

ITEM: CLC-2

**University of Central Florida  
BOARD OF TRUSTEES  
Compensation and Labor Committee**

**SUBJECT:** Performance Unit Plan Payments for the 2010-13 Cycle

**DATE:** October 23, 2013

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**PROPOSED COMMITTEE ACTION**

Recommend approval of the Performance Unit Plan payments earned by participants for the 2010-13 cycle for accomplishment of the three-year performance measures set by the Board of Trustees on November 10, 2010.

**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 2010-13 performance measures no later than December 31, 2013.

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**Supporting documentation:**

Attachment A: Compensation Consultant Report

Attachment B: 2010-13 Performance Unit Plan Payments

**Prepared by:** Mark Roberts, Associate Vice President and Chief Human Resources Officer

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

# Attachment A

MCCONNELL & COMPANY

*Compensation Consulting*

September 11, 2013

Mr. Mark Roberts  
Chief Human Resources Officer  
University of Central Florida  
3280 Progress Drive  
Suite 100  
Orlando, FL 32826-3229

Dear Mr. Roberts:

I have reviewed the process prepared by the UCF internal audit team to certify performance under the 2010-2013 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 53.59% 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

**2010-13 Performance Incentive Matrix      Year 3**

Performance Measure	Weight	Performance Goals			Actual Performance			Final Data
		Minimum	Target	Maximum	Year 1	Year 2	Year 3	
<b>Quality of Education</b>								
Average SAT score for FTIC students admitted Fall 2010-11, 2011-12, and 2012-13.	2.5%	1230	1235	1240	1237 Fall 2010	1250 Fall 2011	1244 Fall 2012	1244 average over Fall 2010, 2011, 2012
Average ratio of full-time tenured and tenure-track faculty to total faculty for 2010-11, 2011-12, and 2012-13.	2.5%	66.0%	66.5%	67.0%	61.4% Fall 2010	62.4% Fall 2011	62.2% Fall 2012	62.0% average over 2010, 2011, 2012
Average six-year graduation rates for FTIC students in 2004, 2005, and 2006 cohorts.	10%	63.2%	63.7%	64.2%	63.2% 2004 cohort	62.8% 2005 cohort	65.1% 2006 cohort	63.7% average over 2010, 2011, 2012
Average four-year graduation rates for summer and fall full-time AA transfer students in the 2006, 2007, and 2008 cohorts.	10%	76.3%	76.5%	76.7%	75.1% 2006 cohort	75.3% 2007 cohort	75.6% 2008 cohort	75.3% average over 2010, 2011, 2012
<b>Institutional Development and Effectiveness</b>								
Average doctoral degrees conferred as a percentage of the doctoral degree-seeking headcount for 2010-11, 2011-12, and 2012-13.	5%	13.00%	13.75%	14.5%	15.77% 285 degrees FY 2010-11	13.18% 266 degrees FY 2011-12	12.60% 280 degrees FY 2012-13	13.85% average over FY 2010-11, 2011-12, 2012-13
Average of the one-year retention rates for FTIC students in the 2009, 2010, and 2011 cohorts.	10%	87.4%	87.9%	88.4%	86.7% 2009 cohort	87.3% 2010 cohort	87.8% 2011 cohort	87.3% average over 2010, 2011, 2012
Average of the one-year retention rates for summer and fall full-time AA transfer students in the 2009, 2010, and 2011 cohorts.	10%	83.2%	83.5%	83.8%	82.3% 2009 cohort	82.3% 2010 cohort	83.4% 2011 cohort	82.7% average over 2010, 2011, 2012

**2010-13 Performance Incentive Matrix      Year 3**

Performance Measure	Weight	Performance Goals			Actual Performance			Final Data
		Minimum	Target	Maximum	Year 1	Year 2	Year 3	
<b>Institutional Development and Effectiveness (continued)</b>								
Achieve provisional and full accreditation for the medical college. Also, establish an operational clinical practice plan.	10%	Achieve provisional accreditation by Fall 2011	Achieve minimum goal as well as establish an operational clinical practice on or before June 2012	Achieve minimum and target goal as well as full accreditation by 2013	Provisional accreditation granted in June 2011	Clinical practice plan operational in October 2011	Full accreditation granted in February 2013	Clinical practice plan operational in October 2011; full accreditation granted in February 2013
<b>Sustainability</b>								
Reduce average greenhouse gas emissions generated from main campus electrical consumption (kilowatt hour) per square foot over 2010-2013.	10%	15.7 kwh/sf	15.2 kwh/sf	14.7 kwh/sf	15.96 kwh/gsf FY 2010-11	15.45 kwh/gsf FY 2011-12	12.71 kwh/gsf FY 2012-13	12.71 kwh/gsf FY 2012-13
<b>External Support</b>								
Average extramural funding raised per tenured and tenure track faculty member FTE for 2010-11, 2011-12, and 2012-13.	15%	\$143,445	\$144,895	\$146,345	\$130,790 815.25 FTE FY 2010-11	\$150,342 856.25 FTE FY 2011-12	\$128,704 863.48 FTE FY 2012-13	\$136,612 844.99 FTE average over FY 2010-13
Total philanthropy to the UCFF and UCF Athletics Program for the period of 2010-13.	9%	\$110,000,000	\$125,000,000	\$138,000,000	\$22,794,806 FY 2010-11	\$13,074,501 FY 2011-12	\$24,506,922 FY 2012-13	\$60,376,229 total over FY 2010-13
Average annual number of UCFF and Athletics Program donors for the period July 1, 2010, to June 30, 2013.	3%	16,390	17,073	17,756	18,069 FY 2010-11	20,479 FY 2011-12	22,772 FY 2012-13	20,440 average over FY 2010-13
Annual cost per dollar raised through philanthropy to UCFF for the period July 1, 2010, to June 30, 2013.	3%	\$.22	\$.20	\$.18	\$.36 FY 2010-11	\$.60 FY 2011-12	\$.32 FY 2012-13	\$.43 average over FY 2010-13

**2010-2013 Performance Incentive Matrix**

Objective / Performance Measure	Weight	Performance Goals / Percent Earned			Actual Performance	% Earned	Weighted % Earned	
		Minimum	Target	Maximum				
		25%	100%	150%				
<b>Quality of Education</b>								
Average SAT score for FTIC students	2.5%	1230	1235	1240	1244	150.0%	3.75%	
Average ratio of full-time tenured and tenure-track faculty to total faculty	2.5%	66.0%	66.5%	67.0%	62.0%	0.0%	0.00%	
Average six-year graduation rates for FTIC students	10%	63.2%	63.7%	64.2%	63.7%	100.0%	10.00%	
Average four-year graduation rates for AA transfer students	10%	76.3%	76.5%	76.7%	75.30%	0.0%	0.00%	
<b>Institutional Development &amp; Effectiveness</b>								
Doctoral degrees conferred as a percentage of the doctoral degree-seeking headcount	5%	13.00%	13.75%	14.50%	13.85%	106.7%	5.34%	
Average one-year retention rates for FTIC students	10%	87.40%	87.90%	88.40%	87.30%	0.0%	0.00%	
Average one-year retention rates for AA transfer students	10%	83.20%	84%	83.80%	82.70%	0.0%	0.00%	
Achieve provisional and full accreditation for the medical college	10%					150.0%	15.00%	
<b>Sustainability</b>								
Reduce average greenhouse gas emissions generated from main campus electrical consumption (kilowatt hour) per gross square foot over 2009-12	10%	15.7 kwh/gsf	15.2 kwh/gsf	14.7 kwh/gsf	12.71 kwh/gsf	150.0%	15.00%	
<b>External Support</b>								
Average extramural funding raised per tenured and tenure track faculty member FTE	15%	\$143,445	\$144,895	\$146,345	\$136,612	0.0%	0.00%	
Total philanthropy to UCFF and UCF Athletic Programs	9%	\$110,000,000	\$125,000,000	\$138,000,000	\$60,376,229	0.0%	0.00%	
Average annual number of UCFF and Athletic donors	3%	16,390	17,073	17,756	20,440	150.0%	4.50%	
Annual cost per dollar raised through philanthropy	3%	\$0.22	\$0.20	\$0.18	\$0.43	0.0%	0.00%	
<b>Total</b>	<b>100%</b>							<b>53.59%</b>

# Attachment B

## University of Central Florida 2010-13 Performance Unit Plan Payments

Name	Position	Target Units	2013	
		2010-13	Payments Due <sup>[1]</sup>	
German, Deborah	VP, and Dean Medical Affairs	610	\$32,690	
Waldrop, Tony <sup>[2]</sup>	Provost and Executive Vice President	530	\$27,676	
Soileau, Marion	VP, Research	350	\$18,757	
Merck, William	VP, Administration and Finance	340	\$18,221	
Holmes, Robert	VP, Development and Alumni Relations	330	\$17,685	
Cole, Scott	VP and General Counsel	300	\$16,077	
Harms, Al	VP, Strategy, Marketing, Communications and Admissions	300	\$16,077	
Ehasz, Maribeth	VP, Student Development and Enrollment Services	280	\$15,005	
Holsenbeck, Daniel	VP, University Relations	270	\$14,469	
Schell, Rick	VP and Chief of Staff, Office of the President	270	\$14,469	
Donegan, Helen	VP, Community Relations	210	\$11,254	
		SubTotal	3,790	\$202,380
Hitt, John	President		2,200	\$117,898
		Total	5,990	\$320,278

[1] Amount owed for 2010-13 is 53.59% of the target units as computed by the compensation consultant for the 2010-13 cycle. Amounts earned are to be paid no later than December 31, 2013. Any payment which exceeds legislated Education and General salary cap will be paid from non-public funds.

[2] Hire date of July 30, 2010, 1067/1095 days worked for the 2010-13 cycle prorated per the Performance Unit Plan.