees (does not include local fees) collected. Sources: Appropriated totals from the annual Final Amendment Package data. Actual Student Fees from the Operating Budget 625 reports. This does not include appropriations for special units (i.e., IFAS, Health Science Centers, and Medical Schools). Tuition and fee revenues include tuition and tuition differential fee and E&G fees (i.e., application, late registration, and library fees/fines). Other local fees that do not support E&G activities are not included here (see Board of Governors Regulation 7.003). This data is not adjusted for inflation. UCF and BOG staff are working to finalize the data identified in red font.

**TABLE 1D. University Other Budget Entities** 

	2009-10	2010-11	2011-12	2012-13	2013-14
	Actual	Actual	Actual	Actual	Actual
<b>Auxiliary Enterpri</b>	ises				
Revenues	\$128,038,541	\$136,520,909	\$136,915,241	\$150,749,952	\$152,225,292
Expenditures	\$118,336,227	\$127,547,949	\$116,221,223	\$138,676,700	\$165,148,876
<b>Contracts &amp; Gran</b>	its				
Revenues	\$107,835,863	\$108,430,999	\$108,717,456	\$114,167,694	\$120,683,394
Expenditures	\$112,130,008	\$130,104,487	\$149,848,597	\$138,752,026	\$132,847,536
Local Funds					
Revenues	\$388,390,432	\$445,605,694	\$470,686,703	\$480,120,068	\$563,394,284
Expenditures	\$398,202,043	\$461,282,530	\$491,662,088	\$515,484,826	\$518,443,060
<b>Faculty Practice F</b>	Plans				
Revenues	\$1,095	\$4,361	\$573,997	\$1,414,463	\$1,628,691
Expenditures	\$348,419	\$8,762,333	\$2,208,382	\$3,375,678	\$2,437,524

Notes: Revenues do not include transfers. Expenditures do not include non-operating expenditures. **Auxiliary Enterprises** are self supported through fees, payments and charges. Examples include housing, food services, bookstores, parking services, health centers. **Contract & Grants** resources are received from federal, state or private sources for the purposes of conducting research and public service activities. **Local Funds** are associated with student activity (supported by the student activity fee), student financial aid, concessions, intercollegiate athletics, technology fee, green fee, and student life & services fee. **Faculty Practice Plan** revenues/receipts are funds generated from faculty practice plan activities. Faculty Practice Plan expenditures include all expenditures relating to the faculty practice plans, including transfers between other funds and/or entities. This may result in double counting in information presented within the annual report. Source: Operating Budget, Report 615. **UCF and BOG staff are working to finalize the data identified in red font.** 

## Section 1 – Financial Resources (continued)

## **TABLE 1E. Voluntary Support of Higher Education**

	2008-09	2009-10	2010-11	2011-12	2012-13
Endowment Value (\$1000s)	\$91,951	\$102,739	\$127,129	\$122,609	\$135,462
Gifts Received (\$1000s)	\$15,708	\$31,791	\$19,732	\$14,858	\$38,839
Percentage of Alumni Donors	7.0%	5.0%	4.0%	6.0%	6.0%

Notes: Endowment value at the end of the fiscal year, as reported in the annual NACUBO Endowment Study. Gifts Received as reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Gift Income Summary," this is the sum of the present value of all gifts (including outright and deferred gifts) received for any purpose and from all sources during the fiscal year, excluding pledges and beguests. (There's a deferred gift calculator at www.cae.org/vse.) The present value of non-cash gifts is defined as the tax deduction to the donor as allowed by the IRS. Percentage of Alumni Donors as reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Additional Details." this is the number of alumni donors divided by the total number of alumni, as of the end of the fiscal year, "Alumni," as defined in this survey, include those holding a degree from the institution as well as those who attended the institution but did not earn a degree.

## **TABLE 1F. Tuition Differential Fees (TDF)**

	2011-12	2012-13	2013-14
TDF Revenues Generated	\$24,304,933	\$44,021,427	\$47,438,857
Students Receiving TDF Funded Award	8,048	15,544	14,286
Total Value of TDF Funded Financial Aid Awards	\$553	\$540	\$542
Florida Student Assistance Grant (FS	SAG) Eligible Stude	nts	
Number of Eligible Students	8,538	8,446	6,591
Number Receiving a TDF Waiver	52	51	46
Total Value of TDF Waivers	\$2,821	\$2,042	\$1,961

Note: TDF Revenues Generated refers to actual tuition differential revenues collected from undergraduate students as reported on the Operating Budget, Report 625 – Schedule I-A. Students Receiving TDF Funded Award reports the number of unduplicated students who have received a financial aid award that was funded by tuition differential revenues. Value of TDF Funded Award refers to the average value of financial aid awards funded by the the Tuition Differential Fee funds. Florida Student Assistance Grant (FSAG) Eligible Students: Number of Eligible Students refers to total annual unduplicated count of undergraduates at the institution who are eligible for FSAG in the academic year, whether or not they received FSAG awards. Number Receiving a TDF Waiver refers to annual unduplicated count of FSAG-eligible students receiving a waiver, partial or full, of the tuition differential fees at the institution during the academic year, regardless of the reason for the waiver. Value of TDF Waivers refers to the average value of waivers provided to FSAG-eligible undergraduates at the institution during the academic year, regardless of the reason for the waiver.



#### Section 2 - Personnel

#### TABLE 2A. Personnel Headcount (in Fall term only)

	2009	2010	2011	2012	2013
Full-time Employees					
Tenured Faculty	547	564	579	595	602
Tenure-track Faculty	207	184	206	189	173
Non-Tenure Track Faculty	528	564	621	808	707
Instructors Without Faculty Status	0	3	0	0	0
Graduate Assistants/Associates	0	0	0	0	0
Non-Instructional Employees	2914	3033	3070	3218	3139
FULL-TIME SUBTOTAL	4,196	4,348	4,476	4,810	4,621
Part-time Employees Tenured Faculty	1	14	18	21	13
	1	1.1	10	01	12
Tenure-track Faculty	1	0	1	0	0
Non-Tenure Track Faculty	10	15	20	28	20
Instructors Without Faculty Status	698	719	735	725	724
Graduate Assistants/Associates	1,335	1,509	1,541	1568	1512
Non-Instructional Employees	37	35	31	18	17
PART-TIME SUBTOTAL	2,082	2,292	2,346	2,360	2,286
TOTAL	6,278	6,640	6,822	7,170	6,907

Note: This table is based on the annual IPEDS Human Resources Survey, and provides full- and part-time medical and non-medical staff by faculty status and primary function/occupational activity. **Tenured and Tenure-Track Faculty** include those categorized within instruction, research, or public service. **Non-Tenure Track Faculty** includes adjunct faculty (on annual and less than annual contracts) and faculty on multi-year contracts categorized within instruction, research, or public service. **Instructors Without Faculty Status** includes postdoctoral research associates, and individuals hired as a staff member primarily to do research on a 3-year contract without tenure eligibility categorized within instruction, research, or public service. **Non-Instructional Employees** includes all executive, administrative and managerial positions regardless of faculty status; as well as, other support and service positions regardless of faculty status. Note: The universities vary on how they classify adjuncts (some include them as non-tenure track faculty while others do not consider them faculty and report them as instructors without faculty status) and part-time non-instructional employees.



## Section 3 - Enrollment

## **TABLE 3A. Headcount Enrollment by Student Type and Level**

	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013
TOTAL	53,644	56,338	58,698	59,785	59,770
UNDERGRADUATE					
FTIC (Regular Admit)	24,522	24,505	24,510	24,095	23,955
FTIC (Profile Admit)	210	201	264	291	286
AA Transfers	15,376	17,488	19,500	20,929	21,332
Other Transfers	4,942	5,170	5,378	5,382	5,465
Subtotal	45,050	47,324	49,652	50,697	51,038
GRADUATE					
Master's	5,807	6,157	6,170	6,020	5,705
Research Doctoral	1,596	1,652	1,671	1,728	1,707
Professional Doctoral	156	256	347	495	591
Dentistry	0	0	0	0	0
Law	0	0	0	0	0
Medicine	41	100	179	277	351
Nursing Practice	0	64	99	131	125
Pharmacy	0	0	0	0	0
Physical Therapist	91	92	69	87	115
Veterinary Medicine	0	0	0	0	0
Other	24	0	0	0	0
Subtotal	7,559	8,065	8,188	8,243	8,003
UNCLASSIFIED					
	1,035	949	858	845	729

Note: This table reports the number of students enrolled and registered for at least one course at the university by student type categories. The determination for undergraduate, graduate and unclassified is based on the institutional class level values. Unclassified refers to a student who has not yet been formally admitted into a degree program but is enrolled. The student type for undergraduates is based on the Type of Student at Time of Most Recent Admission. The student type for graduates is based on the degree that is sought and the student CIP code.



# Section 3 - Enrollment (continued)

TABLE 3B. Full-Time Equivalent (FTE) Enrollment [State Fundable only]

	201	1-12	2012	2-13	2013	3-14
	State- Funded	Actual	State- Funded	Actual	State- Funded	Actual
FLORIDA RESIDEI	NTS					
Lower-Division	10,306	11,557	10,306	11,054		10,900
Upper-Division	16,000	21,080	16,000	21,618		21,427
Master's (GRAD I)	2,627	2,969	2,627	2,683		2,572
Doctoral (GRAD II)	379	560	379	609		616
Subtotal	29,312	36,166	29,012	35,964		35,515
NON-FLORIDA RE	SIDENTS					
Lower-Division		471		445		446
Upper-Division		523		571		609
Master's (GRAD I)		308		329		331
Doctoral (GRAD II)		387		406		425
Subtotal	1,528	1,689	1,528	1,751		1,812
TOTAL FTE						
Lower-Division		12,028		11,499	10,758	11,346
Upper-Division		21,603		22,188	16,481	22,036
Master's (GRAD I)		3,277		3,013	2,899	2,904
Doctoral (GRAD II)		947		1,015	702	1,041
Total	30,840	37,855	30,840	37,715	30,840	37,327
Total (US Definition)	41,120	50,473	41,120	50,287	41,120	49,770

Notes: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll by course level. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32 (US definition based on Undergraduate FTE = 30 and Graduate FTE = 24 credit hours). In 2013-14, the Florida Legislature chose to no longer separate funded non-resident FTE from funded resident FTE. **Funded** enrollment as reported in the General Appropriations Act and Board of Governors' Allocation Summary. **Actual** enrollment only reports 'state-fundable' FTE as reported by Universities to the Board of Governors in the Student Instruction File (SIF). Totals are actual and may not equal sum of reported student levels due to rounding of student level FTE. Total FTE are equal in tables 3B and 3C.



# Section 3 - Enrollment (continued)

# TABLE 3C. Full-Time Equivalent (FTE) Enrollment by Method of Instruction

	2010-11	2011-12	2012-13	2013-14
RADITIONAL				
Lower-Division	9,760	9,673	8,856	8,400
Upper-Division	12,902	13,477	13,380	13,135
Master's (GRAD 1)	1,891	1,813	1,677	1,601
Doctoral (GRAD 2)	761	748	814	832
Total	25,314	25,712	24,727	23,968
YBRID				
Lower-Division	525	538	632	764
Upper-Division	1,379	1,427	1,625	1,608
Master's (GRAD 1)	344	379	358	409
Doctoral (GRAD 2)	56	66	67	77
Total	2,304	2,410	2,682	2,858
ISTANCE LEARN	ING			
Lower-Division	1,511	1,817	2,011	2,182
Upper-Division	6,175	6,699	7,183	7,293
Master's (GRAD 1)	1,137	1,084	977	894
Doctoral (GRAD 2)	125	133	134	132
Total	8,947	9,733	10,306	10,501
OTAL				
Lower-Division	11,796	12,028	11,499	11,346
Upper-Division	20,456	21,603	22,188	22,036
Master's (GRAD 1)	3,372	3,277	3,013	2,904
Doctoral (GRAD 2)	942	947	1,015	1,041
Total	36,565	37,855	37,715	37,327

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll by course level. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32. **Distance Learning** is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). **Hybrid** is a course where 50% to 79% of the instruction is delivered using some form of technology, when the student and instructor are separated by time or space, or both (per SUDS data element 2052). **Traditional (and Technology Enhanced)** refers to primarily face to face instruction utilizing some form of technology for delivery of supplemental course materials for *no more* than 49% of instruction (per SUDS data element 2052). Totals are actual and may not equal sum of reported student levels due to rounding of student level FTE. Total FTE are equal in tables 3B and 3C.



# **Section 3 – Enrollment** (continued)

# TABLE 3D. Headcount Enrollment by Military Status and Student Level

	Fall 2010	Fall 2011	Fall 2012	Fall 2013
MILITARY				
Unclassified	9	5	5	9
Undergraduate	653	613	663	664
Master's (GRAD 1)	97	89	95	96
Doctoral (GRAD 2)	13	10	14	15
Subtotal	772	717	777	784
ELIGIBLE DEPENI	DENT			
Unclassified	2		3	
Undergraduate	399	437	483	605
Master's (GRAD 1)	39	26	33	28
Doctoral (GRAD 2)	3	4	1	1
Subtotal	443	467	520	634
NON-MILITARY				
Unclassified	915	827	817	711
Undergraduate	46,295	48,628	49,571	49,778
Master's (GRAD 1)	6,303	6,184	6,109	5,869
Doctoral (GRAD 2)	1,610	1,875	1,991	1,994
Subtotal	55,123	57,514	58,488	58,352
TOTAL	56,338	58,698	59,785	59,770

Note: This table provides trend data on the number of students enrolled based on their military status. **Military** includes students who were classified as Active Duty, Veterans, National Guard, or Reservist.. **Eligible Dependents** includes students who were classified as eligible dependents (dependents who received veteran's benefits). **Non-Military** includes all other students.

TABLE 3E. University Access Rate: Undergraduate Enrollment with Pell Grant

	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013
Pell Grant Recipients	72,364	88,993	99,602	100,895	91,488
Percent with Pell Grant	30%	36%	39%	39%	35%

Note: This table reports the University's Access Rate, which is a measure of the percentage of undergraduate students who have received a federal Pell grant award during a given Fall term. The top row reports the number of students who received a Pell Grant award.

UCF and BOG staff are working to finalize the data identified in red font.

# **Section 4 – Undergraduate Education**

TABLE 4A. Baccalaureate Degree Program Changes in AY 2013-14

Title of Program	Six-digit CIP Code	Degree Level	Date of UBOT Action	Starting or Ending Term	Comments
New Programs			·	•	
Writing and Rhetoric	23.1304	Bachelors		2014 FALL	
Terminated Programs					
none					
Programs Suspended for No	w Enrollments				
Actuarial Science	52.1304	Bachelors	-	2009 SUMMER	
New Programs Considered I	│ Bv Universitv But	Not Approved			
The state of the s	- y				

Note: This table does not include new majors or concentrations added under an existing degree program CIP Code. This table reports the new and terminated program changes based on Board action dates between May 5, 2013 and May 4, 2014.

**New Programs** are proposed new degree programs that have been completely through the approval process at the university and, if appropriate, the Board of Governors. Does not include new majors or concentrations added under an existing degree program CIP Code.

**Terminated Programs** are degree programs for which the entire CIP Code has been terminated and removed from the university's inventory of degree programs. Does not include majors or concentrations terminated under an existing degree program CIP Code if the code is to remain active on the academic degree inventory.

**Programs Suspended for New Enrollments** are degree programs for which enrollments have been temporarily suspended for the entire CIP Code, but the program CIP Code has not been terminated. Does not include majors or concentrations suspended under an existing degree program CIP Code if the code is to remain active on the academic degree inventory and new enrollments in any active major will be reported. Programs included in this list may have been suspended for new enrollments sometime in the past and have continued to be suspended at least one term of this academic year.

New Programs Considered by University But Not Approved includes any programs considered by the university board of trustees, or any committee of the board, but not approved for implementation. Also include any programs that were returned prior to board consideration by the university administration for additional development, significant revisions, or re-conceptualization; regardless of whether the proposal was eventually taken to the university board for approval. Count the returns once per program, not multiple times the proposal was returned for revisions, unless there is a total re-conceptualization that brings forward a substantially different program in a different CIP Code.

## TABLE 4B. Full-time, First-Time-in-College (FTIC) Retention Rates

Retained in the Second Fall Term at Same University

	2009-10	2010-11	2011-12	2012-13	2013-14 Preliminary
Cohort Size	6,257	6,030	6,183	5,933	X,XXX
% Retained	87%	87%	88%	87%	xx%
% Retained with GPA of 2.0 or higher	86%	86%	86%	86%	xx%

Notes: **Cohorts** are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term). **Percent Retained** is based on student enrollment in the Fall term following their first year. **Percent Retained with GPA Above 2.0** is based on student enrollment in the Fall term following their first years for those students with a GPA of 2.0 or higher at the end of their first year (Fall, Spring, Summer). The most recent year of Retention data is based on preliminary data (SIFP file) that is comparable to the final data (SIF file) but may be revised in the following years based on changes in student cohorts.

UCF and BOG staff are working to finalize the data identified in red font.

# TABLE 4C. Full-time, First-Time-in-College (FTIC) Six-Year Graduation Rates

Term of Entry	2004-10	2005-11	2006-12	2007-13	2008-14 Preliminary
Cohort Size	5,710	6,041	6,389	6,350	6,139
% Graduated	64%	63%	65%	67%	70%
% Still Enrolled	5%	5%	5%	6%	xx%
% Success Rate	69%	68%	70%	73%	xx%

Notes: **Cohorts** are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term). **Percent Graduated** is based on federal rate and does <u>not</u> include students who originally enroll as part-time students, or who transfer into the institution. This metric complies with the requirements of the federal Student Right to Know Act that requires institutions to report the completion status at 150% of normal time (or six years). **Success Rate** measures the percentage of an initial cohort of students who have either graduated or are still enrolled at the same university. Since degrees can be awarded after the last semester of coursework, the most recent year of data in this table provides preliminary data that may change with the addition of "late degrees". Late degrees reported in conjunction with the IPEDS Graduation Rate Survey due in mid-April will be reflected in the following year.

UCF and BOG staff are working to finalize the data identified in red font.

**TABLE 4D. FTIC Graduation Rates** (includes Full- and Part-time students)

4 – Year Rates	2006-10	2007-11	2008-12	2009-13	2010-14 Preliminary
Cohort Size	6,646	6,589	6,321	6,372	6,186
Same University	35%	35%	40%	40%	39%
Other University in SUS	2%	1%	2%	2%	xx%
Total from System	37%	37%	41%	42%	xx%

6 – Year Rates	2004-10	2005-11	2006-12	2007-13	2008-14 Preliminary
Cohort Size	5,911	6,305	6,646	6,589	6,320
Same University	63%	62%	65%	66%	69%
Other University in SUS	6%	6%	5%	4%	xx%
Total from System	69%	68%	70%	71%	xx%

Notes: (1) **Cohorts** are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term). First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned <u>after</u> high school graduation. Students of degree programs longer than four years (eg, PharmD) are included in the cohorts. The initial cohorts can be revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort. (2) **Graduates** are students in the cohort who have graduated by the summer term in their fourth or sixth year. Degree data often includes 'late degrees' which are degrees that were awarded in a previous term, but reported to SUDS later; so, the most recent year of data in this table only provides preliminary graduation rate data that may change with the addition of "late degrees". Late degrees reported in conjunction with the IPEDS Graduation Rate Survey due in mid-February will be reflected in the following year. **Same University** provides data for students in the cohort who graduated from the same institution. **Other University in SUS** provides data for students in the cohort who graduate from the SUS, but did graduate from another institution outside the State University System of Florida.

UCF and BOG staff are working to finalize the data identified in red font.

**TABLE 4E. AA Transfer Graduation Rates** 

2 – Year Rates	2008-10	2009-11	2010-12	2011-13	2012-14 Preliminary
Cohort Size	4,061	4,875	5,323	5,776	5,810
Same University	30%	28%	28%	27%	25%
Other SUS University	0%	0%	0%	0%	xx%
State University System	30%	29%	28%	27%	xx%
4 – Year Rates	2006-10	2007-11	2008-12	2009-13	2010-14 Preliminary
Cohort Size	2,849	3,537	4,061	4,875	5,323
Same University	66%	67%	67%	66%	66%
Other SUS University	1%	2%	2%	1%	xx%
State University System	67%	69%	69%	68%	xx%

Notes: AA Transfer cohort is defined as undergraduates entering in the fall term (or summer continuing to fall) and having earned an AA degree from an institution in the Florida College System. (1) Cohorts are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term); (2) Success Rate measures the percentage of an initial cohort of students who have either graduated or are still enrolled; (3) since degrees can be awarded after the last semester of coursework, the most recent year of data in this table provides preliminary graduation rate data that may change with the addition of "late degrees". Late degrees reported in conjunction with the IPEDS Graduation Rate Survey due in mid-April will be reflected in the following year. UCF and BOG staff are working to finalize the data identified in red font.

#### **TABLE 4F. Other Transfer Graduation Rates**

5 – Year Rates	2005-10	2006-11	2007-12	2008-13	2008-14 Preliminary
Cohort Size	2,208	2,111	1,709	1,471	1,527
Same University	67%	69%	66%	69%	68%
Other SUS University	3%	3%	3%	3%	xx%
State University System	69%	71%	69%	71%	xx%

Notes: (1) Cohorts are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term); (2) Success Rate measures the percentage of an initial cohort of students who have either graduated or are still enrolled; (3) since degrees can be awarded after the last semester of coursework, the most recent year of data in this table provides preliminary graduation rate data that may change with the addition of "late degrees". Late degrees reported in conjunction with the IPEDS Graduation Rate Survey due in mid-April will be reflected in the following year.

UCF and BOG staff are working to finalize the data identified in red font.

## **TABLE 4G. Baccalaureate Degrees Awarded**

	2009-10	2010-11	2011-12	2012-13	2013-14
TOTAL (First Majors)	9,969	10,646	11,515	12,321	12,372
TOTAL (Second Majors)	149	169	175	205	222

Note: This table reports the number of degrees awarded by academic year. **First Majors** include the most common scenario of one student earning one degree in one Classification of Instructional Programs (CIP) code. In those cases where a student earns a baccalaureate degree under two different degree CIPs, a distinction is made between "dual degrees" and "dual majors." Also included in first majors are "dual degrees" which are counted as separate degrees (i.e., counted twice). In these cases, both degree CIPs receive a "degree fraction" of 1.0. **Second Majors** include all dual/second majors (i.e., degree CIP receive a degree fraction that is less than 1). The calculation of degree fractions is made according to each institution's criteria. The calculation for the number of second majors rounds each degree CIP's fraction of a degree up to 1 and then sums the total. Second Majors are typically used when providing degree information by discipline/CIP, to better conveys the number of graduates who have specific skill sets associated with each discipline. UCF and BOG staff are working to finalize the data identified in red font.

# TABLE 4H. Baccalaureate Degrees in Programs of Strategic Emphasis (PSE)

[Includes Second Majors]

morado occoma majoroj					
. , .	2009-10	2010-11	2011-12	2012-13	2013-14
STEM	1,517	1,674	1,718	1,903	1,969
HEALTH	1,105	1,140	1,367	1,683	1,817
GLOBALIZATION	45	66	69	93	94
EDUCATION	952	932	1,002	932	1,091
GAP ANALYSIS	1,007	1,083	1,059	1,180	1,189
SUBTOTAL	4,626	4,895	5,215	5,791	6,160
PSE PERCENT OF TOTAL	46%	45%	45%	46%	49%

Notes: This is a count of baccalaureate majors for specific Programs of Strategic Emphasis, as determined by the Board of Governors staff with consultation with business and industry groups and input from universities. This is a count of baccalaureate degrees awarded within specific Programs of Strategic Emphasis, as determined by the Board of Governors staff with consultation with business and industry groups and input from universities – for more information see: <a href="http://www.flbog.edu/pressroom/strategic emphasis/">http://www.flbog.edu/pressroom/strategic emphasis/</a>. The Board of Governors revised the list of Programs of Strategic Emphasis in November 2013, and the new categories were applied to the historical degrees. A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double-majors are included).

UCF and BOG staff are working to finalize the data identified in red font.

## **TABLE 4I. Baccalaureate Degrees Awarded to Underrepresented Groups**

2009-10	2010-11	2011-12	2012-13	2013-14
852	939	988	1,171	1,202
9%	9%	9%	10%	10%
1,296	1,604	1,868	2,232	2,474
14%	16%	17%	19%	20%
3,289	3,989	4,877	5,797	5,832
33%	38%	43%	47%	47%
	852 9% 1,296 14%	852 939 9% 9% 1,296 1,604 14% 16% 3,289 3,989	852       939       988         9%       9%         1,296       1,604       1,868         14%       16%       17%         3,289       3,989       4,877	852       939       988       1,171         9%       9%       10%         1,296       1,604       1,868       2,232         14%       16%       17%       19%         3,289       3,989       4,877       5,797

Note: **Non-Hispanic Black** and **Hispanic** do not include students classified as Non-Resident Alien or students with a missing race code. Students who earn two distinct degrees in the same term are counted twice – whether their degrees are from the same six-digit CIP code or different CIP codes. Students who earn only one degree are counted once – even if they completed multiple majors or tracks. Percentage of Degrees is based on the number of baccalaureate degrees awarded to non-Hispanic Black and Hispanic students divided by the total degrees awarded - excluding those awarded to non-resident aliens and unreported.

**Pell-Grant recipients** are defined as those students who have received a Pell grant from any SUS Institution within six years of graduation - excluding those awarded to non-resident aliens, who are only eligible for Pell grants in special circumstances. Percentage of Degrees is based on the number of baccalaureate degrees awarded to Pell recipients, as shown above, divided by the total degrees awarded - excluding those awarded to non-resident aliens. **Notes on Trends:** In 2007, the US Department of Education re-classified the taxonomy for self-reported race/ethnicity categories and allowed universities a two-year phase-in process before all institutions were required to report based on the new categories for the 2011-12 academic year. This reclassification will impact trends.

UCF and BOG staff are working to finalize the data identified in red font.

# **TABLE 4J. Baccalaureate Degrees Without Excess Credit Hours**

	2009-10	2010-11	2011-12	2012-13*	2013-14
FTIC	57%	57%	66%	xx%	xx%
AA Transfers	69%	66%	67%	xx%	xx%
Other Transfers	57%	49%	55%	xx%	xx%
TOTAL	62%	61%	65%	xx%	xx%

Notes: This table is based on statute 1009.286 (see link), and excludes certain types of student credits (ie, accelerated mechanisms, remedial coursework, non-native credit hours that are not used toward the degree, non-native credit hours from failed, incomplete, withdrawn, or repeated courses, credit hours from internship programs, credit hours up to 10 foreign language credit hours for transfer students in Florida, and credit hours earned in military science courses that are part of the Reserve Officers' Training Corps (ROTC) program). This metric is not the same as the Excess Hours Surcharge, which has multiple cohorts with varying fee rates. This table reports the percentage of baccalaureate degrees awarded within 110% of the catalog hours required for a degree based on the Board of Governors Academic Program Inventory. This calculation is based on Hours To Degree data submitted by universities to the Board of Governors and excludes recent graduates who have already earned a baccalaureate degree. Improvements were made to data collection process beginning with 2012-13 data to better account for high school dual enrolled credits that are exempt from the excess hour calculation.

UCF and BOG staff are working to finalize the data identified in red font.

## **TABLE 4K. Undergraduate Course Offerings**

	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	
Number of Course Sections	3,161	3,398	3,423	3,358	3,330	
Percentage of Undergraduate	Course Sections b	y Class Size				
Fewer than 30 Students	49%	49%	47%	48%	48%	
30 to 49 Students	26%	28%	29%	28%	27%	
50 to 99 Students	18%	16%	17%	17%	17%	
100 or More Students	7%	7%	7%	7%	7%	

Notes: This data is based on Common Data Set (CDS) definitions. According to CDS, a "class section is an organized course offered for credit, identified by discipline and number, meeting at a stated time or times in a classroom or similar setting, and not a subsection such as a laboratory or discussion session. Undergraduate class sections are defined as any sections in which at least one degree-seeking undergraduate student is enrolled for credit. Exclude distance learning classes and noncredit classes and individual instruction such as dissertation or thesis research, music instruction, or one-to-one readings. Exclude students in independent study, co-operative programs, internships, foreign language taped tutor sessions, practicums, and all students in one-on-one classes.

## TABLE 4L. Percentage of Undergraduate Credit Hours Taught by Instructor Type

	2009-10	2010-11	2011-12	2012-13	2013-14
Faculty	79%	76%	77%	77%	76%
Adjunct Faculty	16%	18%	17%	16%	16%
Graduate Students	4%	6%	6%	6%	7%
Other Instructors	1%	1%	0%	0%	1%

Note: The total number of undergraduate state fundable credit hours taught will be divided by the undergraduate credit hours taught by each instructor type to create a distribution of the percentage taught by each instructor type. Four instructor types are defined as faculty (pay plans 01, 02, and 22), OPS faculty (pay plan 06), graduate student instructors (pay plan 05), and others (all other pay plans). If a course has more than one instructor, then the university's reported allocation of section effort will determine the allocation of the course's total credit hours to each instructor. The definition of faculty varies for Tables 4L, 4M and 4N. For Faculty Teaching Undergraduates, the definition of faculty is based on pay plans 01, 02, and 22.

#### **TABLE 4M. Student/Faculty Ratio**

	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013
Ratio	30.9	31.0	31.7	31.5	31.1

Note: This data is based on Common Data Set (CDS) definitions. This is the Fall ratio of full-time equivalent students (full-time plus 1/3 part time) to full-time equivalent instructional faculty (full time plus 1/3 part time). The ratio calculations, exclude both faculty and students in stand-alone graduate or professional programs such as medicine, law, veterinary, dentistry, social work, business, or public health in which faculty teach virtually only graduate-level students. Undergraduate or graduate student teaching assistants are not counted as faculty.

## **TABLE 4N. Professional Licensure/Certification Exams for Undergraduates**

## Nursing: National Council Licensure Examination for Registered Nurses

	2009	2010	2011	2012	2013
Examinees	220	209	237	218	222
First-time Pass Rate	98%	95%	96%	99%	96%
National Benchmark	90%	89%	89%	92%	85%

Note: Pass rate for first-time examinees for the National Council Licensure Examination for Registered Nurses (NCLEX-RN) are based on the performance of graduates of baccalaureate nursing programs. National benchmark data is based on Jan-Dec NCLEX-RN results for first-time examinees from students in US-educated baccalaureate degree programs as published by the National Council of State Boards of Nursing.

#### **TABLE 40. Post-Graduation Metrics**

# Percent of Bachelor's Graduates Employed Full-time or Continuing their Education, One Year After Graduation

	2008-09	2009-10	2010-11	2011-12	2012-13	
Percent Found Employed or Enrolled	n/a	n/a	xx%	xx%	xx%	-
Percent Found	n/a	n/a	xx%	xx%	xx%	

Notes: **Percent Found Employed or Enrolled** is based on the number of recent baccalaureate graduates who are either employed full-time or continuing their education within one year after graduation. The employed data now includes non-Florida data that is available from the Wage Record Interchange System 2 (known as "WRIS 2") and Federal employee and military data that is available from the Federal Employment Data Exchange System (FEDES) initiative. Full-time employment is based on those who earned more than a full-time (40hrs a week) worker making minimum wage. Due to limitations in the data, the continuing enrollment data includes any enrollment the following year regardless of whether the enrollment was post-baccalaureate or not. **Percent Found** refers to the percentage of graduates found in the dataset – including those that did not earn wages above the full-time threshold and those who were found outside of the one-year window.

For more information about the methodology see: <a href="http://www.flbog.edu/about/budget/performance\_funding.php">http://www.flbog.edu/about/budget/performance\_funding.php</a>.

For more information about WRIS2 see: http://www.doleta.gov/performance/wris 2.cfm.

For more information about FEDES see: http://www.ubalt.edu/jfi/fedes/.

UCF and BOG staff are working to finalize the data identified in red font.

#### Median Wages of Bachelor's Graduates Employed Full-time in Florida, One Year After Graduation

	2008-09	2009-10	2010-11	2011-12	2012-13	
Median Wage	n/a	n/a	\$x,x00	\$x,x00	\$x,x00	•
Percent Found	n/a	n/a	xx%	xx%	xx%	

Notes: **Median Wage** data is based on Florida's annualized Unemployment Insurance (UI) wage data for those graduates who earned more than a full-time employee making minimum wage in the fiscal quarter a full year after graduation. This UI wage data does not include individuals who are self-employed, employed out of state, employed by the military or federal government, or those without a valid social security number. This wage data includes graduates who were both employed and enrolled. Wages rounded to nearest hundreds. **Percent Found** refers to the percentage of graduates found in the dataset – including those that did not earn wages above the full-time threshold and those who were found outside of the one-year window. **UCF** and BOG staff are working to finalize the data identified in red font.

#### Section 5 - Graduate Education

## TABLE 5A. Graduate Degree Program Changes in AY 2013-14

Title of Program	Six-digit CIP Code	Degree Level	Date of UBOT Action	Starting or Ending Term	Date of Board of Governors Action	Comments
New Programs						
Nanotechnology	15.1601	Masters	27-Mar-14	2014 SPRING		
Criminal Justice	43.0104	Research Doctorate	21-Nov-13	2015 FALL		
T						
Terminated Programs			I			<u> </u>
none						
<b>Programs Suspended for New</b>	Enrollments	1				
Business/Managerial Economics	52.0601	Masters	-	2009 FALL		
Economics, General	45.0601	Research Doctorate	-	2009 FALL		
<b>New Programs Considered B</b>	y Universit	y But Not Ap	proved			
•		, ,				

Note: This table does not include new majors or concentrations added under an existing degree program CIP Code. This table reports the new and terminated program changes based on Board action dates between May 5, 2013 and May 4, 2014.

**New Programs** are proposed new degree programs that have been completely through the approval process at the university and, if appropriate, the Board of Governors. Does not include new majors or concentrations added under an existing degree program CIP Code.

**Terminated Programs** are degree programs for which the entire CIP Code has been terminated and removed from the university's inventory of degree programs. Does not include majors or concentrations terminated under an existing degree program CIP Code if the code is to remain active on the academic degree inventory.

**Programs Suspended for New Enrollments** are degree programs for which enrollments have been temporarily suspended for the entire CIP Code, but the program CIP Code has not been terminated. Does not include majors or concentrations suspended under an existing degree program CIP Code if the code is to remain active on the academic degree inventory and new enrollments in any active major will be reported. Programs included in this list may have been suspended for new enrollments sometime in the past and have continued to be suspended at least one term of this academic year.

New Programs Considered by University But Not Approved includes any programs considered by the university board of trustees, or any committee of the board, but not approved for implementation. Also include any programs that were returned prior to board consideration by the university administration for additional development, significant revisions, or re-conceptualization; regardless of whether the proposal was eventually taken to the university board for approval. Count the returns once per program, not multiple times the proposal was returned for revisions, unless there is a total re-conceptualization that brings forward a substantially different program in a different CIP Code.

### **Section 5 – Graduate Education** (continued)

# **TABLE 5B. Graduate Degrees Awarded**

	2009-10	2010-11	2011-12	2012-13	2013-14
TOTAL (First Majors)	2,220	2,538	2,679	2,587	2,918
TOTAL (Second majors)	0	0	0	0	0
Masters and Specialist (first majors)	1,960	2,253	2,413	2,307	2,562
Research Doctoral (first majors)	231	245	229	238	266
Professional Doctoral (first majors)	29	40	37	42	90
Dentistry	0	0	0	0	0
Law	0	0	0	0	0
Medicine	0	0	0	36	55
Nursing Practice	0	12	3	4	3
Pharmacy	0	0	0	0	0
Physical Therapist	29	28	34	2	32
Veterinary Medicine	0	0	0	0	0
Other	0	0	0	0	0

Note: This table reports the total number of graduate level degrees that were awarded by academic year as well as the number by level. The table provides a breakout for the Professional Doctoral degrees. UCF and BOG staff are working to finalize the data identified in red font.

TABLE 5C. Graduate Degrees Awarded in Programs of Strategic Emphasis [Includes Second Majors]

	2009-10	2010-11	2011-12	2012-13	2013-14
STEM	555	691	730	716	753
HEALTH	235	319	427	375	431
GLOBALIZATION	5	6	9	5	7
EDUCATION	369	422	416	416	408
GAP ANALYSIS	68	78	70	70	76
SUBTOTAL	1,232	1,516	1,652	1,582	1,675
PSE PERCENT OF TOTAL	55%	60%	62%	61%	57%

Notes: This is a count of graduate degrees awarded within specific Areas of Strategic Emphasis, as determined by the Board of Governors staff with consultation with business and industry groups and input from universities. This is a count of graduate degrees awarded within specific Programs of Strategic Emphasis, as determined by the Board of Governors staff with consultation with business and industry groups and input from universities – for more information see: <a href="http://www.flbog.edu/pressroom/strategic\_emphasis/">http://www.flbog.edu/pressroom/strategic\_emphasis/</a>. The Board of Governors revised the list of Programs of Strategic Emphasis in November 2013, and the new categories were applied to the historical degrees. A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double-majors are included). Note: The denominator used in the percentage includes second majors. UCF and BOG staff are working to finalize the data identified in red font.

# **Section 5 – Graduate Education** (continued)

**TABLE 5D. Professional Licensure Exams for Graduate Programs** 

# Medicine: US Medical Licensing Exam - Step 1 (for 2nd year MD students)

	2010	2011	2012	2013	2014 Preliminary
Examinees		39	59	77	93
First-time Pass Rate		95%	97%	99%	100%
National Benchmark		94%	96%	96%	96%

# Medicine: US Medical Licensing Exam - Step 2 Clinical Knowledge (for 4th year MD students)

	2009-10	2010-11	2011-12	2012-13	2013-14
Examinees			37	56	86
First-time Pass Rate			97%	98%	100%
National Benchmark			98%	98%	97%

# Medicine: US Medical Licensing Exam - Step 2 Clinical Skills (for 4th year MD students)

	2009-10	2010-11	2011-12	2012-13	2013-14
Examinees			36	55	84
First-time Pass Rate			100%	95%	95%
National Benchmark			97%	98%	96%

# Physical Therapy: National Physical Therapy Examinations

	2007-09	2008-10	2009-11	2010-12	2011-13
Examinees	61	60	57	91	63
First-time Pass Rate	74%	92%	98%	96%	94%
National Benchmark	87%	87%	91%	89%	90%

Note: Due to the low number of examinees, this table reports a three-year average pass rate for first-time examinees on the National Physical Therapy Examinations by exam year.

# **Section 6 – Research and Economic Development**

**TABLE 6A.** Research and Development

	2008-09	2009-10	2010-11	2011-12	2012-13
R&D Expenditures					
Total (S&E and non-S&E) (\$ 1,000s)	\$148,803	\$117,985	\$109,189	\$121,653	\$126,681
Federally Funded (\$ 1,000s)	\$73,736	\$69,331	\$69,098	\$78,411	\$76,533
Percent Funded From External Sources	70%	71%	73%	75%	69%
Total R&D Expenditures Per Full-Time, Tenured, Tenure-Earning Faculty Member <i>(\$)</i>	\$187,883	\$156,479	\$145,975	\$154,972	\$161,583
Technology Transfer					
Invention Disclosures	83	96	109	127	124
U.S. Patents Issued	41	91	76	67	71
Patents Issued Per 1,000 Full-Time, Tenured and Tenure- Earning Faculty	0	122	97	85	92
Licenses/ Options Executed	5	12	14	11	17
icensing Income Received (\$)	\$640,008	\$411,393	\$500,966	\$560,135	\$797,883
Number of Start-Up Companies	3	7	1	5	X

Note: **R&D Expenditures** are based on the National Science Foundation's annual Survey of R&D Expenditures at Universities and Colleges (data include Science & Engineering and non-Science & Engineering awards). Percent Funded from External Sources is defined as funds from federal, private industry and other sources (non-state and non-institutional funds). Total R&D expenditures are divided by fall, full-time tenured/tenure-track faculty as reported to IPEDS (FGCU includes both tenured/tenure-track and non-tenure/track faculty). The fall faculty year used will align with the beginning of the fiscal year, so that (e.g.) 2007 FY R&D expenditures are divided by fall 2006 faculty. **Technology Transfer** data are based on the Association of University Technology Managers Annual Licensing Survey. **Licensing Income Received** refers to license issue fees, payments under options, annual minimums, running royalties, termination payments, amount of equity received when cashed-in, and software and biological material end-user license fees of \$1,000 or more, but not research funding, patent expense reimbursement, valuation of equity not cashed-in, software and biological material end-user license fees of less than \$1,000, or trademark licensing royalties from university insignia. **Number of Start-up Companies** that were dependent upon the licensing of University technology for initiation.



**TABLE 6B. Centers of Excellence** 

Name of Center:	Florida Photonics Center of Excellence (FPCE)	Cumulative	Fiscal Year
Year Created:	2003	(since inception to June 2014)	2013-14
Research Effectiveness Only includes data for activities direassociated with the Center.	ctly associated with the Center. Does not include the non-	-Center activities for facu	ılty who are
Number of Competitive Grants	Applied For	545	35
Value of Competitive Grants A	pplied For (\$)	\$206,398,340	\$10,946,831
Number of Competitive Grants	Received	273	14
Value of Competitive Grants R	eceived (\$)	\$61,897,574	\$3,998,999
Total Research Expenditures	(\$)	\$52,269,825	\$1,249,360
Number of Publications in Reference Center Research	ereed Journals	351	49
Number of Invention Disclosur	es	102	16
Number of Licenses/Options E	xecuted	4	0
Licensing Income Received (\$	)	\$181,250	0
Collaboration Effectivenes Only reports on relationships that in			
Collaborations with Other Post	secondary Institutions	37	5
Collaborations with Private Ind	lustry	80	5
Collaborations with K-12 Educ	ation Systems/Schools	31	3
Undergraduate and Graduate with Center Funds	Students Supported	0	0
Economic Development E			
Number of Start-Up companie with a physical presence, or el		5	0
Jobs Created By Start-Up Con Associated with the Center		63	0
Specialized Industry Training a	and Education	2	0
Private-sector Resources Use the Center's Operations		\$247,940	\$151,131
·	Narrative Comments on next page.		



**TABLE 6B.** Centers of Excellence (continued)

#### Narrative Comments [Most Recent Year]:

The FPCE \$10 million grant has been used for developing an infrastructure for research and graduate education in photonics. This included establishment of two endowed chairs, support for five outstanding FPCE faculty, construction of a new 21,000 sq. ft. building addition with incubation space, and addition of a unique multi-user nanophotonics fabrication facility (housing approximately \$15 million of capital equipment serving faculty, industry, and external organizations). Since 2003, the FPCE has invigorated photonics research, supported many partnership projects with Florida industry, resulted in more than 102 patent disclosures with some leading to spinoffs, and generated research grants totaling more than \$61 million. Efforts in building up the biophotonics program, which were seeded by the FPCE grant, are currently being vigorously pursued. A new senior faculty member whose research is in the area of lasers and their applications to biophotonics started his appointment in January 2013. The Center has also recruited a junior faculty member in the area of nanophotonics. Her appointment started in Fall 2012



**TABLE 6B. Centers of Excellence** 

Name of Center:	Laser Technology Initiative (aka Townes Laser Institute)	Cumulative	Fiscal Year
Year Created:	2007	(since inception to June 2014)	2013-14
Research Effectiveness Only includes data for activities direassociated with the Center.	ctly associated with the Center. Does not inc	lude the non-Center activities for facu	lty who are
Number of Competitive Grants	Applied For	325	30
Value of Competitive Grants A	pplied For (\$)	\$190,548,898	\$15,848,311
Number of Competitive Grants	Received	196	29
Value of Competitive Grants R	Received (\$)	\$32,244,572	\$5,058,075
Total Research Expenditures	(\$)	\$18,670,244	\$3,889,202
Number of Publications in Ref	ereed Journals	244	47
Number of Invention Disclosur	es	44	7
Number of Licenses/Options E	executed	0	0
Licensing Income Received (\$	")	\$0	\$0
Collaboration Effectivenes Only reports on relationships that in			
Collaborations with Other Pos	tsecondary Institutions	109	12
Collaborations with Private Inc	lustry	36	24
Collaborations with K-12 Educ	ation Systems/Schools	166	6
Undergraduate and Graduate with Center Funds	Students Supported	210	50
<b>Economic Development E</b>			
Number of Start-Up companie with a physical presence, or el	mployees, in Florida	7	1
Jobs Created By Start-Up Con Associated with the Center	npanies	31	8
Specialized Industry Training a	and Education	8	3
Private-sector Resources Use the Center's Operations		\$5,500,000	\$2,500,000
	Narrative Comments on ne	xt page.	



**TABLE 6B.** Centers of Excellence (continued)

Name of Center

Laser Technology Initiative
(aka Townes Laser Institute)

#### Narrative Comments [Most Recent Year]:

In its seventh year, the Townes Laser Institute has continued towards its objective of becoming the paramount academic institution in laser technology in the nation. The Institute has also advanced its mission of supporting these technologies in industry, government, and advanced institutions of learning in Florida, and in the nation. The institute is named after Dr Charles Hard Townes, 1964 Nobel Laureate in Physics for devising the concept of the laser. He also has been named one of the most influential scientists of the last century. Dr. Townes turned 99 this past July. Some significant achievements have been made in 2014.

- The Townes Institute captured several major research grants and contracts during the year. Following his success in capturing a major DARPA grant in attoscience in 2013, Dr. Z. Chang won a major five year \$6 million MURI contract from ARO this year, and he is a co-investigator in a second AFOSR MURI, led by the University of California Berkeley. The Fiber group at Townes (Richardson, Amezcua, Shulzgen and Shah) was awarded a major five-year \$7 million contract for advanced fiber development in collaboration with the universities of Southampton and Jena.
- The Institute was awarded a record in DURIP funds for major equipment in 2013, one from AFOSR for \$850 thousand for a new MCVD lathe for fiber fabrication, another from ONR of \$620 thousand is for a new optical tracker. Of the five DURIP awards made in Florida in 2013, four of them were to the Townes Institute. In 2014 the Townes Institute did equally well, with four awards worth a total in excess of \$2 million. One was valued at \$600 thousand from ARO is for a mobile laser platform, and the other is for \$630 thousand from AFOSR for a materials x-ray diffraction diagnostic system. These major equipment grants significantly increase the capabilities and infrastructure within the Townes Institute. Overall, the Townes Institute captured new research grants contracts worth more than \$10 million in 2014.
- The Townes Institute graduated 14 Ph.D. students and four M.S. degree students in 2013.
- Progress was slower than expected in the transfer of operations of the ISTEF laser range to the
  Townes Laser Institute. Although the Air Force has agreed to the transfer, obtaining all the legal
  documents with Patrick Air Force Base, the Navy SPAWAR agency, NASA, and a small company
  (Vision Engineering) has taken longer than expected. These agreements should be in place before
  the end of 2013.
- The fabrication of the Townes Optical Materials Laboratory progressed on time and on budget. As
  this report is being written in October 2014, major equipment is being relocated to the building.
  Final Fire Marshall inspection is expected by December 2014. This building houses all the
  laboratories for Professor R. Gaume, most of Professor K. Richardson's laboratories, the new



MCVD lathe for fiber fabrication and an SPS facility for joint use with MAE faculty.

- The final documents for the transfer of the ISTEF laser range facility on Merritt Island to Townes
  Institute management were signed with the Air Force Base Patrick this spring. The WPRG group
  and LPL began improvements to the facilities. Negotiations are underway with KSC for extensions
  to the range facilities, including horizontal range capabilities to six km.
- There was no change in the number of faculty members this year, but some of the new appointees substantiated their research groups and positions to the benefit of the Institute as a whole and themselves personally. Dr. Schepler, who joined in January 2014, has become associated with the Laser Plasma Laboratory, and he is examining new programs in the area of mid-IR lasers and materials.
- Dr. K. Vodopyanov completed the transition of his laboratories from Stanford University, and he
  reactivated his program in mid-IR frequency comb lasers and photonic approaches to breath
  analysis.
- The Townes Laser Institute's long and vigorous efforts to elevate advanced laser manufacturing at UCF have begun to pay off. A proposal for an Advanced Manufacturing Initiative was accepted by the University administration and supported by the colleges of Engineering and Computer Sciences and Optics and Photonics. Two new faculty positions, one from TLI/COP and one from MAE, are allocated to this initiative. The Townes Laser Institute and the Office of Research will help the establishment of a central manufacturing facility for this initiative.
- Professor M. Richardson is a member of the committee for the National Photonics Initiative. This a new initiative to elevate the status of photonics at the national level.
- Several Townes Faculty and students received awards in 2014. Professor K. Richardson began a
  one-year term as President of the American Ceramics Society. Professor M. Baudelet was elected
  as President-Elect of the North American Society for Laser-induced breakdown spectroscopy
  (NASLIBS). Professor M. Bass received OSA 2014 R. W. Wood Prize. Professor P. Delfyett was
  Florida Academy of Science's 2014 Medalist. Professor M. Richardson was made a fellow of APS
  and of IEEE and was awarded an honorary degree, "Docteur Honoris Causa," by the University of
  Bordeaux. Several Townes' students received UCF Graduate Research Excellence Awards.
- New patents were granted to several Townes faculty including Professors Bass, Delfyett, Glebov,
   M. Richardson, and Shah.
- Townes faculty had several papers published in prestigious journals. Professor Chang had three
  papers published in Nature Photonics. Professors Amezcua and Schulzgen had one paper in
  Nature Photonics as did Professor. K. Richardson.
- Professor M. Richardson was awarded a Jefferson Science Fellowship by the National Academy of Sciences to spend a year at the State Department, working on science policy issues for a year. He will share his time between Washington and UCF.

ITEM: EP-3

#### University of Central Florida BOARD OF TRUSTEES

**SUBJECT:** Revision of UCF's Academic Program Review Policies and Procedures

**DATE:** November 20, 2014

#### PROPOSED BOARD ACTION

Approval of UCF's revised Academic Program Review Policies and Procedures.

#### **BACKGROUND**

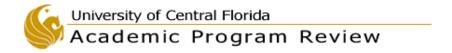
The Board of Governors' Regulation 8.015(4)(d) states that "each university must electronically submit its program review policies and procedures for the 2007-2014 program review cycle to the Office of Academic and Student affairs by April 1, 2007. Thereafter, revisions and updates to university procedures must be submitted to the Office for review by December 15 of each year of the cycle."

Attached is a revision of UCF's Academic Program Review Policies and Procedures for approval prior to submitting it to the Board of Governors.

**Supporting documentation**: Academic Program Review Policies and Procedures

Prepared by: Diane Chase, Executive Vice Provost for Academic Affairs

Submitted by: A. Dale Whittaker, Provost and Vice President for Academic Affairs



Academic Program Review Policies and Procedures 2007-14

(Revised May 23, 2013 November 20, 2014)

#### **BACKGROUND**

To ensure continuous program improvement and pursuant to Florida Statutes, the University of Central Florida conducts in-depth reviews of each of its degree programs every seven years. UCF's program review process is consistent with strategic planning review and requires examination of centrality, comparative advantage, cost, demand, and quality. When practicable, similar programs are reviewed during the same cycle (e.g., engineering, health sciences). Also, program reviews are aligned with specialized accreditation visits so that, when appropriate, the external accreditation reviews can also be used for the program reviews. The process supports the mission of the university to meet the needs of central Florida by providing high-quality, broad-based education and experienced-based learning. To accomplish this goal, program, college, and university leadership engage in a summative review of key performance indicators and other program information.

#### **PURPOSE**

The purposes of the academic program review are to examine the quality and productivity of academic programs and to develop recommendations leading to program improvement.

#### **POLICY**

Every seven years each UCF academic degree program shall undergo a comprehensive summative review and assessment of:

- the mission and purpose of each program within the context of the university mission; and the Board of Governors' strategic plan;
- teaching, research, service, and other program goals and objectives, including expected outcomes;
- how well objectives for student learning, research, service, and other program; objectives are being achieved and used for continuous improvement;
- overall program quality and productivity;
- sufficiency of resources and support services for the program;
- lower level baccalaureate program prerequisite courses to ensure that the program is in compliance with State-approved common prerequisites;
- and (if appropriate) the limited access status of baccalaureate programs to determine if such status is still warranted.

Reviews are informed by:

- institutional data
- self-studies
- external consultant review
- other sources, as appropriate.

Page **1** of **3** 

A Program Review Committee appointed by the provost will review the data collected and make recommendations to the provost. Following the provost's <u>or designee's</u> review, the approved status and recommended improvements are presented to the UCF Board of Trustees' Educational Programs Committee prior to final submission to the Board of Governors.

The college dean shall report the program's actions taken as a result of the review recommendations to the provost and the Board of Trustees' Educational Programs Committee.

#### **PROCEDURES**

#### A. Process Overview

The Office of Academic Affairs:

- establishes and maintains a schedule for the review of all academic degree programs every seven years
- develops and distributes a timeline for the upcoming review cycle
- provides an orientation for programs scheduled for review in prior spring term
- collaborates with the Program Review Committee and the college to select program review consultants
- works with the college and/or program to facilitate the site visit
- collects reports of actions taken as a result of the last review as well as major program changes since the last review
- provides the format for department and program self-studies and consultant reports
- ensures the college, consultant(s), and Program Review Committee have access to reports and other appropriate sources of information
- provides general oversight to and facilitation of the Academic Program Review process.

*The applicable college dean (or designee):* 

- makes nominations for external consultants
- reviews self-studies, consultant reports, and other review materials
- collaborates with the Program Review Committee to assess the status of the program and make recommendations for program improvement.

#### The department or unit:

- reports on actions taken as a result of the last review and reports major changes since the last review
- completes self-studies
- compiles supplemental review materials requested by academic affairs, the college, or the consultant(s)
- undertakes companion processes (e.g., faculty qualification and graduate faculty review).

#### **B.** Reports Submissions and Resulting Actions

The following actions are taken upon completion of the onsite program review:

• consultant submits final written report to academic affairs and academic affairs makes report available to the Program Review Committee, college, and department

- Program Review Committee, in consultation with the dean (or designee), finalizes lists
  of key program strengths, weaknesses, and recommendations for improvement and
  submits them to the provost
- dean discusses plans for implementation of recommendations with the provost or designee
- academic affairs summarizes program review results and presents them to the Board of Trustees' Educational Programs Committee
- academic affairs submits the results summary and the major program changes since the last review to the Board of Governors
- college dean reports the program's progress toward implementing the actions taken as a result of the review recommendations to the provost and the Board of Trustees' Educational Programs Committee.

#### C. Acceptable Substitution for Program Review Report

Discipline accreditation or certification reports may substitute for portions of the Academic Program Review department and/or program self-studies if the provost or designee determines that they sufficiently address the elements considered under the program review process. In such instances, the accreditation or certification process will normally have included a site visit by one or more discipline expert(s).

ITEM: FF-2

#### University of Central Florida Board of Trustees

SUBJECT: UCF's Revised Debt Management Guidelines

**DATE:** October 22, 2014

#### **PROPOSED BOARD ACTION**

Approve UCF's revised debt management guidelines.

#### **BACKGROUND INFORMATION**

The university revised its Debt Management Guidelines in 2010 after the Board of Governors adopted revised Debt Management Guidelines at its September 16, 2010, meeting. Types of debt issuances are excluded from requiring Board of Governors' approval. The university's guidelines currently have no exclusions and require all new issuances of debt to be approved. In order to make the issuance of smaller debt items more efficient, the guidelines have been amended to allow some of the types of debt currently excluded from approval by the Board of Governors to be excluded from approval by the Board of Trustees under certain conditions. The amendments do not alter existing Board of Governors' policy. A red-lined copy of UCF's Debt Management Guidelines is attached reflecting the recommended changes.

**Supporting documentation:** UCF's Revised Debt Management Guidelines

**Prepared by:** John C. Pittman, Associate Vice President

for Administration and Finance, Debt Management

**Submitted by:** William F. Merck II, Vice President for Administration and Finance

and Chief Financial Officer

# UNIVERSITY OF CENTRAL FLORIDA

# DEBT MANAGEMENT GUIDELINES

Approved November 30, 2006

Revised - October 12, 2010 October 22, 2014

{0060/00/00813685.DOCXv1}Attachment A

#### TABLE OF CONTENTS

I.	INTRODUCTION	
	The Need for and Purpose of Debt Management Guidelines	1
II.	GENERAL DEBT ISSUANCE GUIDELINES	
	Debts that may be issued without Board of Trustee Approval	
	Process for Submitting Debt for Approval	
	Committing University Resources for Debt Issued by DSOs	3
	Credit Ratings	
	Tax Status	4
	Security Features	4
	Structural Features	5
	Interest Accrual Features	5
	Other Types of Financings	8
III.	METHOD OF SALE AND USE OF PROFESSIONALS	
	Analysis of Method of Sale	8
	Allocation of Bonds	
	Report on Sale of BondsDebt	10
	Selection of Financing Professionals	
IV.	DISCLOSURE	
	Primary Disclosure	11
	Continuing Disclosure	11
v.	POST-ISSUANCE CONSIDERATIONS	
	Investment of Proceeds of Debt Issued by DSOs	11
	Arbitrage Compliance	
VII.	EFFECT	11

Formatted: Font color: Accent 1

Formatted: Font color: Text 2

#### I. INTRODUCTION

#### The Need for and Purpose of Debt Management Guidelines

The University of Central Florida ("University" or "UCF") and its direct support organizations ("DSOs") have funded significant investments in infrastructure, such as buildings, equipment, land, and technology, to meet the needs of a growing student population and to upgrade and maintain existing capital assets. A significant amount of the funding for this investment in infrastructure has been provided through the issuance of debt for the benefit of the university and its ("DSOs").

All debt issuances <u>issued by the university or related entity</u> must be approved in advance by the Board of Trustees ("BOT"). Certain debt must also be approved by the Florida Board of Governors ("Board") pursuant to its debt issuance guidelines dated April 27, 2006.

For purposes of these guidelines:

- i) "debt" means bonds, loans, promissory notes, lease-purchase agreements, certificates of participation, installment sales, leases, or any other financing mechanism or financial arrangement, whether or not a debt for legal purposes, for financing or refinancing, for or on behalf of a state University or a direct support organization, or for the acquisition, construction, improvement or purchase of capital outlay projects;
- ii) "capital outlay project" means (i) any project to acquire, construct, improve or change the functional use of land, buildings, and other facilities, including furniture and equipment necessary to operate a new or improved building or facility, and (ii) any other acquisition of equipment or software; and
- iii) "financing documents" means those documents and other agreements entered into by the state University or the DSO establishing the terms, conditions, and requirements of the debt issuance.
- iv) "auxiliary enterprise" means any activity defined in section 1011.47(1), Florida Statutes, and performed by a university or a direct support organization.
- (iv)v) "related entity" means any legally defined organization created or controlled by the university.

Formatted: Font color: Text 2

Formatted: Font color: Text 2

#### II. GENERAL DEBT ISSUANCE GUIDELINES

PROCESS FOR SUBMITTING DEBT FOR APPROVAL

Debts That May Be Issued Without Board of Governor's Approval

Formatted: Font: Not Bold, Not Italic, Font

University boards of trustees may authorize the state universities and their DSOs, as applicable, to engage in the following types of financings without Board approval:

Formatted: Font color: Dark Red

Formatted: Font color: Dark Red

- o Universities may finance the acquisition of equipment and software provided such financings are accomplished in accordance with the deferred-purchase provisions in Chapter 287, Florida Statutes.
- o DSOs may finance the acquisition of equipment and software financings provided the overall term of the financing, including any extension, renewal or refinancings, hereof, does not exceed five years or the estimated useful life of the equipment or software, whichever is shorter.
- DSOs may issue promissory notes and grant conventional mortgages for the acquisition of real property. However, no mortgage or note shall exceed 30 years.
- o University and DSO debt secured solely with gifts and donations and pledges of gifts so long as the maturity of the debt, including extensions, renewals and refundings, does not exceed five years and so long as the facilities being financed have been included in the university's five-year capital improvement plan that has been approved by the Board of Governors.
  - Refundings for debt service savings where final maturities are not extended.
- Fully collateralized lines of credit intended to be used for temporary cash flow needs.
- Energy Performance-Based Contracts, in accordance with the provisions of section 1013.23, Florida Statutes, not to exceed \$10,000,000.
- O Universities may borrow up to \$20,000,000 from a university DSO on a non-recourse basis to finance a capital project. The term of the borrowing may not exceed thirty (30) years, and the interest rate, if any, may not exceed current market interest rates. The university retains legal title to any capital project financed in whole or in part by such loan irrespective of whether the loan is repaid. The DSO is prohibited from transferring the

note or any other instrument associated with the borrowing to any other entity.

#### DEBTS THAT MAY BE ISSUED WITHOUT BOARD OF TRUSTEES' APPROVAL

The following types of financings are exempt from Board of Governors' approval but may be engaged in by the university and its DSOs as applicable, with approval by the President of the university and without BOT approval.

o Universities may finance the acquisition of equipment and software provided such financings are accomplished in accordance with the deferred-purchase provisions in Chapter 287, Florida Statutes up to an amount not to exceed \$100,000.

o DSOs may finance the acquisition of equipment, software and mortgage backed financings provided the estimated useful life of the equipment, software, or property (excluding real property) does not exceed five years and the amount does not exceed \$100,000.

Any DSO debt issued under these exemptions must still be approved by the Board of Directors for the DSO.

#### PROCESS FOR SUBMITTING DEBT FOR APPROVAL

Timing. The submission of proposed debt for approval by the BOT shall be governed by the following process:

a) No later than four weeks prior to a BOT meeting where approval for the issuance of debt is sought, a copy of all information required to be submitted by these guidelines in support of the request shall be provided to the BOT Associate Corporate Secretary for inclusion in the board packet.

Information required for the board package.

- a) A proposed agenda item.
- b) Any A feasibility study and/or consultant report that was undertaken by the University or DSO describing the project and its feasibility. Support for quantitative metrics justifying the need for construction and the assessment of private sector alternatives (cost comparison) should be included in this section.
- For debt issued by DSOs, a resolution adopted by the DSO board approving issuance of the debt.

{0060/00/00813685.DOCXv1}3

Formatted: Font: Not Bold, Not Italic

Formatted: Indent: First line: 0"

Formatted: Font color: Text 2

Formatted: Font: 12 pt, Font color: Text 2

Formatted: Font color: Text 2

Formatted: Font: 12 pt, Font color: Text 2

Formatted: Font color: Text 2

Formatted: Tab stops: 1.12", Left

Formatted: Font color: Text 2

Formatted: Font color: Text 2

Formatted: Font color: Text 2

Formatted: Font: Not Italic

Formatted: Indent: Left: 1", First line: 0"

Formatted: Font color: Accent 1

Formatted: Font color: Accent 1

Formatted: Font color: Dark Red

d) Estimated project cost, with schedules drawn by month and including start and completion dates, and estimated useful life, and the date bond debt proceeds are required.

Formatted: Font color: Accent 1

e) The sources-and-uses of funds, clearly depicting all costs, funding sources expected to be used to complete the project, and the estimated amount of the debt to be issued.

Formatted: Font color: Dark Red

- f) An estimated debt service schedule with the assumed interest rate on the debt clearly disclosed. If the proposed overall debt service is not structured on a level debt service basis, an explanation shall be provided that gives the reason it is desirable to deviate from a level debt structure.
- g) One consolidated debt service schedule separately showing any outstanding debt related to or impacting the debt being proposed, the proposed debt and the new estimated total debt service.
- h) A description of the security supporting the repayment of the proposed debt and the lien position the debt will have on that security. If the lien is junior to any other debt, the senior debt must be described. Furthermore, a description of why the debt is proposed to be issued on a junior lien basis must be provided. A statement citing the legal authority for the source of revenues securing repayment must also be provided.
- If debt is to be incurred on a parity basis with outstanding debt, a schedule showing estimated compliance with any additional bonds requirement set forth in the documents governing the outstanding debt. The applicable provisions of the documents for bondsdebt of DSOs should be provided.

Formatted: Font color: Accent 1

- j) If auxiliary revenues are pledged for debt service, financial statements for five years, if available, for the auxiliary,
- A five-year history, if available, and five-year projection of the revenues securing payment and debt service coverage.
- Evidence that the project is consistent with the University's master plan or a statement that the project is not required to be in the master plan.
- m) For variable rate debt proposals:
  - the expected reduction in total borrowing costs based on a comparison of fixed versus variable interest rates;
  - ii) a variable rate debt management plan that addresses liquidity and interest rate risks and provides, at a minimum: a description of budgetary controls, a description of liquidity arrangements, a discussion of why the amount of variable rate debt being proposed is appropriate, and a plan for hedging interest rate exposure. If interest rate risks are to be mitigated by the use of derivatives, then evidence that the counterparty has a long term rating of at least an A/A2 and

- a swap management plan as set forth in the Board's Debt Management Guidelines must be submitted.
- iii) a pro forma showing the fiscal feasibility of the project using current market interest rates plus 200 basis points;
- iv) the total amount of variable rate debt including the proposed debt as a percentage of the total amount of University and DSO debt outstanding; and
- the individual or position that will be responsible for the reporting requirements for variable rate debt as set forth in these guidelines.
- n) If all or any portion of the financing is contemplated to be done on a taxable basis, then evidence must be submitted demonstrating that the issuance of taxable debt is in the best interest of the University.
- A statement explaining whether legislative approval is required, and if required, an
  explanation as to when legislative approval will be sought or evidence that legislative
  approval has already been obtained.
- p) If a request is made to employ a negotiated method of sale, an analysis must be provided supporting the selection of this method that includes a discussion of the factors set forth in section IV of these Guidelines.
- q) A description of the process used to select each professional engaged in the transaction, showing compliance with the competitive selection process required by these Guidelines. Specific contact information for each selected professional must be included, and at a minimum, should disclose the professional's name, firm name, address, email address, phone number, and facsimile number.
- r) The most recent annual variable rate debt report.
- s) The calculation of a return on investment or an internal rate of return for revenue generating projects. Other appropriate measures should be provided for non-revenue generating projects. If the proposed debt is to be issued on a parity basis, project costs may be offset against total system revenues.

 Evidence of legislative approval required by 1010.62 (6) or compliance with an exception under 1010.62 (7). Formatted: Font color: Dark Red

Formatted: Tab stops: Not at 0.75"

#### Committing University Resources for Debt Issued by Direct Support Organizations

The debt of any DSO may not be secured by an agreement or contract with the University unless the source of payments under such agreement or contract is limited to revenues that the University is authorized to use for the payment of debt service. Any such contract or agreement shall also be subject to the requirements set forth under "Security Features – Pledged Revenues."

#### Credit Ratings

Any public offering of debt obligations shall Where possible, all new financings should be structured to achieve a minimum rating of "A" from at least two nationally recognized rating agencies. Credit enhancement may be used to achieve this goal. Privately placed debt obligations are not required to have a rating.

Formatted: Font color: Accent 1

Formatted: Font color: Accent 1

#### Tax Status

All University and DSO debt should be issued tax exempt unless the issuance of taxable debt is in the University's best interest.

#### Security Features

Pledged Revenues. The revenues that may secure debt include the following:

- a) Activity and Service Fee, subject to the limitation that annual debt service payable from these fees does not exceed five percent of the revenues derived therefrom.
- b) Athletic Fee, subject to the limitation that annual debt service payable from these fees does not exceed five percent of the revenues derived therefrom.
- c) Health Fee.
- d) Transportation Access Fee.
- e) Hospital Revenue.
- f) Licenses and Royalties for facilities that are functionally related to the University operation or DSO reporting such royalties and licensing fees.
- g) Gifts and Donations for debt not longer than five years.
- h) Overhead and indirect costs and other monies not required for the payment of direct costs of grants.
- i) Assets of University Foundations and DSOs and earnings thereon.

 Auxiliary Enterprise Revenues, e.g., housing, parking, food service, athletic, retail sales, research activities.

Revenues which are not enumerated above may not be pledged to secure debt unless authorized by law for such purpose. In the case of university-issued debt, the pledge of revenues which secures debt should specifically identify the sources pledged and not use general or vague terms such as "lawfully available revenues." The guidelines for pledging revenues and securing debt shall also apply to debt structures which involve an agreement, contract or lease with the university or its DSOs, i.e., the revenues being pledged to secure debt must be specifically identified and lawfully available for such purpose.

Functional Relationships. Revenues from one auxiliary enterprise (a "Supporting Auxiliary Enterprise") may not be used to secure debt of another auxiliary enterprise unless the Board, after review and analysis, determines that the facility being financed (the "Facility") is functionally related to the Supporting Auxiliary Enterprise's revenues being used to secure such debt. The Board must determine whether a functional relationship exists whenever revenues from a Supporting Auxiliary Enterprise will be used to pay or secure the debt of a Facility or when proceeds of bondsdebt issued by a Supporting Auxiliary Enterprise will be used, directly or indirectly, to pay costs relating to a Facility. When a functional relationship is established between a Facility and a Supporting Auxiliary Enterprise, only that portion of the Supporting Auxiliary Enterprises's revenues that exceed its operating requirements and debt service, if any, may be pledged to secure such debt; provided that such pledge may be on parity with outstanding debt if permitted by the covenants and conditions of the outstanding debt.

A functional relationship exists when a nexus is established between the Facility and the Supporting Auxiliary Enterprise's revenues. Whether a facility is functionally related to the Supporting Auxiliary Enterprise's revenues must be determined on a case by case basis, taking into consideration the unique facts and circumstances surrounding each individual situation.

Examples of functional relationships include, but are not limited to a parking facility intended to provide parking to residents of a student housing facility and located with reasonably close proximity to a student housing facility; a food services facility intended to serve residents of a student housing facility and located within reasonably close proximity to a student housing facility; or shared infrastructure (e.g. water lines, sewer lines, utilities, plaza areas) located within reasonably close proximity to both the Facility and the Supporting Auxiliary Enterprise. While representations that a Facility will provide general benefits to or enhance the experience of the student body are desirable, this factor alone is not determinative in and of itself to establish a functional relationship between the Facility and the Supporting Auxiliary Enterprise's revenues.

Lien Status. All bondsdebt of a particular program should be secured by a first lien on specified revenues. Additionally, bondsdebt should generally be equally and ratably secured by the revenues pledged to the payment of any outstanding bondsdebt of a particular bond program.

Formatted: Font color: Accent 1 Formatted: Font color: Accent 1

Formatted: Font color: Accent 1

{0060/00/00813685.DOCXv1}7

Formatted: Font color: Dark Red

Formatted: Font color: Accent 1

However, the creation of a subordinate lien is permissible if a first lien is not available or circumstances require.

Reserve Fund. Debt service reserve requirements may be satisfied by a deposit of bond proceeds, purchase of a reserve fund credit facility, or funding from available resources over a specified period of time. In the submission of a request for debt issuance, it is preferred, though not required, that the bond size for the proposed debt include provisions for funding a reserve from bond proceeds. This provision will ensure that, in the event the University is unable to obtain a reserve fund credit facility, it will still have an authorized bond amount sufficient to fund its needs. Debt service reserve requirements may also be satisfied with cash balances.

Credit Enhancement. Any bond insurance or credit enhancement should be chosen through a competitive selection process analyzing the cost of the insurance or credit enhancement and the expected interest cost savings to result from their use.

Capitalized Interest. Capitalized interest from bond proceeds should only be used when necessary for the financial feasibility of the project.

#### Structural Features

Length of Maturity. The final maturity on bondsdebt should not exceed thirty years.

Debt secured by gifts and donations shall not be considered long-term financing but may be used as a temporary or construction loan to accelerate construction of facilities. Accordingly, the maturity of debt secured by gifts and donations shall not exceed five years, including rollovers or refinancings except refinancings to implement permanent financing. Debt issued to finance equipment and software may not be longer than five years or the useful life of the asset being financed, whichever is shorter. Lastly, the final maturity of the debt should not exceed the estimated useful life of the assets being financed.

Redemption Prior to Maturity Bonds Debt should be structured with the least onerous call features as may be practical under prevailing market conditions. Bonds Debt of a particular issue may be sold as non-callable if it is shown to be in the best interest of the University or DSO.

Debt Issued With a Forward Delivery Date. Debt with a forward delivery date may be issued if the advantages outweigh the interest rate penalty that will be incurred and the University or DSO is protected from adverse consequences of a failure to deliver the debt.

#### Interest Accrual Features

Fixed Rate, Current Interest Debt. Fixed rate debt will continue to be the primary means of financing infrastructure and other capital needs.

Derivatives. The University or a DSO should normally issue conventional fixed rate bondsdebt. However, alternative financing instruments may be used when the inherent risks and additional costs are identified and proper provision is made to protect the University and DSO

{0060/00/00813685.DOCXv1}8

Formatted: Font color: Accent 1

from such risks. A comprehensive derivatives policy should be established prior to entering into transactions using derivatives products.

Capital Appreciation Bonds. When a compelling University interest is demonstrated capital appreciation bonds may be issued.

Variable Rate Bonds Debt. Variable rate debt may be issued where, considering the totality of the circumstances, such bonds debt can reasonably be expected to reduce the total borrowing cost to the University or DSO over the term of the financing. The following guidelines should apply to the issuance of variable rate debt:

- a) Expected reduction in total borrowing cost. In determining reasonably expected savings, a comparison should be made between a fixed rate financing at then current interest rates and a variable rate transaction, based on an appropriate floating rate index. The cost of the variable rate transaction should take into account all fees associated with the borrowing that would not typically be incurred in connection with fixed rate bondsdebt, such as tender agent, remarketing agent, or liquidity provider fees.
- Budgetary controls. The following guidelines should be followed in establishing a variable rate debt service budget:
  - i) A principal amortization schedule should be established, with provisions made for payment of amortization installments in each respective annual budget;
  - ii) Payment of interest for each budget year shall be calculated using an assumed budgetary interest rate that allows for fluctuations in interest rates on the bondsdebt without exceeding the amount budgeted. The budgetary interest rate may be established by: (1) using an artificially high interest rate given current market conditions; or (2) setting the rate based on the last 12 months actual rates of an appropriate index plus a 200 basis point cushion or spread to anticipate interest rate fluctuations during the budget year. The spread should be determined by considering the historical volatility of short-term interest rates, the dollar impact on the budget and current economic conditions and forecasts; or, (3) any other reasonable method determined by the University or DSO and approved by the Board:
  - iii) The amount of debt service actually incurred in each budget year should be monitored monthly to detect any significant deviations from the annual budgeted debt service. Any deviations in interest rates that might lead to a budgetary problem should be addressed immediately; and
  - iv) As part of the effort to monitor actual variable rate debt service in relation to the budgeted amounts and external benchmarks, the University or DSO should establish a system to monitor the performance of any service provider whose role it is to periodically reset the interest rates on the debt, i.e., the remarketing agent or auction agent.

{0060/00/00813685.DOCXv1}9

Formatted: Font color: Accent 1

- d) Establish a hedge with short-term investments. Consideration should be given to mitigating the variable interest rate risk by creating a hedge with short-term investments. Appropriate personnel should monitor the hedge monthly. The ratio of such short-term investments to variable debt needs to be examined in conjunction with other interest rate risk hedging, striking an overall balance to minimize interest rate risk.
- e) Variable interest rate ceiling. The bond documents should include an interest rate ceiling of no greater than 12%.
- f) Mitigating interest rate risks with derivatives. At a minimum, a University or DSO engaging in this type of interest rate risk mitigation must provide:
  - i) Evidence that the counterparty has a long term rating of at least an A/A2; and
  - ii) A swap management plan that details the following:
    - a) Why the University is engaging in the swap and what the objectives of the swap are.
    - b) The swap counterparty's rating.
    - An understanding by the issuer of the cash flow projections that detail costs and benefits for the swap.
    - d) The plan of action addressing the aforementioned risks associated with swaps.
    - e) The events that trigger an early termination (both voluntary and involuntary) under the swap documents, the cost of this event, and how such would be paid.
    - f) The method for rehedging variable rate exposure should early termination be exercised.
    - g) A list of key personnel involved in monitoring the terms of the swap and counterparty credit worthiness.
- Liquidity. If UCF or DSO chooses to provide its own liquidity, it must maintain liquid assets or facilities equal to 100% of the outstanding VRDOs.
- h) Submission of periodic reports. By September 30th of each year, The University will prepare and submit to the BOT an annual variable rate debt report showing the position during the previous period of the University or DSO variable rate debt with respect to the following measures:
  - i) the total principal amount of variable rate debt to principal amount of total debt;

{0060/00/00813685.DOCXv1}10

Formatted: Font color: Dark Red

- ii) the amount of debt service accrued during the reporting period in relation to the pro-rata amount of annual budgeted debt service for the reporting period. If the amount of debt service that accrued during the reporting period exceeded the pro-rata amount of annual budgeted debt service for the period, the University shall explain what actions were taken to assure that there would be sufficient revenues and budget authority to make timely payments of debt service during the subsequent years; and
- iii) the amount of variable rate debt in relation to the amount of the University's and/or DSO's short-term investments, and any other strategies used to hedge interest rate risk.

#### Other Types of Financings

Refunding Bonds Debt. The following guidelines should apply to the issuance of refunding bonds debt, unless circumstances warrant a deviation therefrom:

Formatted: Font color: Accent 1

Formatted: Font color: Accent 1

- Refunding bondsdebt should be structured to achieve level annual debt service savings.
- Formatted: Font color: Accent 1
- b) The life of the refunding bondsdebt should not exceed the remaining life of the bondsdebt being refunded.

Formatted: Font color: Accent 1

Formatted: Font color: Accent 1

c) Advance refunding bondsdebt issued to achieve debt service savings should have a

Formatted: Font color: Accent 1

minimum target savings level measured on a present value basis equal to 5% of the par amount of the bondsdebt being advance refunded. The 5% minimum target savings level for advance refundings should be used as a general guide to guard against prematurely using the one advance refunding opportunity for post-1986 bond issues. However, because of the numerous considerations involved in the sale of advance refunding bondsdebt, the 5% target should not prohibit advance refundings when the circumstances justify a deviation from the guideline.

Formatted: Font color: Accent 1

d) Refunding bondsdebt that do not achieve debt service savings may be issued to restructure debt or provisions of bond documents if such refunding serves a compelling University interest. Formatted: Font color: Accent 1

Certificates of Participation and Lease-Type Financing. The University or DSO may utilize these financing structures for all purposes, but it shall be considered as debt for the purposes of these guidelines and the universities shall always budget and make available monies necessary to pay debt service, notwithstanding the right to cancel the lease.

Formatted: Font color: Accent 1

Conversions of existing variable rate debt. A conversion between interest rate modes pursuant to the provisions of variable rate financing documents does not require BOG approval. However, ten days prior to the conversion, the universities or their DSOs must notify the Board Office of a conversion and provide a summary of the terms of (i.e.

Formatted: Font color: Dark Red

interest rate, debt service schedule, etc.) and reasons for the conversion. The universities and DSOs should answer all questions and provide any additional information that BOG staff deem necessary to fully understand the conversion.

#### III. METHOD OF SALE AND USE OF PROFESSIONALS

#### Analysis of Method of Sale

The University or DSO may utilize either a competitive or negotiated sale. If, however, a request is made for a DSO to sell debt using a negotiated sale, staff must provide the BOT with an analysis showing that a negotiated sale is desirable. The analysis should include, but not necessarily be limited to, a consideration of the following factors:

#### a) Debt Structure

- pledged revenues strong revenue stream vs. limited revenue base;
- security structure conventional resolution, cash flow, rate and coverage covenants vs. unusual or weak covenants;
- iii) debt instrument traditional serial and term bonds vs. innovative, complex issues requiring special marketing; and
- iv) size a smaller transaction of a size that can be comfortably managed by the market vs. a large size that the market cannot readily handle.

#### b) Credit Quality

- i) ratings "A" or better vs. below single "A"; and
- ii) outlook stable vs. uncertain.

#### c) Issuer

- i) type of organization well-known, general purpose vs. special purpose, independent authority;
- ii) frequency of issuance regular borrower vs. new or infrequent borrower; and
- iii) market awareness active secondary market vs. little or no institutional awareness.

#### d) Market

- i) interest rates stable; predicable vs. volatile;
- supply and demand strong investor demand, good liquidity vs. oversold, heavy supply; and
- iii) changes in law none vs. recent or anticipated

Bonds Debt may also be sold through a private or limited placement, but only if it is determined that a public offering through either a competitive or negotiated sale is not in the best interests of the University or DSO.

Formatted: Font color: Accent 1

Formatted: Font color: Accent 1

Formatted: Font color: Accent 1

#### Allocation of Bonds

In the event a negotiated sale by a DSO is determined to be in the University's best interest, syndicate rules shall be established that foster competition among the syndicate members and ensure that all members of the syndicate have an opportunity to receive a fair and proper allocation of bonds based upon their ability to sell the bonds.

#### Report on Sale of Bonds Debt

The University or DSO shall prepare a report on the sale of bondsdebt or anytime it incurs debt. The report shall be prepared and provided to the BOT as soon as practicable but in no event later than one month after closing the transaction in the format and manner provided by the BOT, which at a minimum, shall include the following:

- a) The amount of the debt.
- b) The interest rate on the debt.
- A final debt service schedule or estimated debt service schedule if a variable rate debt or the interest rate is subject to adjustment.
- d) Any aspect of the transaction that was different from the transaction submitted for approval.
- e) Itemized list of all fees and expenses incurred on the transaction, including legal fees.
- f) For negotiated sale of bondsdebt:

Formatted: Font color: Accent 1

- i) the underwriters' spread detailing the management fee;
- ii) takedown by maturity and aggregate takedown;
- iii) any risk component and an itemized list of the expense component;
- iv) orders placed by each underwriter and final bond allocation;

- v) total compensation received by each underwriter; and
- vi) any report or opinion of the financial advisor.
- g) Final official statement for publicly offered bonds.
- h) Bond insurance or any other form of credit enhancement and the terms thereof.
- i) Credit rating reports.

#### Selection of Financing Professionals

The use of underwriters for negotiated financings and the use of financial advisors for negotiated and competitive offerings is necessary to assist in the proper structuring and sale of debt. To assure fairness and objectivity in the selection of professionals and to help select the most qualified professional, the selection of underwriters and financial advisors should be accomplished through a competitive selection process.

#### IV. DISCLOSURE

#### Primary Disclosure

Staff shall use best practices in preparing disclosure documents in connection with the public offer and sale of debt so that accurate and complete financial and operating information needed by the markets to assess the credit quality and risks of each particular debt issue is provided.

#### Continuing Disclosure

DSOs shall fulfill all continuing disclosure requirements set forth in the transaction documents and as required under Rule 15c2-12 of the Securities and Exchange Commission.

#### V. POST-ISSUANCE CONSIDERATIONS

#### Investment of Proceeds of Debt Issued by DSOs

Construction Funds. Funds held for payment of debt service and all other funds held as required by the documents of any financing shall be invested consistent with the terms of the Financing Documents.

#### Arbitrage Compliance

The University and its DSOs will comply with federal arbitrage regulations. Any arbitrage rebate liabilities should be calculated and funded annually.

#### **Board of Trustees Meeting - Consent Agenda**

#### VI. EFFECT

The foregoing guidelines shall be effective immediately and may be modified from time to time by the Board as circumstances warrant. The guidelines are intended to apply prospectively to all University and DSO debt.

ITEM: FF-3

#### University of Central Florida Board of Trustees

SUBJECT:

Revisions to UCF Investment Policy

DATE:

October 22, 2014

#### PROPOSED BOARD ACTION

Approval of the revisions to the operating funds supplement to the UCF Investment Policy.

#### BACKGROUND INFORMATION

UCF's investment policy has cash balances divided into four pools ranging from extremely low risk cash and cash equivalents in Pool I to a combination of longer maturity bonds and equity investments in Pools II, III, and IV. For context, as of August 31, 2014, the total market value of all four pools was approximately \$242,750,000. Pool I had a market value of approximately \$30,000,000, Pool II \$20,150,000, Pool III \$119,600,000, and Pool IV \$73,000,000.

In order to increase portfolio diversification and provide increased flexibility to manage the duration and yield curve exposures and relative value, the university's investment consultant has recommended changes to the authorized investment guidelines in Operating Pool II and Operating Pool III as follows:

- 1. In Operating Pool II:
  - increase the maximum average effective maturity of the securities from one and a half years to three years at the time of purchase,
  - b. lower the minimum rating of corporate securities from AAA to A-, and
  - c. change the weighted average quality of the portfolio from AAA to AA+ rating or higher.
- In Operating Pool III:
  - increase the maximum average effective maturity of the securities from five years to seven years at the time of purchase,
  - b. lower the minimum rating of corporate securities from A to A-, and
  - c. change the weighted average quality of the portfolio from AA to AA- rating or higher.

Supporting documentation: Summary of Manger Requested Investment Policy

Changes (Attachment A)

UCF Operating Pool II Sub-section (Attachment B) UCF Operating Pool III Sub-section (Attachment C)

Prepared by: Tracy Clark, Associate Vice President for Finance and Controller

Submitted by: William F. Merck II, Vice President for Administration and Finance

and Chief Financial Officer

# University of Central Florida Summary of Manager Requested Investment Policy Changes

# Attachment A

Current Policy Standard	Galliard Pool II Ultra-S Suggested Revision	Pool II Ultra-Short Core Fixed Income ision	Risk Assessment	Recommendation
Maximum security average effective maturity of 1.5 years	Maximum security average effective maturity of 3 years	Increased portfolio diversification across all sectors     Increased flexibility to manage duration/yield curve exposures	Overall portfolio risk reduction due to increased sector diversification and ability to manage overall portfolio duration/yield curve positioning	Accept - Page 8
Securities shall maintain a minimum security rating of AAA	Securities shall maintain a minimum security rating of A-	Increased portfolio diversification by adding the potential for additional corporate holdings to the portfolio	Overall portfolio risk reduction due to increased sector diversification and the addition of high quality corporates to the portfolio	Accept - Page 8
Securities shall maintain a minimum security rating of AAA	Average portfolio quality shall be AA+ or higher	Increased portfolio diversification	Overall portfolio risk reduction due to increased sector diversification	Accept - Page 8



#### Attachment B

# OPERATING POOL II SUB-SECTION

to the

Operating Funds Supplement to the University of Central Florida Investment Manual

This Sub-Section is a part of the Operating Funds Supplement to the University of Central Florida Investment Manual and is intended only to complement the objectives and guidelines outlined therein. The purpose of this Sub-Section is to set forth the specific investment objectives and parameters for the management of financial assets of Operating Pool II.

Operating Pool II will be designated to cover the University's medium term requirements such as debt service for the next year. In addition to compliance with the provisions of the Operating Funds Supplement to the University of Central Florida Investment Manual, Operating Pool II investments must comply with the following guidelines and objectives.

#### I. Investment Objectives

- A. Operating Pool II should be structured to provide adequate liquidity and current income. Investments shall be made subject to the debt service cash flow needs of the University in accordance with the schedule provided by the Finance Committee, and shall be subject to any revisions thereafter.
- B. Investments shall be undertaken in a manner that seeks the preservation of capital and adequate liquidity in the portfolio. The objective will be to limit credit risk and interest rate risk to a level commensurate with prudent investment practices of such debt service reserve portfolios.

#### II. Guidelines

#### A. Authorized Investments

Pursuant to the investment powers of the Finance Committee as set forth in the Florida Statutes and the delegation of authority granted by the University Board of Trustees, the Finance Committee sets forth the following investment guidelines and limitations.

#### 1. Fixed Income

- a. All fixed income investments shall maintain a minimum rating of "AAA"A- or higher by a major credit rating service.
- a.b. The weighted average quality of the fixed income portfolio shall maintain a rating of AA+ or higher.
- b.c. Duration of the fixed income portfolio shall not exceed the effective duration of the Merrill Lynch 1-Year Treasury index by 25%.
- e.d. The maturity of any single security at the time of purchase shall not exceed an average effective maturity of 31.5 years.
- d.e. Operating Pool II shall maintain a dollar-weighted average effective maturity of 1 year or less.

#### 2. Cash & Equivalents

#### Attachment B

#### Pooled investment funds

- For purposes of Operating Pool II, pooled investment funds may include CDARS, SPIA, mutual funds, commingled funds, and exchange-traded funds.
- Investments in any single pooled investment fund shall be limited to 50% of the market value of the Operating Pool II's assets.

#### III. Target Allocations

In order to provide for a diversified portfolio, the Finance Committee will engage investment professionals to manage and administer Operating Pool II. Each Investment Manager retained will be responsible for the assets and allocation of their mandate only and, where applicable, will be provided an addendum to this Sub-Section with their specific performance objectives and investment evaluation criteria. The Finance Committee has established the following target asset allocation for Operating Pool II:

Asset Group	Target	Range	Comparison
Fixed Income	75%	50% - 100%	ML 1-year Treasury
Cash & Equivalents	25%	0%-50%	90 Day US T-Bills

The Finance Committee will monitor the aggregate asset allocation of the portfolio, and will rebalance to the target asset allocation based on market conditions. If at the end of any calendar quarter, the allocation of an asset class falls outside of its allowable range, barring extenuating circumstances such as pending cash flows or allocation levels viewed as temporary, the asset allocation will be rebalanced into the allowable range. To the extent possible, cash contributions into and withdrawals from the portfolio will be executed proportionally based on the most current market values available. The Finance Committee does not intend to exercise short-term changes to the target allocation.

#### IV. Investment Performance Objectives

The following performance measures will be used as objective criteria for evaluating the effectiveness of the Investment Managers.

#### A. Total Portfolio Performance

- The performance of Operating Pool II will be measured for rolling three (3) and five (5) year periods. The performance of the portfolio will be compared to the return of the target index consisting of 75% Merrill Lynch 1-Year Treasury and 25% 90 Day US T-Bill index.
- On an absolute basis, the objective is that the return of the Operating Pool II portfolio will provide liquidity and current income.

#### Attachment B

#### V. Review and Amendments

It is the Finance Committee's intention to review this Sub-Section at least annually and to amend it to reflect any changes in philosophy, objectives, or guidelines. In this regard, the Investment Manager's interest in consistency in these matters is recognized and will be taken into account when changes are being considered. If, at any time, the Investment Manager feels that the specific objectives defined herein cannot be met, or the guidelines constrict performance, the Finance Committee should be notified in writing.

By signing this document, the Vice President for Finance & Administration and Chief Financial Officer attests that this Sub-Section has been recommended by the Investment Consultant, reviewed by the Fund's legal counsel for compliance with applicable law, and approved by the Chairman of the Finance Committee of the Board of Trustees.

University of Central Florida	
Vice President for Finance & Administration	Date

#### Attachment C

# OPERATING POOL III SUB-SECTION

to the

Operating Funds Supplement to the University of Central Florida Investment Manual

This Sub-Section is a part of the Operating Funds Supplement to the University of Central Florida Investment Manual and is intended only to complement the objectives and guidelines outlined therein. The purpose of this Sub-Section is to set forth the specific investment objectives and parameters for the management of financial assets of Operating Pool III.

Operating Pool III will be considered excess cash reserves that may be invested in longer term investments (up to 5 years). In addition to compliance with the provisions of the Operating Funds Supplement to the University of Central Florida Investment Manual, Operating Pool III investments must comply with the following guidelines and objectives.

## I. Investment Objectives

- A. Operating Pool III should be structured to provide the moderate growth and a reasonable safety of principal while generating an above benchmark total rate of return. Investments shall be made subject to the University reserve needs in accordance with the schedule provided by the Finance Committee, and shall be subject to any revisions thereafter.
- B. Investments shall be undertaken in a manner that seeks to balance the growth of the portfolio against the limited time horizon of Operating Pool III. Given the limited time horizon of Operating pool III, reasonable liquidity should be maintained as a primary objective.

### II. Guidelines

#### A. Authorized Investments

Pursuant to the investment powers of the Finance Committee as set forth in the Florida Statutes and the delegation of authority granted by the University Board of Trustees, the Finance Committee sets forth the following investment guidelines and limitations.

#### Equity

 a. Investments in equity securities shall not exceed twenty percent (20%) of the market value of Operating Pool III's assets.

#### 2. Fixed Income

- All fixed income investments shall maintain a minimum rating of "A" A- or higher by a major credit rating service.
- The weighted average quality of the fixed income portfolio shall maintain a rating of "AA"AA- or higher.
- c. The duration of the fixed income portfolio shall not exceed the effective duration of the Merrill Lynch 1-5 Year Government/Corporate A or Better Index by 50%.
- d. The maturity of any single security at the time of purchase shall not exceed an average effective maturity of 57 years.

Pool III - 9/26/2013October 22, 2014

#### Attachment C

- 3. Cash & Equivalents
- 4. Pooled Investment Funds
  - For purposes of Operating Pool III, pooled investment funds may include mutual funds, commingled funds, and exchange-traded funds.

## III. Target Allocations

In order to provide for a diversified portfolio, the Committee will engage investment professionals to manage and administer Operating Pool III. Each Investment Manager retained will be responsible for the assets and allocation of their mandate only and, where applicable, will be provided an addendum to this Sub-Section with their specific performance objectives and investment evaluation criteria. The Finance Committee has established the following target asset allocation for Operating Pool III.

Asset Group	Target	Range	Comparison
Domestic Equity	15%	10% - 20%	S&P 500
Intermediate Fixed Income	85%	75% - 95%	ML 1-5yr G/C A or Better
Cash & Equivalents	0%	0% - 15%	90 Day US T-Bills

The Finance Committee will monitor the aggregate asset allocation of the portfolio, and will rebalance to the target asset allocation based on market conditions. If at the end of any calendar quarter, the allocation of an asset class falls outside of its allowable range, barring extenuating circumstances such as pending cash flows or allocation levels viewed as temporary, the asset allocation will be rebalanced into the allowable range. To the extent possible, cash contributions into and withdrawals from the portfolio will be executed proportionally based on the most current market values available. The Finance Committee does not intend to exercise short-term changes to the target allocation.

### IV. Investment Performance Objectives

The following performance measures will be used as objective criteria for evaluating the effectiveness of the Investment Managers.

### A. Total Portfolio Performance

- The performance of Operating Pool III will be measured for rolling three (3) and five (5) year periods. The performance of the portfolio will be compared to the return of the target index consisting of 15% S&P 500 and 85% ML 1-5 Year Government/Corporate A or Better index.
- On a relative basis, it is expected that Operating Pool III's performance will rank in the top 40<sup>th</sup> percentile of the appropriate peer universe over three (3) and five (5) year time periods.
- On an absolute basis, the objective is that the return of Operating Pool III will provide a total return that exceeds the Consumer Price Index plus 2%.

Pool III - 9/26/2013 October 22, 2014

#### Attachment C

### B. Equity Performance

- The combined equity portion of the portfolio is expected to perform at a rate at least equal to the S&P 500 index.
- On a relative basis, the equity portfolio is expected to rank in the top 40<sup>th</sup> percentile
  of the appropriate peer universe over three (3) and five (5) year time periods.
- Individual components of the equity portfolio will be compared to the specific benchmarks defined in each Investment Manager addendum.

#### C. Fixed Income Performance

- The combined fixed income portion of the portfolio is expected to perform at a rate at least equal to the Merrill Lynch 1-5 Year Government/Corporate A or Better index.
- On a relative basis, the fixed income portfolio is expected to rank in the top 40<sup>th</sup> percentile of the appropriate peer universe over three (3) and five (5) year time periods.
- Individual components of the fixed income portfolio will be compared to the specific benchmarks defined in each Investment Manager addendum.

### V. Review and Amendments

It is the Finance Committee's intention to review this Sub-Section at least annually and to amend it to reflect any changes in philosophy, objectives, or guidelines. In this regard, the Investment Manager's interest in consistency in these matters is recognized and will be taken into account when changes are being considered. If, at any time, the Investment Manager feels that the specific objectives defined herein cannot be met, or the guidelines constrict performance, the Finance Committee should be notified in writing.

By signing this document, the Vice President for Finance & Administration and Chief Financial Officer attests that this Sub-Section has been recommended by the Investment Consultant, reviewed by the Fund's legal counsel for compliance with applicable law, and approved by the Chairman of the Finance Committee of the Board of Trustees.

University of Central Florida		
Vice President for Finance & Administration	Date	-0
Chief Financial Officer		

ITEM: CL-5

## University of Central Florida BOARD OF TRUSTEES

**SUBJECT:** Report on the Assessment of the President's Performance and

Recommendation for Compensation

**DATE:** November 20, 2014

## PROPOSED BOARD ACTION

Approve the Compensation and Labor Committee's report on the assessment of the president's performance and its recommendation for compensation.

## **BACKGROUND INFORMATION**

On November 30, 2004, the Presidential Performance and Compensation Review Policy was approved by the University of Central Florida Board of Trustees. This policy provides for the review of the president's performance and compensation on an annual basis by the board.

In addition, the charter of the Compensation and Labor Committee, approved by the board on March 19, 2009, states that the committee will submit an annual recommendation to the board for the president's performance and compensation.

**Supporting documentation:** 2013-14 Compensation and Labor Committee Report and Recommendations

Prepared by: Marvin Pyles, Associate Vice President and Chief Human Resources Officer

Submitted by: John Sprouls, Chair of the Compensation and Labor Committee

# 2013-14 Compensation and Labor Committee Report and Recommendations

## **UCF Board of Trustees**

The Compensation and Labor Committee met on October 22, 2014, to review the university's accomplishment of goals established by the Board of Trustees, discuss new long-term goals with the president for 2014-17, review the president's performance, and consider recommendations for his compensation.

The Board of Trustees' Performance and Compensation Review Policy requires an annual assessment of the president's performance. The Board of Trustees Compensation and Labor Committee is responsible for conducting this annual assessment. Each trustee was interviewed by Marvin Pyles, chief human resources officer, using assessment questions that were distributed to each trustee in advance. The nine categories assessed were administrative leadership, budget and finance, external relations, academic leadership, medical affairs, fund-raising, relationship with the board, vision for the university, and personal characteristics. In addition, an overall assessment is required for the president's stewardship of UCF over the 2013-14 year. The assessment levels are defined as unsatisfactory, conditional, satisfactory, above satisfactory, and outstanding.

The assessment by the trustees was very positive. President Hitt was rated highest in the categories of administrative leadership, academic leadership, vision for the university, and personal characteristics. The president received a majority of trustee assessment ratings of outstanding in all categories, except for fund-raising. During this review, the president received no trustee ratings below satisfactory. The president also received an outstanding rating and supportive comments from the Board of Governors' Chair, Mori Hosseini.

The trustees believe the president has done an outstanding job in providing leadership to the university through recent challenging times and will continue to do so in the future. Many of them felt that the university has been successful because of his stewardship. In addition, they recognize that he has assembled a strong leadership team that has helped him guide the university. The trustees were unanimous in praising President Hitt's vision for the university. Several commented that he is particularly adept at identifying and pursuing visionary projects, which continue to create momentum to carry the university forward, citing the recent launch of the downtown Orlando campus project as an example.

Some trustees also recognized that it is President Hitt's stature and reputation in the State University System and the Orlando community that are key to helping him pursue these initiatives. He is consistently identified as a primary player in the growth and recognition of UCF within the community and the region. Several trustees expressed the sentiment

that they feel that the university would not be where it is today if not for his leadership over the past 22 years. As one trustee put it, he has a "knack for identifying opportunities for the university and bringing those opportunities to fruition." Another trustee summarized, "Dr. Hitt stands out in his vision. He is second to none. He's charging ahead."

Two themes emerged as areas of concern. First, fundraising was consistently seen as an area that needed improvement. Most of the trustees identified fundraising as an area that needed more focus and emphasis. A second area of concern from several trustees was the lack of a succession plan for the president. While trustees were very complimentary of the president and do not want to see him retire, concerns exist about the difficulty to eventually replace him.

Responding to this annual performance review, the committee recommends that President Hitt's annual assessment be rated as "Outstanding."

An annual evaluation of the president's compensation was also conducted in accordance with the Board of Trustee's Performance and Compensation Review Policy. The committee studied data on presidential compensation for national, high-research universities of a size similar to that of UCF. The committee reviewed his compensation over the last six years. The committee observed that the president has more than 22 years of highly successful leadership at UCF. The committee also noted the 5 percent salary increase that was distributed to all employees, with the exception of the president.

Mindful of President Hitt's "Outstanding" annual evaluation and the assessment of his compensation, the committee recommends a 3 percent increase to the president's base salary, which increases his annual salary from \$491,000 to \$505,730.

The committee also recommends a 3 percent increase for the president's performance-based incentive award for the next three-year cycle. The performance incentive awards are "at risk" remuneration, and they are paid according to the level of achievement of the three-year performance measures that are established by the board.

Prepared by: Marvin Pyles, associate vice president and chief human resources officer

Submitted by: John Sprouls, chair of the Compensation and Labor Committee

ITEM: NG-1

# University of Central Florida BOARD OF TRUSTEES

**SUBJECT:** Alan Ginsburg

**Doctor of Public Service** 

DATE: November 20, 2014

## **PROPOSED ACTION**

Approval of an honorary Doctor of Public Service degree for Mr. Alan Ginsburg.

# **BACKGROUND INFORMATION**

See attached.

Supporting documentation: Letter of Nomination

Prepared by: John Schell, Vice President and Chief of Staff

**Submitted by:** John C. Hitt, President



Office of the President

The Honorable Ray Gilley, Chair Nominating and Governance Committee UCF Board of Governors P.O. Box 160002 Orlando, FL 32816

Dear Trustee Gilley:

I am pleased to nominate the Mr. Alan Ginsburg for the honorary Doctor of Public Service degree. Alan has been an influential business leader for our community, a dedicated public servant in Central Florida, and a generous benefactor to this university.

Alan has over 45 years of experience in all phases of commercial, industrial, and residential real estate development. He began his business career working for companies that developed apartment projects in the Midwest and Florida. He moved to Florida in 1981 and founded The CED Companies, which specializes in building affordable multifamily communities. Today, his company is a leader in the Low Income Housing Tax Credit Program, and he has built more than 85,000 affordable apartment residences

Over the years, Alan has given selflessly of his time to support his community. His many corporate and charitable affiliations include national service as regional director of the National Association of Home Builders, a presidential appointee to the President's Council on Housing, a member of the HUD Public Housing Advisory Board, a member of the executive committee of the National Council for Community and Justice, a leadership council member for the United Jewish Appeal, and a director of the Gould Investors Trust. He has been equally active in support of his local community, serving on the boards of Rollins College, Greater Orlando Jewish Welfare Federation, Orlando Museum of Art, and the Central Florida A1is Council, among many others.

Alan has contributed millions of dollars to Orlando schools, hospitals, and community causes. The new 15-story Ginsburg Tower at Florida Hospital is the result of one of the largest private donations in Central Florida history. He has also been a generous benefactor to our area's schools. He endowed a scholarship fund in the Hamilton Holt School at Rollins College, and he endowed a chair in Jewish Studies and contributed to the Hillel Foundation at Rollins.

He has also been a generous benefactor to The UCF College of Medicine Capital Campaign, and the college's Harriet F. Ginsburg Health Sciences Library is named in honor of his late wife. Most recently, he has been an outstanding partner with UCF to develop the North View student housing complex that is anchored by faith-based student organizations.

Alan is proud of his years spent at Michigan State University, and I am proud to nominate him for this honorary degree. Please consider recognizing Mr. Alan Ginsburg for his service to higher education and to his Central Florida community by approving an honorary Doctor of Public Service for him. His numerous achievements merit this honor and recognition.

hhp C. Hit

ITEM: NG-2

# University of Central Florida BOARD OF TRUSTEES

**SUBJECT:** The Honorable Richard Walsh

**Doctor of Commercial Science** 

DATE: November 20, 2014

## **PROPOSED ACTION**

Approval of an honorary Doctor of Commercial Science degree for Mr. Richard Walsh.

# **BACKGROUND INFORMATION**

See attached.

Supporting documentation: Letter of Nomination

Prepared by: John Schell, Vice President and Chief of Staff

Submitted by: John C. Hitt, President



Office of the President

November 10, 2014

The Honorable Ray Gilley, Chair Nominating and Governance Committee UCF Board of Governors P.O. Box 160002 Orlando, FL 32816

Dear Trustee Gilley:

I am pleased to nominate the Honorable Richard Walsh for the honorary Doctor of Commercial Science degree. Mr. Walsh has had a distinguished career in business as Senior Vice President for Corporate Affairs of Darden Restaurants and founding member of the leadership team that took Darden public in 1995 where he served as a member of Darden's Executive Committee. Today, he is President of the KnobHill Group, which includes agriculture, investments, and a strategic counseling and development company.

Rick's highly successful business career has been complemented by equally impressive service to his community. He has served on more than a dozen regional and national corporate and volunteer boards, including Nemours Children's Hospital, MD Anderson Cancer Center, the National First Jobs Institute, the National Employment Policy Institute, the National Restaurant Association, ABC, Viewpost, LSQ Holdings, Hubbs-SeaWorld Research Institute, the Governor's Florida Tourism Council, and the Governor's Task Force on Affordable Healthcare. When Central Florida's blood centers experienced ethical issues requiring new leadership, Rick was chosen for his business acumen and integrity to establish OneBlood in 2012.

UCF has also benefitted greatly from Rick's generosity of resources and time. He has been a loyal benefactor to the arts, medicine, and athletics at UCF. He is a founding member of the UCF Board of Trustees, and he served as chair of the board from 2007-11. He has served with distinction on the UCF Foundation Board for more than ten years. And, he is currently the chair of The Campaign for UCF, the university's capitol campaign.

Rick's many honors and recognitions include being named *Orlando Business Journal*'s "Businessman of the Year" and being among *Florida Trend*'s "Florida's 100 Most Influential" and *Orlando Magazine*'s "50 Most Powerful People in Orlando." He has also been awarded the designation of UCF Distinguished Alumnus of the Year and UCF Board of Trustees Chair *Emeritus*.

Rick earned a UCF Bachelor of Arts in Political Science degree (1977) and a UCF Master of Public Policy degree (1983).

It is indeed an honor to nominate Richard Walsh for this honorary degree. Please consider recognizing him for his service to his profession, to Central Florida, and to UCF by approving him for the honorary Doctor of Commercial Science degree. His numerous achievements merit this honor and recognition.

Cordially yours,

John C. Hitt President