



**Board of Trustees
Finance and Facilities Committee Meeting
August 5, 2014
8:30 a.m.
President's Boardroom, Millican Hall, 3rd Floor
Conference call in phone number 800-442-5794, passcode 463796**

AGENDA

- | | |
|---|---|
| I. CALL TO ORDER | Marcos R. Marchena
<i>Chair, Finance and Facilities Committee</i> |
| II. ROLL CALL | Tracy D. Reedy
<i>Coordinator, Administrative Services
for Administration and Finance Division</i> |
| III. MEETING MINUTES | Chair Marchena |
| <ul style="list-style-type: none">• Approval of the May 22, 2014, and
June 4, 2014, Finance and Facilities
Committee meetings minutes | |
| IV. NEW BUSINESS | Chair Marchena |
| <ul style="list-style-type: none">• 2014-15 Direct Support Organizations'
Budgets (FFC-1) | William F. Merck II
<i>Vice President for Administration and
Finance and Chief Financial Officer</i>
John C. Pittman
<i>Associate Vice President
for Administration and Finance,
Debt Management</i> |
| <ul style="list-style-type: none">– Golden Knights Corporation | Robert J. Holmes, Jr.
<i>Vice President for Alumni Relation
and Development, and CEO
for UCF Foundation</i> |

- UCF Athletics Association
Todd Stansbury
Vice President and Director of Athletics
- UCF Convocation Corporation
Robert J. Holmes, Jr.
- UCF Finance Corporation
Deborah C. German
*Vice President for Medical Affairs
and Dean of the UCF College
of Medicine*
- UCF Foundation
Robert J. Holmes, Jr.
- UCF Research Foundation
M. J. Soileau
*Vice President for Research
and Commercialization*
- Release of Unrestricted Golden Knights
Corporation Revenues (FFC-2)
William F. Merck II
Todd Stansbury
Brad Stricklin
*Senior Associate Athletics Director
and Chief Financial Officer*
- Market Tuition Proposals (FFC-3)
Diane Z. Chase
Executive Vice Provost for Academic Affairs
- Amendment to 2010 Campus Master
Plan for Academic Support Facility
(Colbourn Hall) (FFC-4)
William F. Merck II
Lee Kernek
*Associate Vice President for
Administration and Finance*
- Amendment to 2010 Campus Master
Plan for New Chilled Water
Plant (FFC-5)
William F. Merck II
Lee Kernek
- Refinancing of the UCF Convocation
Corporation Series 2005A Certificates
of Participation (FFC-6)
William F. Merck II
John C. Pittman
- Delegating Authority to the
President of the University (FFC-7)
William F. Merck II
- Golden Knights Corporation East Side
Club and Athletic Leadership
Center Debt (INFO-1)
William F. Merck II
John C. Pittman
Brad Stricklin

- UCF Finance Corporation
Financial Report Presentation (INFO-2) Deborah C. German
John C. Pittman
- University and DSO Debt Report (INFO-3) John C. Pittman

V. OTHER BUSINESS

Chair Marchena

VI. CLOSING COMMENTS

Chair Marchena



Board of Trustees
Finance and Facilities Committee Meeting
Live Oak Event Center
May 22, 2014

MINUTES

CALL TO ORDER

Trustee Marcos Marchena, chair of the Finance and Facilities Committee, called the meeting to order at 8:31 a.m. Committee members Robert Garvy, Alex Martins, and Reid Oetjen were present. Committee member Jim Atchison attended via teleconference. Trustees Olga Calvet and Weston Bayes were present.

MINUTES APPROVAL

The minutes of the March 27, 2014, and April 3, 2014, Finance and Facilities Committee meetings were approved as submitted.

NEW BUSINESS

2014-15 Tuition and Fees, Amendments to University Tuition and Fee Regulation UCF 9.001 (FFC-1)

William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer, and Tracy Clark, Associate Vice President for Administration and Finance and Controller, presented the tuition, tuition differential, out-of-state fees, financial aid fees, and technology fees for undergraduate, graduate, and professional students, effective Fall 2014 and amendments to University Tuition and Fee Regulation UCF-9.001. No changes to undergraduate tuition differential, out-of-state fees, graduate tuition (including professional programs), financial aid fees, and technology fees except for a decrease to Florida Interactive Entertainment Academy's tuition rate were proposed. The only fee changes were the increases in the activity and service and athletic fees and the decrease in the health fee previously approved at the March 27, 2014, Board of Trustees meeting. The committee unanimously approved the 2014-15 Tuition and Fees and amendments to University Regulation UCF 9.001 as presented.

Revisions to Amendments to Regulation UCF-6.008 Vehicle Registration Fees and Parking Violation Fines (FFC-2)

Merck presented amendments to existing university regulation UCF-6.008 Vehicle Registration Fees and Parking Violation Fines effective Fall 2014. Parking decal prices would remain the same, but hangtag prices would decrease. The committee unanimously approved the amendments to University Regulation UCF 6.008 as presented.

University Operating Budget Report Quarter Ended March 31, 2014 (INFO-1)

Clark presented the University Operating Budget Report ended March 31, 2014, as an information item.

2014-15 University Operating Budget (FFC-3)

Merck and Clark presented the operating budgets for the Educational & General, Medical School, Auxiliary Enterprises, Sponsored Research, Student Financial Aid, Student Activities, Technology Fee, and Concessions areas. They also requested approval to amend the Educational & General budget if the amounts proposed by the legislature and the proposed allocation for performance funding differ. The committee unanimously approved the 2014-15 University Operating Budget as presented and granted approval to amend the Educational & General budget if necessary.

2014-15 Capital Outlay Budget (FFC-4)

Merck and Lee Kernek, Associate Vice President for Administration and Finance, requested approval of the university's 2014-15 capital outlay budget and authorization for the president to make necessary adjustments to the 2014-15 capital outlay budget. The committee unanimously approved the 2014-15 capital outlay budget as presented and granted approval for the president to make changes to this budget as necessary during the year.

Florida Statewide Mutual Aid Agreement (FFC-5)

Jeffrey Morgan, Director of the Office of Emergency Management, and Richard Beary, Associate Vice President and Chief of Police, presented the Florida Statewide Mutual Aid Agreement for the State of Florida Division of Emergency Management. This agreement allows the University of Central Florida to provide aid to and receive aid from other state agencies in times of disaster. This formal agreement also is necessary in order for UCF to receive federal reimbursement funds for expenditures incurred during disasters when assisting other state agencies. The committee unanimously approved the agreement.

2015 Finance and Facilities Committee Meeting Dates (INFO-2)

Merck presented the 2015 Finance and Facilities Committee meeting dates as an information item.

Chair Marchena adjourned the Finance and Facilities Committee meeting at 9:20 a.m.

Respectfully submitted:_____

William F. Merck II
Vice President for Administration and Finance
and Chief Financial Officer

Date



Board of Trustees
Finance and Facilities Committee Meeting
President's Boardroom, Millican Hall, 3rd floor
June 4, 2014

MINUTES

CALL TO ORDER

Trustee Marcos Marchena, chair of the Finance and Facilities Committee, called the meeting to order at 8:31 a.m. Committee members Jim Atchison, Robert Garvy, Reid Oetjen, and John Sprouls attended via teleconference. Trustee Olga Calvet was present.

NEW BUSINESS

2014-15 College of Medicine Self-Insurance Program Budget (FFC-1)

Deborah German, Vice President for Medical Affairs and Dean of the College of Medicine, Steve Omli, Director of Finance and Accounting for the College of Medicine, and David Noel, Associate Vice President for Administration, Finance, and Operations for the College of Medicine, discussed the 2014-15 College of Medicine Self-Insurance Program budget. The Self-Insurance Program provides comprehensive professional and general liability protection in connection with the delivery of health care services in the College of Medicine, College of Nursing, College of Health and Public Affairs, UCF Health Services, and effective July 2014, Counseling and Psychological Services. The committee unanimously approved the 2014-15 Self-Insurance Program budget as presented.

2014-15 College of Medicine Faculty Practice Plan Budget (FFC-2)

German, Omli, and Noel presented the 2014-15 College of Medicine Faculty Practice Plan budget. The College of Medicine's Faculty Practice Plan, UCF Pegasus Health, operates a clinic that provides multi-specialty care to the community. In early 2015, Pegasus Health will open a second location in the Gateway Building at the Lake Nona Health Sciences Campus. The committee unanimously approved the 2014-15 Faculty Practice Plan budget as presented.

Direct Support Organizations' 2013-14 Third-Quarter Financial Reports (INFO-1)

William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer, and John C. Pittman, Associate Vice President for Administration and Finance, Debt Management, reported that the DSOs' 2013-14 third-quarter financial reports ended March 31, 2014, were provided as information items.

UCF Convocation Corporation Financial Report Presentation (INFO-2)

Pittman and Curt Sawyer, Associate Vice President for University Services, presented the UCF Convocation Corporation's history, operating results, and budget.

UCF Investments Quarterly Report Ended March 31, 2014 (INFO-4)

Tracy Clark, Associate Vice President for Administration and Finance and Controller, reviewed the investments quarterly update as of March 31, 2014.

Chair Marchena adjourned the Finance and Facilities Committee meeting at 9:45 a.m.

Respectfully submitted: _____

William F. Merck II
Vice President for Administration and Finance
and Chief Financial Officer

Date

ITEM: FFC-1

**University of Central Florida
Board of Trustees
Finance and Facilities Committee**

SUBJECT: 2014-15 Direct Support Organizations' Budgets

DATE: August 5, 2014

PROPOSED COMMITTEE ACTION

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.

BACKGROUND INFORMATION

The Florida Board of Governors requires the local boards of trustees for the state universities to approve the operating budgets of the universities' DSOs.

Each DSO has either approved the attached budget, or is presenting a draft copy that is expected to be approved.

Supporting documentation: Golden Knights Corporation Annual Budget 2014-15
(Attachment A)
UCF Athletics Association Annual Budget 2014-15
(Attachment B)
UCF Convocation Corporation Annual Budget 2014-15
(Attachment C)
UCF Finance Corporation Annual Budget 2014-15
(Attachment D)
UCF Foundation Annual Budget 2014-15 (Attachment E)
UCF Research Foundation Annual Budget 2014-15
(Attachment F)

Prepared by: John C. Pittman, Associate Vice President for Debt Management,
Administration and Finance

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

Attachment A

**Golden Knights Corporation
Annual Budget
2014-15**

	2014-15 Proposed Budget	2013-14 Approved Budget	Variance		2014-15 Proposed Budget	2013-14 Projected Actual	Variance	
Revenues								
Premium seating	\$ 1,590,714	\$ 1,550,000	\$ (40,714)	-2.6%	\$ 1,590,714	\$ 1,558,704	\$ (32,010)	-2.1%
Naming rights	500,000	500,000	-	0.0%	500,000	500,000	-	0.0%
Athletic transfers	11,218,520	9,923,056	(1,295,464)	-13.1%	11,218,520	10,734,759	(483,761)	-4.5%
Other	1,294,000	1,530,800	236,800	15.5%	1,294,000	1,476,000	182,000	12.3%
Total revenues	<u>14,603,234</u>	<u>13,503,856</u>	<u>(1,099,378)</u>	<u>-8.1%</u>	<u>14,603,234</u>	<u>14,269,463</u>	<u>(333,771)</u>	<u>-2.3%</u>
Expenses								
Total operating expenses	<u>91,429</u>	<u>969,115</u>	<u>877,686</u>	<u>90.6%</u>	<u>91,429</u>	<u>957,997</u>	<u>866,568</u>	<u>90.5%</u>
Net Increase from total operations	<u>\$ 14,511,805</u>	<u>\$ 12,534,742</u>	<u>\$ (1,977,063)</u>	<u>-15.8%</u>	<u>\$ 14,511,805</u>	<u>\$ 13,311,466</u>	<u>\$ (1,200,339)</u>	<u>-9.0%</u>
Debt Service								
Total principal and interest payments	\$ 3,622,485					\$ 3,876,485		

Attachment B

**UCF Athletic Association
Annual Budget
2014-15**

	2015 Proposed Budget	2014 Approved Budget	Variance		2015 Proposed Budget	2014 Projected Actual	Variance	
Revenues								
Athletic events	\$ 15,364,917	\$ 13,617,279	\$ 1,747,638	12.8%	\$ 15,364,917	\$ 14,888,850	\$ 476,067	3.2%
Contributions	2,271,706	2,015,141	256,565	12.7%	2,271,706	2,092,159	179,547	8.6%
University sources	23,648,963	22,251,975	1,396,988	6.3%	23,648,963	22,490,193	1,158,770	5.2%
Other	555,935	475,590	80,345	16.9%	555,935	538,850	17,085	3.2%
Total revenues	41,841,521	38,359,985	3,481,536	9.1%	41,841,521	40,010,052	1,831,469	4.6%
Expenses								
Scholarships	7,141,089	6,881,809	(259,280)	-3.8%	7,141,089	6,878,774	(262,315)	-3.8%
Employee compensation	16,460,626	14,938,122	(1,522,504)	-10.2%	16,460,626	15,801,295	(659,331)	-4.2%
Sport operations	7,910,502	8,259,253	348,751	4.2%	7,910,502	7,812,090	(98,412)	-1.3%
Support operations	6,881,351	6,552,840	(328,511)	-5.0%	6,881,351	6,592,954	(288,397)	-4.4%
Other	2,672,953	1,027,961	(1,644,992)	-160.0%	2,672,953	1,123,616	(1,549,337)	-137.9%
Total expenses	41,066,521	37,659,985	(3,406,536)	-9.0%	41,066,521	38,208,729	(2,857,792)	-7.5%
Net increase from total operations	\$ 775,000	\$ 700,000	\$ 75,000	10.7%	\$ 775,000	\$ 1,801,323	\$ (1,026,323)	-57.0%
Debt Service								
Total principal and interest payments	\$ 775,000	700,000			\$ 775,000	1,025,000		

Finance and Facilities Committee Meeting - 2014-15 Direct Support Organizations' Budgets (FFC-1)

Attachment C

**UCF Convocation Corporation
Annual Budget
2014-15**

	2014-15 Proposed Budget	2013-14 Approved Budget	Variance		2014-15 Proposed Budget	2013-14 Projected Actual	Variance	
Arena Operations								
Revenues								
Event related	\$ 7,331,987	\$ 7,054,666	\$ 277,321	3.9 %	\$ 7,331,987	\$ 5,488,649	\$ 1,843,338	33.6 %
Premium seating and sponsorship	1,328,717	1,359,000	(30,283)	(2.2)%	1,328,717	1,133,046	195,671	17.3 %
Other	3,278,705	2,584,052	694,653	26.9 %	3,278,705	2,613,757	664,948	25.4 %
University support	-	2,285,575	(2,285,575)	(100.0)%	-	2,500,000	(2,500,000)	(100.0)%
Total revenues	11,939,409	13,283,293	(1,343,884)	(10.1)%	11,939,409	11,735,452	203,957	1.7 %
Expenses								
Direct event	5,938,431	5,033,900	(904,531)	(18.0)%	5,938,431	4,529,278	(1,409,153)	(31.1)%
Operating and indirect event	3,686,906	3,259,201	(427,705)	(13.1)%	3,686,906	2,890,889	(796,017)	(27.5)%
Direct premium seating	325,160	796,572	471,412	59.2 %	325,160	315,735	(9,425)	(3.0)%
Total expenses	9,950,497	9,089,673	(860,824)	(9.5)%	9,950,497	7,735,901	(2,214,596)	(28.6)%
Net increase from arena operations	1,988,912	4,193,620	(2,204,708)	(52.6)%	1,988,912	3,999,551	(2,010,639)	(50.3)%
Housing Operations								
Revenues								
Apartment rentals	17,742,868	17,542,290	200,578	1.1 %	17,742,868	16,654,491	1,088,377	6.5 %
Parking	1,036,388	1,036,388	-	0.0 %	1,036,388	1,036,388	-	0.0 %
Other	130,500	129,500	1,000	0.8 %	130,500	305,488	(174,988)	(57.3)%
Total revenues	18,909,756	18,708,178	201,578	1.1 %	18,909,756	17,996,367	913,389	5.1 %
Total expenses	6,342,041	6,510,100	168,059	2.6 %	6,342,041	5,345,893	(996,149)	(18.6)%
Net increase from housing operations	12,567,715	12,198,078	369,637	3.0 %	12,567,715	12,650,474	(82,759)	(0.7)%
Retail Operations								
Total revenues	1,844,358	1,772,156	72,202	4.1 %	1,844,358	1,705,993	138,365	8.1 %
Total expenses	519,827	568,754	48,927	8.6 %	519,827	467,014	(52,813)	(11.3)%
Net increase from retail operations	1,324,531	1,203,402	121,129	10.1 %	1,324,531	1,238,979	85,552	6.9 %
Net increase from total operations	\$ 15,881,158	\$ 17,595,100	\$ (1,713,942)	(9.7)%	\$ 15,881,158	\$ 17,889,004	\$ (2,007,846)	(11.2)%
Debt Service								
Total principal and interest payments	\$ 14,408,435					\$ 16,204,440		

Attachment D

**UCF Finance Corporation
Annual Budget
2014-15**

	2014-15 Proposed Budget	2013-14 Approved Budget	Variance		2014-15 Proposed Budget	2013-14 Projected Actual	Variance	
Revenues								
Operating	\$ -	\$ -	\$ -	0.0 %	\$ -	\$ -	\$ -	0.0 %
University transfers	2,593,459	2,600,400	(6,941)	(0.3)%	2,593,459	2,678,831	(85,372)	(3.2)%
Interest	7,000	14,000	(7,000)	(50.0)%	7,000	7,445	(445)	(6.0)%
Total revenues	<u>2,600,459</u>	<u>2,614,400</u>	<u>(13,941)</u>	<u>(0.5)%</u>	<u>2,600,459</u>	<u>2,686,276</u>	<u>(85,817)</u>	<u>(3.2)%</u>
Expenses								
Operating	16,500	26,603	10,103	38.0 %	16,500	26,603	10,103	38.0 %
Interest	2,437,791	2,418,000	(19,791)	(0.8)%	2,437,791	2,490,689	52,898	2.1 %
Debt related	146,168	179,900	33,732	18.8 %	146,168	179,087	32,919	18.4 %
Total expenses	<u>2,600,459</u>	<u>2,624,503</u>	<u>24,044</u>	<u>0.9 %</u>	<u>2,600,459</u>	<u>2,696,379</u>	<u>95,920</u>	<u>3.6 %</u>
Net decrease from operations	<u>\$ -</u>	<u>\$ (10,103)</u>	<u>\$ -</u>	<u>-</u>	<u>\$ -</u>	<u>\$ (10,103)</u>	<u>\$ -</u>	<u>-</u>
Debt Service								
Total principal and interest payments	\$ 3,732,791					\$ 3,559,927		

Attachment E

**UCF Foundation
Annual Budget
2014-15**

	2015 Approved Budget	2014 Approved Budget	Difference	Variance	2015 Approved Budget	2014 Projected Actual	Difference	Variance
Revenues								
Unrestricted gifts, fees, and investment earnings	\$ 5,409,292	\$5,244,889	\$ 164,403	3.1%	\$ 5,409,292	\$5,279,120	\$ 130,172	2.5%
Real estate	2,000,000	1,846,371	153,629	8.3%	2,000,000	1,895,000	105,000	5.5%
Other	9,062,113	9,017,506	44,607	0.5%	9,062,113	7,844,268	1,217,845	15.5%
Total revenue	16,471,405	16,108,766	362,639	2.3%	16,471,405	15,018,388	\$ 1,453,017	9.7%
Expenses								
Academic and university support	1,580,405	1,618,055	37,650	2.3%	\$ 1,580,405	1,562,149	\$ (18,256)	-1.2%
Development, alumni relations, and operations	14,891,000	14,490,711	(400,289)	-2.8%	14,891,000	12,650,000	(2,241,000)	-17.7%
Total expenses	16,471,405	16,108,766	(362,639)	-2.3%	16,471,405	14,212,149	\$ (2,259,256)	-15.9%
Net increase(decrease) from total operations	\$ -	\$ -	\$ -	-	\$ -	\$ 806,239	\$ (806,239)	n/a
Debt Service								
Total principal and interest payments 2014-15	\$ 4,461,974							

*This budget includes the division of alumni relations and development.

Attachment F

**UCF Research Foundation
Annual Budget
2014-15**

	2015 Approved Budget	2014 Approved Budget	Variance		2015 Approved Budget	2014 Projected Actual	Variance	
Revenues								
Royalties, contracts, contributions, rents, conferences, unit residuals, consortiums	\$ 6,809,000	\$ 6,054,469	\$ 754,531	12.5%	\$ 6,809,000	\$ 5,812,456	\$ 996,544	17.1%
Management fees, other	351,000	281,290	69,710	24.8%	351,000	275,880	75,120	27.2%
Total revenues	7,160,000	6,335,759	824,241	13.0%	7,160,000	6,088,336	1,071,664	17.6%
Expenses								
Total operating expenses	6,650,500	6,028,469	622,031	10.3%	6,650,500	5,602,535	1,047,965	18.7%
Net increase from operations	<u>\$ 509,500</u>	<u>\$ 307,290</u>	<u>\$ 202,210</u>	<u>65.8%</u>	<u>\$ 509,500</u>	<u>\$ 485,801</u>	<u>\$ 23,699</u>	<u>4.9%</u>

ITEM: FFC-2

**University of Central Florida
Board of Trustees
Finance and Facilities Committee**

SUBJECT: Release of Unrestricted Golden Knights Corporation Revenues

DATE: August 5, 2014

PROPOSED COMMITTEE ACTION

Approve the release of revenues above budgeted obligations from the Golden Knights Corporation to the University of Central Florida Athletics Association for 2014-15.

BACKGROUND INFORMATION

The attached document is the 2014-15 budget approved by the Golden Knights Corporation's board, which reflects projected unrestricted excess revenues of \$10,789,320 to be available for transfer to the UCFAA. Approval to release uncommitted funds to the UCFAA is requested.

Supporting documentation: Golden Knights Corporation 2014-15 budget

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

**Golden Knights Corporation
Annual Budget
2014-15**

	2014-15 Proposed Budget	2013-14 Approved Budget	Variance		2014-15 Proposed Budget	2013-14 Projected Actual	Variance	
Revenues								
Premium seating	\$ 1,590,714	\$ 1,550,000	\$ (40,714)	-2.6%	\$ 1,590,714	\$ 1,558,704	\$ (32,010)	-2.1%
Naming rights	500,000	500,000	-	0.0%	500,000	500,000	-	0.0%
Athletic transfers	11,218,520	9,923,056	(1,295,464)	-13.1%	11,218,520	10,734,759	(483,761)	-4.5%
Other	1,294,000	1,530,800	236,800	15.5%	1,294,000	1,476,000	182,000	12.3%
Total revenues	14,603,234	13,503,856	(1,099,378)	-8.1%	14,603,234	14,269,463	(333,771)	-2.3%
Expenses								
Total operating expenses	91,429	969,115	877,686	90.6%	91,429	957,997	866,568	90.5%
Net Increase from total operations	\$ 14,511,805	\$ 12,534,742	\$ (1,977,063)	-15.8%	\$ 14,511,805	\$ 13,311,466	\$ (1,200,339)	-9.0%
Debt Service								
Total principal and interest payments	\$ 3,622,485					\$ 3,876,485		

ITEM: FFC-3

**University of Central Florida
Board of Trustees
Finance and Facilities Committee**

SUBJECT: Market Tuition Proposals

DATE: August 5, 2014

PROPOSED COMMITTEE ACTION

Approval of the request to establish market tuition rates.

BACKGROUND INFORMATION

Pursuant to Regulation 7.001(15), a university Board of Trustees may submit market tuition rate proposals for the Board of Governors' approval.

The College of Health and Public Affairs requests approval to establish market tuition rates for the Health Information Administration graduate certificate program and for the online Master of Social Work degree program. The College of Business Administration requests approval to establish a market tuition rate for the Master of Science in Management track in Business Analytics.

Supporting documentation: Market Tuition Proposal, Graduate Health Information Administration Certificate (Attachment A)
Market Tuition Proposal, Master of Social Work (Attachment B)
Market Tuition Proposal, Master of Science in Management, Business Analytics Track (Attachment C)

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

Submitted by: Diane Z. Chase, Executive Vice Provost for Academic Affairs

Attachment A
State University System
Florida Board of Governors
Request to Establish Market Tuition Rates – Regulation 7.001(15)

University: University of Central Florida

Proposed Market Tuition Program: Graduate Health Information Administration Certificate

Date	
University Board of Trustees approval date:	
Proposed Implementation Date (month/year):	August 2015
Graduate online or Graduate Continuing Ed. Course:	Graduate Online Course
CIP Code:	51.0706
Description of the Program and the Market Tuition Rate Process	
<p>Describe the program and explain the process used to determine market tuition.</p> <p>The Graduate Health Information Administration (GHIA) Certificate is offered as part of the Master of Science Health Care Informatics (MS-HCI) program. The GHIA Certificate can be obtained by students already enrolled in the MS – Health Care Informatics program at UCF or by alumni of the MS – HCI program and have completed the following pre-requisites: anatomy and physiology 1 and 2. The GHIA certificate is offered online in a distance-learning cohort format to offer access and convenience to working professionals. Applications and admissions are accepted once per year for fall term only. The successful completion of the MS – HCI degree and the GHIA Certificate does qualify graduates to sit for the Registered Health Information Administrator (RHIA) examination.</p> <p>In addition to the core classes as required for the MS – HCI degree, the GHIA Certificate requires students to take 5 additional classes, including:</p> <ul style="list-style-type: none"> • HIM 6293: Health Care Coding & Diagnosis (ICD-10) (4 CH) • HSA 6189: Health Care Procedural Coding & Reimbursement (4 CH) • HSA 6752: Health Care Analytics (4 CH) • HSA 6759: Outcomes Management (4 CH) • HSA 6175: Advanced Trends in Health Care Finance & Management (4 CH) <p>The tuition for the GHIA Certificate was determined by aligning the GHIA Certificate tuition rate to that of the MS – HCI program. Since only current students or alumni of the MS – HCI program have the option of enrolling in the GHIA Certificate and it is offered under the MS-HCI program, it was best to align the tuition rate to that of the MS-HCI program. The market tuition rate is currently \$833 per credit.</p>	

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Mission Alignment
<p>Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:</p> <p>The mission statement for UCF is as follows: The University of Central Florida is a public multi-campus, metropolitan research university that stands for opportunity. The university anchors the central Florida city-state in meeting its economic, cultural, intellectual, environmental and societal needs by providing high-quality, broad-based education and experienced-based learning; pioneering scholarship and impactful research; enriched student development and leadership growth; and highly relevant continuing education and public service initiatives that address pressing local, state, national, and international issues in support of the global community.</p> <p>The creation of the GHIA Certificate program supports the mission of the University and the BOG in that it represents high-quality and broad-based education. In addition, the program offers highly relevant continuing education by meeting a critical workforce need for the State of Florida. Furthermore, there is a high demand for individuals who are RHIA certified in the health care field.</p>
Declaratory Statement
<p>Provide a declaratory statement that the policy will not increase the state’s fiscal liability or obligation and that the Market Tuition Rate program cohorts will not supplant an existing E&G funded degree program in the same discipline:</p> <p>The GHIA Certificate program will not increase the state’s fiscal liabilities or obligations and will not supplant an existing E&G funded degree program in the same discipline.</p>
Restrictions / Limitations
<p>Identify any proposed restrictions, limitations, or conditions to be placed on the policy:</p> <p>No restrictions, limitations, or conditions are anticipated beyond those already stipulated by the BOG policy on market tuition.</p>
Accountability Measures
<p>Indicate how the university will monitor the success of the policy. Provide specific metrics that will be used.</p>

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Success of market tuition for the GHIA Certificate program will be measured using several metrics collected over a three-year review period including:

- number of students enrolled
- compliance with SACS standards for accreditation
- program revenues relative to program costs
- student satisfaction with the program
- employer satisfaction with the program
- number of degrees conferred

Course Availability

Explain how the university will ensure that sufficient courses are available to meet student demand and facilitate completion of each program submitted for consideration. Will any similar E&G courses be eliminated or scaled back if this program is implemented?

It has taken two years to plan and develop the GHIA Certificate, which is slated to begin in 2015. Within that time frame, the program director for the MS – HCI program, along with the program director of the Bachelor of Science in Health Informatics and Information Management Program and the Chair of the Department of Health Management and Informatics, are all working together to ensure sufficient staffing for all programs offered in the Department. Schedule planning and assignment of teaching load is very important within the Department and ensuring sufficient course offerings to meet student demand is priority.

Will any similar E&G courses be eliminated or scaled back if this program is implemented?

No similar E & G courses will be eliminated or scaled back as a result of implementing the GHIA Certificate Program.

Economic Impact

Provide economic impact that this proposal will have on the university and the student, anticipated revenue collection, how the revenue will be spent, whether any private vendors will be used, and which budget entity the funds will be budgeted.

Economic impact of proposal on the UCF and on student:

The GHIA Certificate program will entice more potential applicants to apply to the MS-HCI program because they will now have the option of enrolling in the GHIA certificate and possibly become RHIA Certified. As a result, the GHIA Certificate will generate additional revenue that can be reinvested within the Department. Furthermore, the health care workforce understands the value of the RHIA certification. UCF is essentially equipping our students with increased knowledge so that they are more marketable when they are ready to enter the workforce.

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Anticipated revenue collection:

Cohort 1 = \$16,660 x 10 students = \$166,600

How Revenue Will be Spent?

The revenue generated will be reinvested back into the department in support of faculty teaching and professional development, staff professional development, investing in technology, support in the recruitment of exceptional students, and in marketing the program.

Will Private Vendors be Used?

The GHIA Certificate program is under the MS – HCI program. The MS – HCI program has established relationships with many private vendors, including software vendors and local health agencies.

Which Budget Entity Will be Used for the Proposed Program?

The budget will be administered by UCF Continuing Education and COPHA budget offices and the GHIA Certificate program will have a designated auxiliary account.

Other Information

Provide any additional information if necessary, and complete the attached supplemental form.

Finance and Facilities Committee Meeting - Market Tuition Proposals (FFC-3)

Attachment A
State University System
Market Tuition Proposals

University: University of Central Florida		Proposal 1	Proposal 3	Proposal 4	Proposal 5
		Graduate Health Information Administration Certificate			
1	Degree Program				
2	CIP Code	\$51.07			
3	Has the program been approved pursuant to Regulation	No			
4	Does the program lead to initial licensing or certification?	No			
5	Is the program identified as a state critical workforce need?	No			
6	Are the program's admission & graduation requirements the same as other programs?	Yes			
7	Current Tuition Rate	\$0.00			
8	Proposed Market Tuition Rate	\$16,660.00			
9	Different Market Tuition Rate for Resident vs. Non-Resident Student? If yes, list.	No			
10	5 Other Public/Private Rates for Similar Program:				
11	University name and rate:	N/A			
12	University name and rate:	N/A			
13	University name and rate:	N/A			
14	University name and rate:	N/A			
15	University name and rate:	N/A			
16	Length of Program (Student Credit Hours)	20			
17	Current E&G Student Enrollment (Headcount):				
18	Resident	0			
19	Non-Resident	0			
20	Total	0			
21	Similar Program at other SUS Institutions (if yes, provide university and program name)	No			
22	University and program name:	N/A			
23	University and program name:				
24	University and program name:				
25	University and program name:				

Attachment B
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Florida Board of Governors
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University: University of Central Florida

Proposed Market Tuition Program: On-Line Master of Social Work - MSW

Date	
University Board of Trustees approval date:	
Proposed Implementation Date (month/year):	June 2015
Graduate online or Graduate Continuing Ed. Course:	Graduate Online
CIP Code:	44.0701
Description of the Program and the Market Tuition Rate Process	
<p>Describe the program and explain the process used to determine market tuition.</p> <p>The School of Social Work (SOW) and College of Health and Public Affairs (COHPA) is proposing a new graduate level part-time online Master of Social Work (MSW Program), which will be offered nationally. The School of Social Work currently offers a face-to-face part-time MSW Program which has been operational since 1998. The part-time program is 62 credit hours and is currently structured as a hybrid (mixed mode) curriculum, which takes three years for students to complete. The program is fully accredited by the Council on Social Work Education. This proposal is to offer the program as a market based program through UCF's Division of Continuing Education. The proposed program will be offered as a term-based program (6 terms per year) cohort model that students will also complete in three years. Students are admitted every eight weeks resulting in six program starts per year. Each program start will admit more students than the previous start.</p> <p>Students will enroll in one class per 8-week term resulting in their completing two courses per the traditional semester. Students will continue to take one class per term until they enter their field placement experience (term 5, year one) at this point the students will be taking one course, a field seminar and will be completing field placement hours. The field placement will be face to face, as the students will be placed in social service agencies in their home communities. The curriculum of the proposed on-line part-time MSW Program will be the same as the current part-time program; the only difference is the mode of delivery. Readers are referred to the Program Model which is Attachment 1.</p> <p><u>Statement of Need:</u></p> <p>Offering an on-line part-time, national MSW program is consistent with the vision and mission of the College of Health and Public Affairs, which is to be a global leader in creating positive community change and improving people's lives. It is also consistent with the School of Social Work mission to prepare generalist and advanced clinical social work students to become practitioners who promote optimal well-being, human rights, and social and economic justice. The school focuses on social change from a regional and global perspective with individuals, families, groups and communities in diverse practice settings. The social work profession is committed to serving traditionally diverse and underserved populations, both locally and globally.</p> <p>Similar to the purpose of the part-time MSW program offered on main campus, this on-line model will</p>	

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prepare social workers to become competent practitioners who will work in public, private and the non-profit sector of social services agencies. These agencies provide services in child welfare, health care, mental health, substance abuse, and behavioral health care. Without this online program, working professionals may not otherwise have the opportunity to pursue graduate level education in social work. Graduates from the program will become part of the clinical social work workforce in Florida and other states. According to the U. S. Labor Department the proposed need for professionally educated social workers is expected to increase by 25% from 2010-2020. The Affordable Care Act (2012) has also increased the need for social workers to serve in health and behavioral health care settings.

Providing an online MSW Program nationally builds upon our strengths as a School, which includes expertise in child welfare, which is a state and national priority in social work. The School also offers a graduate certificate program in Military Social Work, in order to respond to the needs of veterans and their families. The program is highly regarded in the community. Services to veterans and their families are also a national priority in social work education. Offering this program at UCF, which is seen nationally as a leader in online education, provides an excellent context in which to offer part-time on-line MSW program.

Describe the program in which market tuition is being requested.

The Master of Social Work program provides the knowledge, skills and values that prepare students for advanced social work with an emphasis on community based clinical practice. Offering the program in an online format builds a solid foundation in community partnerships by providing the clinical leadership skills that enables graduates to work in a variety of community-based settings such as public and private social service agencies, schools, hospitals, medical centers, and numerous other practice and administrative settings.

Has the program been approved pursuant to Regulation 8.011?

Yes. CIP Code: 44.0701 HEGIS Code 2104,
 Diploma: Master of Social Work
 Start Date: Fall 1992

Does the program lead to initial licensing or certification?

The MSW Program at UCF consists of 62 credit hours and successful completion provides students the eligibility to sit for the social work licensure exam offered by Association of Social Work Boards (ASWB). The vast majorities of states require licensure for clinical social worker practitioners and have similar educational requirements.

Is the program identified as a state critical workforce need?

According to the US Department of Labor, the outlook for jobs in the field of Social Work is positive. Employment of social workers is expected to increase by 25 percent from 2010 to 2020, a rate deemed competitive with most others of its occupational categories. Further employment of healthcare social

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workers is expected to increase almost 30% as baby boomers age and their families require support. Employment of mental health and substance abuse is expected to increase by 23% percent as more people seek treatment for help in dealing with addictions and mental illness (Bureau of Labor Statistics National Employment, 2008-2018).

Are the program's admission and graduation requirements the same as other similar programs?

Admission requirements: The minimum admission requirements for the MSW degree program and all graduate programs at UCF are as follows: 1) a bachelor's degree from a regionally accredited U.S. institution or its equivalent from a foreign institution 2) a GPA of 3.0 or higher (on a 4.0 scale) in all work attempted while registered as an undergraduate student or while registered as an upper-division undergraduate student (normally based on the last sixty attempted semester hours); or, a graduate degree or professional degree or equivalent from a regionally accredited U.S. institution or its equivalent from a foreign institution in a field related to the discipline of the program to which the student is applying. Additional specific requirements for the MSW degree program are for the applicant to submit a resume, three letters of recommendation, a writing sample and a professional statement. Additional information regarding UCF graduate admission requirements can be found at: http://www.admissions.graduate.ucf.edu/Admission_Requirements.

Graduation Requirements: The Master of Social Work degree will be awarded upon completing appropriate prerequisite course work and 62 hours of the prescribed graduate program of study within seven years of initial enrollment.

What is the market tuition rate to be charged for each of the next three years?

The market tuition rate of \$547.78 per credit hour captures all associated student fees, marketing, faculty development, and instructional costs including the distance-learning fee.

Explain the process used to determine market tuition.

The market rate (\$547.78) was determined by evaluating the national landscape for online MSW programs. There are few online MSW's and even fewer attempting to serve a national audience. Furthermore, many of the online programs come from private institutions, which set very high tuition rates. As a result, the pricing in the marketplace has been set for the degree at a higher level. That said, UCF is committed to providing greater access to the program due to its fully online format and also its 6 start dates throughout the year. Finally, not only must the program be accessible but it also needs to be affordable. To that end, UCF has set the new market tuition rate at a level that allows UCF to compete not only in Florida, but nationally as well.

What is the current tuition rate?

The current tuition rate (including fees) at the University of Central Florida is \$367.94 per credit hour. The part-time E&G MSW program requires 62 credit hours, at a total tuition rate of \$22,812.28.

Provide tuition rates from at least five other institutions (private and public)

We identified the following programs and rates:

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- University of Southern California (**Online**)
 - Graduate Program Tuition: \$88,380 (\$1,473 per credit hour)
- Fordham University (**Online**)
 - Graduate Tuition \$57,654 (\$859 per credit hour)
- Florida State University (**Online**)
 - Graduate Tuition \$34,038 (\$558 per credit hour)
- Boston University (**Online**)
 - Graduate Tuition \$46,150 (\$745 per credit hour)
- St. Leo University (**Online**)
 - Graduate Tuition \$26,586 (\$422 per credit hour)

Mission Alignment

Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:

These statements address the Board of Governors' goals adopted from the State University System of Florida's Strategic Plan.

Goal 1: Access to and production of degrees.

The market-rate based tuition program utilizing an online format will allow students to obtain greater access to classes to further their professional education while at the same time allowing the student to continue to work full-time or part-time. This program supports the local and national communities by providing state-of-the-art education, research and creative learning opportunities leading to career enhancement that would not otherwise be available. The program will allow the School of Social Work to also increase UCF's visibility nationally.

Goal 2: Meeting statewide professional and workforce needs.

This program will supply much-needed graduate level social work practitioners. These practitioners will then have the opportunity to become licensed and serve the health and mental health needs of the community, the state and the nation, with a special focus on serving the needs of diverse and underserved populations.

Goal 3: Building world-class academic programs and research capacity.

Experienced graduate clinical faculty as well as those who are research productive will be teaching the courses and assisting students to further their educational, clinical and research goals. The availability of these research trained faculty and students will in turn assist agencies in providing clinical services as well as expertise for community-based research. Having these trained faculty and students can also assist in developing evidence-based research and best practices in serving the needs of a range of client populations including individuals, families, groups and communities.

Goal 4: Meeting community needs and fulfilling unique institutional responsibilities.

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The program is rich with field service hours. In this program, students are required to complete 1,000 hours of professionally supervised agency-based service. Students in these placement sites will help to meet the needs of vulnerable populations in these communities.

Declaratory Statement

Provide a declaratory statement that the policy will not increase the state’s fiscal liability or obligation and that the Market Tuition Rate program will not supplant an existing E&G funded degree program in the same discipline:

The MSW degree program will not increase the state’s fiscal liabilities or obligations. Any unforeseen costs will be the responsibility of the College of Health and Public Affairs using non-E&G funds.

Restrictions / Limitations

Identify any proposed restrictions, limitations, or conditions to be placed on the policy:

No restrictions above those already in place or imposed by the university or State Board of Governors will be imposed.

Accountability Measures

Indicate how the university will monitor the success of the policy. Provide specific metrics that will be used.

Success of the market based tuition program for the on-line part-time MSW program will be measured using several metrics collected over a three-year review period including:

- Success in enrolling the target number of students at each program start date;
- Ensuring continued compliance with Council on Social Work Education Accreditation Standards as well as compliance with regional standards for accreditation;
- Maintaining program revenues relative to program costs;
- Measuring student satisfaction with the program and program instruction through the use of Students Perception of Instruction (SPoI) instruments;
- Feedback from field agency supervisors about the performance of students in their field sites.

Computing the number of degrees conferred

Course Availability

Explain how the university will ensure that sufficient courses are available to meet student demand and facilitate completion of each program submitted for consideration. Will any similar E&G courses be eliminated or scaled back if this program is implemented?

The academic program will be managed by the School of Social Work & UCF’s Division of Continuing Education to ensure that courses are offered in the terms in which they are scheduled, so

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that students can complete the program in the three year time frame. In the first term, one required foundation course will be offered. In the second term, the second required foundation course will be offered. This is also the case for terms 3 and 4. Thus for the first four terms, four required courses will have been offered for four entering cohorts. Beginning term 5, the field placement experience and related practice course will be offered for cohort one (Please refer back to table one). Because we plan to have students from Florida as well as from other states, we will work collaboratively with students to locate appropriate field placement sites. We will use the same process for out of area placements that we use for local placements. We will evaluate the agency through interviews using Adobe Connect®, (see below). We will hold agencies in other states to the same standards as the Florida field agencies, which comply with all accreditation requirements by the Council on Social Work Education. Students will be required to complete six terms (8 weeks each) of field placement hours, the same number of hours over the same number of weeks as our current face-to-face students. Following this prescribed model ensures that students will be offered all courses in the order needed to facilitate degree completion. University faculty and staff will perform all instruction, advising and program administration.

Because we plan to have students from Florida as well as from other states, we will work collaboratively with students to locate appropriate field placement sites. We will work with students to find social service agencies that meet the same standards as our current full and part-time program. We will refer students specifically to agencies where we know that proper supervision is available. Some examples of such agencies include the Veteran’s Administrations agencies and hospitals, the state child welfare agencies, and other community-based health care and community health care agencies. Students will also have the option to identify agencies to the School for evaluation as possible field sites. We will connect with agencies at a distance through Adobe Connect, which allows us to have conversations with agency directors and supervisors who would be working with our students. Just as in our Orlando programs, we will require that agencies complete an affiliation agreement with the University of Central Florida to ensure compliance with all UCF policies and procedures as well as all accreditation requirements of the Council on Social Work Education.

Students will be required to complete six terms (8 weeks each) of field placement hours, the same number of hours over the same number of weeks as our current face to face students. Following this prescribed model ensures that students will be offered all courses in the order needed to facilitate degree completion. All instruction, advising and program administration will be performed by University faculty and staff.

Baseline Enrollments.

We currently do not have an online MSW Program. However, we can project the cumulative cohort enrollments for the proposed program as follows:

Year One

Term 1- 10 students

Term 2- 17 students

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Term 3- 24 students
Term 4- 31 students
Term 5- 38 students
Term 6- 45 students

Year Two

Term 1- 57 students
Term 2- 68 students
Term 3- 79 students
Term 4- 90 students
Term 5- 101 students
Term 6- 112 students

Year Three

Term 1- 128 students
Term 2- 143 students
Term 3- 151 students
Term 4- 159 students
Term 5- 165 students
Term 6- 171 students

Economic Impact

Provide economic impact that this proposal will have on the university and the student, anticipated revenue collection, how the revenue will be spent, whether any private vendors will be used, and which budget entity the funds will be budgeted.

The proposed market tuition program will offer a quality educational program to students who will then be prepared to enter the workforce and generate higher wages than they would have without the degree. The program will generate revenue for the University, the College of Health and Public Affairs and the School of Social Work at UCF. It is expected that for the University of Central Florida, \$47,820 will be generated by the end of year one. By the end of year two, net revenue will have increased by 432 % for a total of \$206,813. By the end of year three, net revenue will have increased an additional 185% for a total of \$382,594.

For the College of Health and Public Affairs, \$71,729 will be generated by the end of year one. By the end of year two, net revenue increase resulting in a total of \$310,220. By the end of year three, net revenue will have increased to a total of \$573,892.

The net revenue will be available to the School of Social Work will be used to enhance the part-time online program as well as the existing graduate programs in the School. Such enhancements include providing support for ongoing faculty development. In addition, new faculty lines will be funded, which will enhance the quality of the learning environment. These faculty positions will allow the

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School to provide a top quality education to the students as well as generate more research and external funding. Investments in technology, to include the use of simulation for clinical skill development, will be made. There will also be funding to add new staff lines as appropriate to meet the student support needs of the online cohorts. This will ensure that the online students have access to the same kinds of supports that on campus students receive.

Will private vendors be used?

No. The program will be run and financially administered through UCF's Division of Continuing Education (UCF DEC).

Marketing and recruitment costs will be covered by UCF's DCE under from the proceeds they receive from this program.

What budget entity will be used for the proposed program?

The UCF Division of Continuing Education will administer the budget. Budget transfers back to the College will be placed in a designated auxiliary account stipulated by the College of Health and Public Affairs.

Other Information

Provide any additional information if necessary, and complete the attached supplemental form.

Finance and Facilities Committee Meeting - Market Tuition Proposals (FFC-3)

**Attachment B
State University System
Market Tuition Proposals**

University:		Proposal 1	Proposal 2	Proposal 3	Proposal 4	Proposal 5
1	Degree Program	Master of Social Work - MSW				
2	CIP Code	44.0701				
3	Has the program been approved pursuant to Regulation	Yes				
4	Does the program lead to initial licensing or certification?	Yes				
5	Is the program identified as a state critical workforce need?	No				
6	Are the program's admission & graduation requirements the same as other programs?	Yes				
7	Current Tuition Rate	\$386				
8	Proposed Market Tuition Rate	\$548				
9	Different Market Tuition Rate for Resident vs. Non-Resident Student? If yes, list.	No				
10	5 Other Public/Private Rates for Similar Program:					
11	University name and rate:	University of Southern California - \$88,380 (\$1,473 per credit hour)				
12	University name and rate:	Fordham University - \$57,654 (\$859 per credit hour)				
13	University name and rate:	Florida State University - \$34,038 (\$558 per credit hour)				
14	University name and rate:	Boston University - \$46,150 (\$745 per credit hour)				
15	University name and rate:	St. Leo University - \$26,586 (\$422 per credit hour)				
16	Length of Program (Student Credit Hours)	62				
17	Current E&G Student Enrollment (Headcount Fall 2013):					
18	Resident	198				
19	Non-Resident	2				
20	Total	200				
21	Similar Program at other SUS Institutions (if yes, provide university and program name)	Yes				
22	University and program name:	Florida Atlantic - MSW				
23	University and program name:	Florida State - MSW				
24	University and program name:	South Florida - MSW				
25	University and program name:	Florida International - MSW				

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University: University of Central Florida

Proposed Market Tuition Program: PMSM track in Business Analytics

Date	
University Board of Trustees approval date:	July 24, 2014
Proposed Implementation Date (month/year):	January 2015
Graduate online or Graduate Continuing Ed. Course:	No
CIP Code:	52.0201
Description of the Program and the Market Tuition Rate Process	
<p>Describe the program and explain the process used to determine market tuition.</p> <p>The purpose of the proposed Business Analytics track in the already approved Professional Masters of Science in Management degree, between the College of Business (CBA) and the College of Sciences (COS) is to provide Central Florida employees, with the content and specialized skills necessary to use data collected within their companies to make better and more informed decisions, through the use of data analytic techniques. The tuition is the same as the already approved PMSM degree.</p> <p>Business Analytics is an emerging arena. The proposed track would be targeted to individuals working in arenas in which these skills have become a necessity for career success and those who want to change their career focus to this emerging area. Thus, it would be appropriate for students with UG or MBA degrees in business and STEM majors who want to change the trajectory of their careers.</p> <p>A PriceWaterhouseCoopers survey of CEOs, conducted in December 2013, showed that 44% of the respondent firms were investing for growth in Business Analytics. This was, by a wide margin, the highest investment category percentage.</p> <p>“Data scientists” utilize complex mathematical and statistical models to manipulate massive amounts of different types of data that firms collect. But there must be a <i>bridge</i> between complex processing methods and the information in data being applied to business problems and decisions. In great demand are individuals educated in both methods and business applications.</p> <p>This skills gap creates an opportunity for Colleges of Business to educate a new generation of tech-savvy business managers, and lies at the core of our rationale for proposing this new program.</p> <p>The primary career path for candidates in this proposed track encompasses companies that are interested in using data to make more informed decisions. In particular, it is the desire of this joint program between CBA and COS to prepare business leaders to know how and when to use data to enhance their decision process.</p> <p>The identified target audience for this Masters of Science track in Business Analytics is for employees of Central Florida Business, that are seeking a better way to make the critical decisions they face daily.</p>	
Mission Alignment	
<p>Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:</p> <p>The proposed extension to the already approved PMSM degree is designed to enhance the skill of employees in the Central Florida Region, who are interested in using data to make more informed decisions. In particular, it is the desire of this joint program between CBA and COS to prepare business leaders to know how and when to use data to enhance their decision process.</p>	

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Declaratory Statement

Provide a declaratory statement that the policy will not increase the state's fiscal liability or obligation and that the Market Tuition Rate program cohorts will not supplant an existing E&G funded degree program in the same discipline:

Since the proposed track is an extension of an existing PMSM, which has been approved by the Board of Governors, all of the existing controls, documentations and procedures will be maintained to this track will not increase the state's fiscal liability or obligation. As with the existing PMSM, this proposed track does not supplant an existing E&G funded degree.

Restrictions / Limitations

Identify any proposed restrictions, limitations, or conditions to be placed on the policy:

Since this is only a new track in an already approved Degree program, No new restrictions, limitations, or conditions, will be placed on this track. All previously approved restrictions and Limitations, will be adhered to, in this track.

Accountability Measures

Indicate how the university will monitor the success of the policy. Provide specific metrics that will be used.

As with the existing PMSM degree, this track will be assessed, on the Learning Outcomes for the specific track. These will be in compliance with existing SACs, State, and AACSB, standards. Additional metrics have already been established for the existing degree to monitor the financial and employability of graduates in this degree. These will also continue to be used in proposed track.

Course Availability

Explain how the university will ensure that sufficient courses are available to meet student demand and facilitate completion of each program submitted for consideration. Will any similar E&G courses be eliminated or scaled back if this program is implemented?

As with the existing PMSM, Classes will be taught by University faculty either in load, or out of load. As with the existing degree, there has not been an issue with offering sufficient classes to meet student demand. There are no plans to scale back any similar E&G courses, since this did not happen in the existing Market Rate Degree Program.

Economic Impact

Provide economic impact that this proposal will have on the university and the student, anticipated revenue collection, how the revenue will be spent, whether any private vendors will be used, and which budget entity the funds will be budgeted.

There will be no difference in any of these Economic Impact factors, from the currently approved Market Rate Degree Program. Since this is only a track with a previously approved Market Rate Degree, no changes to any revenue or budgeting factors will be implemented.

Other Information

Attachment C
State University System
Florida Board of Governors
Request to Establish Market Tuition Rates – Regulation 7.001(15)

Provide any additional information if necessary, and complete the attached supplemental form.

Since this proposal is for the addition of a track to an already approved Market Rate Degree, the PMSM, and will be administered the same as the existing program, no additional information is necessary.

Attachment C
State University System
Market Tuition Proposals

University: University of Central Florida		Proposal 1	Proposal 2	Proposal 3
1	Degree Program	Master of Science in Management, Business Analytics Track		
2	CIP Code	52.0201		
3	Has the program been approved pursuant to Regulation	Yes		
4	Does the program lead to initial licensing or certification?	No		
5	Is the program identified as a state critical workforce need?	No		
6	Are the program's admission & graduation requirements the same as other programs?	Yes		
7	Current Tuition Rate	\$0.00		
8	Proposed Market Tuition Rate	Same as Existing PMSM		
9	Different Market Tuition Rate for Resident vs. Non-Resident Student? If yes, list.	No		
10	5 Other Public/Private Rates for Similar Program:			
11	University name and rate:			
12	University name and rate:			
13	University name and rate:			
14	University name and rate:			
15	University name and rate:			
16	Length of Program (Student Credit Hours)	30		
17	Current E&G Student Enrollment (Headcount):			
18	Resident	0		
19	Non-Resident	0		
20	Total	0		
21	Similar Program at other SUS Institutions (if yes, provide university and program name)	No		
22	University and program name:			
23	University and program name:			
24	University and program name:			
25	University and program name:			

ITEM: FFC-4

**University of Central Florida
Board of Trustees
Finance and Facilities Committee**

SUBJECT: Amendment to 2010 Campus Master Plan for Academic Support Facility
(Colbourn Hall)

DATE: August 5, 2014

PROPOSED COMMITTEE ACTION

Approval is requested 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.

BACKGROUND INFORMATION

The purpose of the proposed amendment is to include this facility in the Capital Improvements and Urban Design Elements of the 2010 Campus Master Plan. The academic support facility replaces, as closely as possible, the space categories and square footage now contained within Colbourn Hall. Colbourn Hall is in need of a comprehensive renovation of all interior spaces as well as the replacement of the entire exterior facade. Because of the projected cost of a complete renovation and the necessary displacement of the faculty and staff far exceed the funding available, a new building became the best and most cost-effective option. The academic support facility accommodates the academic needs of the faculty and staff currently residing in Colbourn Hall in a cost-effective manner and may be accomplished with the available funding. Prior to construction, the university will obtain approval from Orange County.

Supporting documentation: Memorandum from Maria Yebra-Teimouri (Attachment A)
Project Location (Attachment B)
Capital Improvements List (Attachment C)
Urban Design Map (Attachment D)

Prepared by: W. Scott Cole, Vice President and General Counsel

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

Attachment A

MEMORANDUM

TO: Scott Cole, Vice President and General Counsel
FROM: Maria Yebra-Teimouri, Coordinator, Facilities Planning
SUBJECT: Minor Amendment to 2010 Campus Master Plan
DATE: June 26, 2014

The University of Central Florida requests a minor amendment to the 2010 Campus Master Plan to amend the Capital Improvements and Urban Design Elements by adding a 75,336 gross-square-foot and 50,224 net-square-foot academic support facility. The academic support facility will replace the space categories currently contained within Colbourn Hall. Colbourn Hall is in need of an extensive interior renovation as well as an exterior façade replacement. The projected cost of this renovation and the displacement of staff and faculty far exceed the available funding. Building the academic support facility will accommodate the academic needs of the Colbourn Hall faculty and staff in a cost-effective manner within the existing funding. The proposed location for this facility is adjacent to Colbourn Hall in the western portion of the campus academic core. The precise location will be specifically determined during the design phase.

An analysis of the statutory thresholds and university responses that reflect the nature of the amendment request as a minor amendment may be found below. The thresholds are referenced under section 1013.30(9), F.S.

An amendment to a campus master plan must be reviewed and adopted under subsections (6) through (8) if such amendment, alone or in conjunction with other amendments, would:

- (a) Increase density or intensity of use of land on the campus by more than 10 percent;

University Response: Adding an academic facility to replace another existing and adjacent academic facility of equal size does not increase the density or intensity of use of land by more than 10 percent. The existing land use is already academic, and no additional square footage is generated.

- (b) Decrease the amount of natural areas, open space, or buffers on the campus by more than 10 percent;

University Response: The proposed facility will not be located within the Recreation and Open Space land use. The 75,336 gross-square-foot facility will have several floors to match the existing Colbourn Hall, and its footprint will have negligible impact on open space or buffers.

Attachment A

- (c) Rearrange land uses in a manner that will increase the impact of any proposed campus development by more than 10 percent on a road or on another public facility or service provided or maintained by the state, the county, the host local government, or any affected local government.

University Response: The proposed facility will have a minimal impact and will not generate an increase in capacity on any proposed campus development, road, or public facility by greater than 10 percent. No additional staff or faculty will be added as it will support existing programs currently housed in Colbourn Hall, will be occupied by existing staff and faculty, and will not generate additional traffic or parking.

In summary, the proposed changes do not exceed the amendment threshold criteria in 1013.30 (9), F.S. and may therefore be treated as a minor amendment.

Thank you for your time and attention to this matter. If you require additional information, please contact me at (407) 823-3893.

Attachment B



Finance and Facilities Committee Meeting - Amendment to 2010 Campus Master Plan for Academic Support Facility (Colbourn Hall) (FFC-4)

Attachment C

UNIVERSITY OF CENTRAL FLORIDA														
CAPITAL IMPROVEMENTS LIST														
MAIN CAMPUS SITE														
	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Net	Gross	Total Estimated Cost (MM)	
PROJECT LIST Revised 10/1/2013	YR 01	YR 02	YR 03	YR 04	YR 05	YR 06	YR 07	YR 08	YR 09	YR 10				
(July 1, 2010 - June 30, 2020)														
PECO														
UTILITIES INFRASTRUCTURE	\$5,211,202	\$1,005,540	\$9,003,375	\$14,000,000	\$14,000,000	\$14,000,000	#####	\$14,000,000	\$14,000,000	N/A	N/A		\$121,925,222	
PHYSICAL SCIENCES II BUILDING COMPLETION	\$1,077,500	\$637,200										45,000	\$1,714,500	
PARTNERSHIP III BUILDING COMPLETION	\$546,700	\$6,532,500											20,296	17,442,400
CLASSROOM BUILDING II		\$5,079,000	\$18,436,513										50,000	21,444,513
MATH AND PHYSICS BUILDING REMODELING AND RENOVATION		\$154,527	\$6,261,203										100,380	106,527
MAIN CAMPUS PLAZA RENOVATION			\$897,700										12,420	897,700
ENGINEERING BUILDING RENOVATION			\$973,110										116,196	1,069,875
EXTENDING PLANNING RESEARCH AND INCUBATOR FACILITY			\$529,433			\$3,035,470							29,676	116,013
MULTIPURPOSE RESEARCH AND EDUCATION BUILDING			\$2,206,726			\$2,206,726	\$2,675,907	\$2,710	73,384	\$2,710			42,710	\$2,950,077
BUSINESS ADMINISTRATION RENOVATION			\$7,118,004										124,074	\$7,118,004
LIBRARY RENOVATION			\$14,512,664										212,307	238,506
LIBRARY RENOVATION			\$2,664,067										49,280	49,073
ARTS COMPLEX PHASE II (PERFORMANCE)						\$6,790,000	\$6,251,000	\$6,000,000					100,796	156,994
FACILITIES AND SAFETY COMPLEX RENOVATION													4,864,760	101,256
VISUAL ARTS RENOVATION			\$4,725,007										79,573	85,000
HOWARD PHILLIPS HALL RENOVATION			\$3,851,427										70,000	64,619
COLLEGE OF NURSING					\$3,476,712	\$27,613,698	\$3,476,712						113,286	1,058,684
COLLEGE BUILDING RENOVATION			\$4,968,246										73,511	83,957
TERRELL COMMUNITY & ANGIO-SPACY RENOVATION			\$3,618,000										66,149	91,860
COMPUTER CENTER II RENOVATION			\$2,670,000										9,973	19,779
LIBRARY EXPANSION						\$44,114,390	#####	\$407,926					319,302	465,542
LIBRARY CENTER II RENOVATION						\$2,341,000							34,623	40,787
COMPUTER CENTER II RENOVATION						\$12,341,000							32,262	35,370
COLLEGE OF SCIENCES BUILDING RENOVATION					\$187,437	\$2,839,404	\$37,436						49,880	54,644
LIBRARY ROAD RENOVATION													N/A	N/A
DEBARSAH HALL RENOVATION			\$400,007	\$184,405	\$44,000								9,322	10,743
THEATER BUILDING RENOVATION			\$12,400	\$1,742,400	\$322,200								22,094	29,467
FACILITIES BUILDING AT LAKE NONA					\$609,000	\$3,000,000	\$609,000						29,466	40,000
SOUTH CAMPUS RENOVATION			\$551,303										10,041	11,867
RECREATION CENTER					\$18,400,000	\$2,500,000							25,944	25,944
HELMANSTER AND JANE ARTS II			\$2,722,353	\$17,960,611	\$2,722,353								25,942	87,461
HELM-ARTS AND HELMANSTER II BUILDING			\$1,107,200	\$8,600,076	\$1,107,200								26,484	41,043
IMMULATION AND TRAINING BUILDING			\$2,700,336	\$18,416,374	\$2,700,336								29,954	40,954
BUSINESS ADMINISTRATION III BUILDING			\$1,844,527	\$12,307,012	\$1,844,527								41,118	61,677
EMERGENCY OPERATIONS CENTER RENOVATION			\$33,629	\$330,018	\$33,629								10,890	20,953
MORRIDGE INTERNATIONAL READING CENTER PHASE II EDUCATION			\$7,962,348	\$13,294,000	\$7,962,348								12,479	16,445
BAND BUILDING			\$455,043	\$2,800,279	\$455,043								10,024	13,529
ARTS COMPLEX PHASE I			\$2,210,957	\$5,427,467	\$5,427,467								31,445	43,000
INTERDISCIPLINARY RESEARCH BUILDING II			\$20,370,336	\$137,300,596	\$20,370,336								43,543	60,815
JOINT USE FACILITY			\$1,000,000	\$9,000,000	\$1,000,000								26,954	40,356
PARTNERSHIP CAMPUS			\$1,000,000										N/A	N/A
SUSTAINABILITY CENTER			\$1,000,000										1,000	7,900
CENTER FOR EMERGING MEDIA BUILD OUT													16,244	24,676
CAPITAL IMPROVEMENT RESERVE			\$6,561,597										6,561,597	6,561,597
COURTESIES														
LABORATORY INFORMATION BUILDING PHASE I		\$9,451,300	\$9,467,434										12,470	16,338
HERBERT BIOLOGICAL SCIENCES CENTER		\$2,524,200											12,520	19,000
ARTS COMPLEX II ENHANCEMENT		\$600,000											N/A	N/A
GEORGE C. BROWN LIBRARY		\$2,000,000											N/A	N/A
MORRIDGE INTERNATIONAL READING CENTER		\$2,064,149											50,000	75,000
PSYCHOLOGY BUILDING		\$66,549											N/A	\$80,540
ENGINEERING III ENHANCEMENT		\$1,264,978	\$1,099,493										12,581	12,783
MUMINI CENTER AND JOHN & MARTHA HITT LIBRARY													N/A	N/A
OPTICS AND PHOTONICS ENHANCEMENT		\$64,005											1,557	2,305
RESEARCH LAKELAKE NONA		\$6,623,835	\$97,268,734	\$9,000,000									11,000	16,668
CARACAL BUILDING		\$520,000											6,570	72,555
COLLEGE OF NURSING		\$3,073											1,291	2,622
PHYSICAL SCIENCES II BUILDING INFRASTRUCTURE			\$97,900,000										1,247	1,247
CIVIL AND ENVIRONMENTAL ENGINEERING		\$1,406,667	\$14,998,331	\$1,740,000									30,000	75,000
CHILD AND YOUTH CENTER		\$75,000	\$75,000	\$75,000									3,000	12,000
ATHLETIC ACADEMIC PERFORMANCE CENTER		\$21,000,000											48,418	68,127
SUSTAINABILITY CENTER			\$250,000	\$2,000,000	\$250,000								3,000	7,500
PRIVATE														
PHOTOVOLTAIC ARRAY AND ROOF BUILDING		\$1,400,000	\$1,500,000										2,500	5,000
MECHANICAL MATERIALS AND AEROSPACE ENGINEERING (MMAE)		\$1,400,000											3,500	5,000
METAL SUPPORT SPACE			\$1,200,000										2,000	5,000
CENTER FOR MULTILINGUAL MULTICULTURAL EXPANSION				\$1,200,000									1,084	5,236
ARTS CENTER ANNUITY		\$5,000,000											N/A	N/A
SPECIAL PURPOSE HOUSING AND PARKING GARAGE I		\$250,000,000											104,667	166,000
SPECIAL PURPOSE HOUSING II		\$80,000,000											22,373	32,000
PARKING GARAGE (ATHLETIC COMPLEX)		\$1,000,000											11,000	16,000
LIBRARY EXPANSION		\$13,472,000											109,703	164,554
STRATEGIC LAND AND PROPERTY		\$10,000,000											N/A	\$10,000,000
LEAD-ACATE HOUSING		\$500,000,000											200,000	150,000
ATHLETIC ACADEMIC PERFORMANCE CENTER		\$12,000,000											48,418	68,127
REFUGANCE UCF FOUNDATION PROPERTIES		\$57,410,000											25,419	32,000
NORTHEAST CAMPUS MIXED USE DEVELOPMENT		\$300,000,000											133,513	200,000
STUDENT HOUSING		\$130,000,000											149,533	224,000
BRIGHTLINE NETWORKS STADIUM TOWER EXPANSION		\$1,000,000											14,225	21,337
TRACK AND SOCCER STADIUM		\$1,000,000											N/A	\$1,000,000
EXPANSION OF JAY BERGMAN FIELD PHASE I		\$1,000,000											1,800	3,700
TENNIS COMPLEX		\$500,000											4,800	4,700
TRACK AND SOCCER CLUB HOUSE		\$800,000											1,000	4,200
EXPANSION OF JAY BERGMAN FIELD PHASE II		\$4,500,000											8,500	8,500
WAYNE DENNIS II SPORTS CENTER EXPANSION		\$4,000,000											12,000	18,000
NORTALL PRACTICE FIELD		\$250,000											N/A	\$250,000
ATHLETIC PRACTICE FIELD		\$500,000											N/A	\$500,000
WOMENS COMPETITION AND PRACTICE FIELD		\$2,000,000											N/A	\$2,000,000
BASKETBALL PRACTICE FIELD		\$400,000											N/A	\$400,000
BASKETBALL PRACTICE FACILITY		\$1,200,000											N/A	\$1,200,000
AQUATIC CENTER		\$200,000,000											3,500	7,800
EAST ATHLETICS CENTER		\$15,000,000											17,278	17,278
CLASSROOM AND LAB BUILDING, LAKE NONA		\$23,478,001											60,075	91,464
LIFE SCIENCES INCUBATOR, LAKE NONA		\$300,000,000											30,000	170,000
EXPO CENTER HOUSING		\$610,000,000											56,000	101,000
ROTH AND CONFERENCE CENTER		\$610,000,000											100,000	250,000
ROAD														
ORGANIC GROVE		\$1,000,000											30,000	30,000
SPECIAL PURPOSE HOUSING AND PARKING GARAGE I		\$250,000,000											104,667	166,000
SPECIAL PURPOSE HOUSING II		\$80,000,000											22,373	32,000
PARKING GARAGE VB		\$200,000,000											20,000	30,000
PARKING GARAGE		\$67,000,000											17,000	26,000
LIBRARY EXPANSION		\$13,472,000											109,703	164,554
STRATEGIC LAND AND PROPERTY		\$10,000,000											N/A	\$10,000,000
GRADUATE HOUSING		\$800,000,000											100,000	150,000
REFUGANCE UCF FOUNDATION PROPERTIES		\$57,410,000											25,419	32,000
VISITOR INFORMATION CENTER		\$600,000											2,200	3,500
BOOKSTORE EXPANSION		\$9,000,000											20,000	9,000
ATHLETIC ACADEMIC PERFORMANCE CENTER		\$12,000,000											48,418	68,127
STUDENT HOUSING		\$150,000,000											149,533	224,000
BRIGHTLINE NETWORKS STADIUM TOWER EXPANSION		\$1,000,000											14,225	21,337
TRACK AND SOCCER STADIUM		\$1,000,000											N/A	\$1,000,000
EXPANSION OF BASKETBALL STADIUM PHASE I		\$500,000											1,800	3,700
TENNIS COMPLEX		\$500,000											4,800	4,700
TRACK AND SOCCER CLUB HOUSE		\$800,000											1,000	4,200
EXPANSION OF BASKETBALL STADIUM PHASE II		\$4,500,000											8,500	8,500
WAYNE DENNIS II SPORTS CENTER EXPANSION		\$4,000,000											12,000	18,000
NORTHALL PRACTICE FIELD		\$250,000											N/A	\$250,000
ATHLETIC PRACTICE FIELD		\$500,000											N/A	\$500,000
WOMENS COMPETITION AND PRACTICE FIELD		\$2,000,000											N/A	\$2,000,000
BASKETBALL PRACTICE FIELD		\$400,000											N/A	\$400,000
BASKETBALL PRACTICE FACILITY		\$1,20												

Funding sources denote probable building completion year
 Projects in green denote projects planned off-campus.
 Projects in blue denote renovation and/or remodeling projects.

ITEM: FFC-5

**University of Central Florida
Board of Trustees
Finance and Facilities Committee**

SUBJECT: Amendment to 2010 Campus Master Plan for New Chilled Water Plant

DATE: August 5, 2014

PROPOSED COMMITTEE ACTION

Approval is requested 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.

BACKGROUND INFORMATION

The purpose of the proposed amendment is to include this facility in the Capital Improvements, Urban Design, and Future Land Use Elements of the 2010 Campus Master Plan. The new chilled water plant provides new generation capacity to accommodate forthcoming demands of academic facilities in the northeast quadrant of the Academic Core. The additional capacity provided by the new chilled water plant will also resolve distribution challenges faced in the existing infrastructure. Prior to construction, the university will obtain approval from Orange County.

Supporting documentation: Memorandum from Maria Yebra-Teimouri (Attachment A)
Project Location (Attachment B)
Capital Improvements List (Attachment C)
Urban Design Map (Attachment D)
Future Land Use (Attachment E)

Prepared by: W. Scott Cole, Vice President and General Counsel

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

Attachment A

MEMORANDUM

TO: Scott Cole, Vice President and General Counsel
FROM: Maria Yebra-Teimouri, Coordinator, Facilities Planning
SUBJECT: Minor Amendment to 2010 Campus Master Plan
DATE: July 1, 2014

The University of Central Florida requests a minor amendment to the 2010 Campus Master Plan to amend the Capital Improvements, Urban Design, and Future Land Use Elements by adding a 14,700 gross-square-foot and 9,800 net-square-foot new chilled water plant. This plant will provide new chilled water generation capacity to the campus in order to accommodate future demand and also alleviate current distribution flow in the existing infrastructure. Currently, five buildings totaling approximately 368,000 gross square feet are being proposed for the northeast quadrant of the Academic Core with the possibility of a couple of additional research buildings. These new facilities are estimated to increase the campus refrigerant generation capacity by an additional 1,500 tons. This additional demand is anticipated to compromise the required redundant capacity of the existing system.

The proposed location for this facility is east of Garage C. This location is deemed optimal because it is in close proximity to the future academic facilities of the northeast quadrant and outside of the Academic Core. An added bonus is the site's proximity to the future Partnership Campus to the east. The precise location will be specifically determined during the design phase.

An analysis of the statutory thresholds and university responses that reflect the nature of the amendment request as a minor amendment may be found below. The thresholds are referenced under section 1013.30(9), F.S.

An amendment to a campus master plan must be reviewed and adopted under subsections (6) through (8) if such amendment, alone or in conjunction with other amendments, would:

- (a) Increase density or intensity of use of land on the campus by more than 10 percent;

University Response: Adding a chilled water plant of this size does not increase the density or intensity of use of land by more than 10 percent. A 14,700 gross-square-foot facility constitutes 1.8 percent of the overall 18.2 acres of Utility land use, thus remaining well under the 10 percent threshold.

Attachment A

- (b) Decrease the amount of natural areas, open space, or buffers on the campus by more than 10 percent;

University Response: The proposed facility will change a Parking land use to a Utility land use. Recreation, Open Space, and natural lands will not be affected by the change in land use. The footprint of the 14,700 gross-square-foot facility will have negligible impact on open space or buffers.

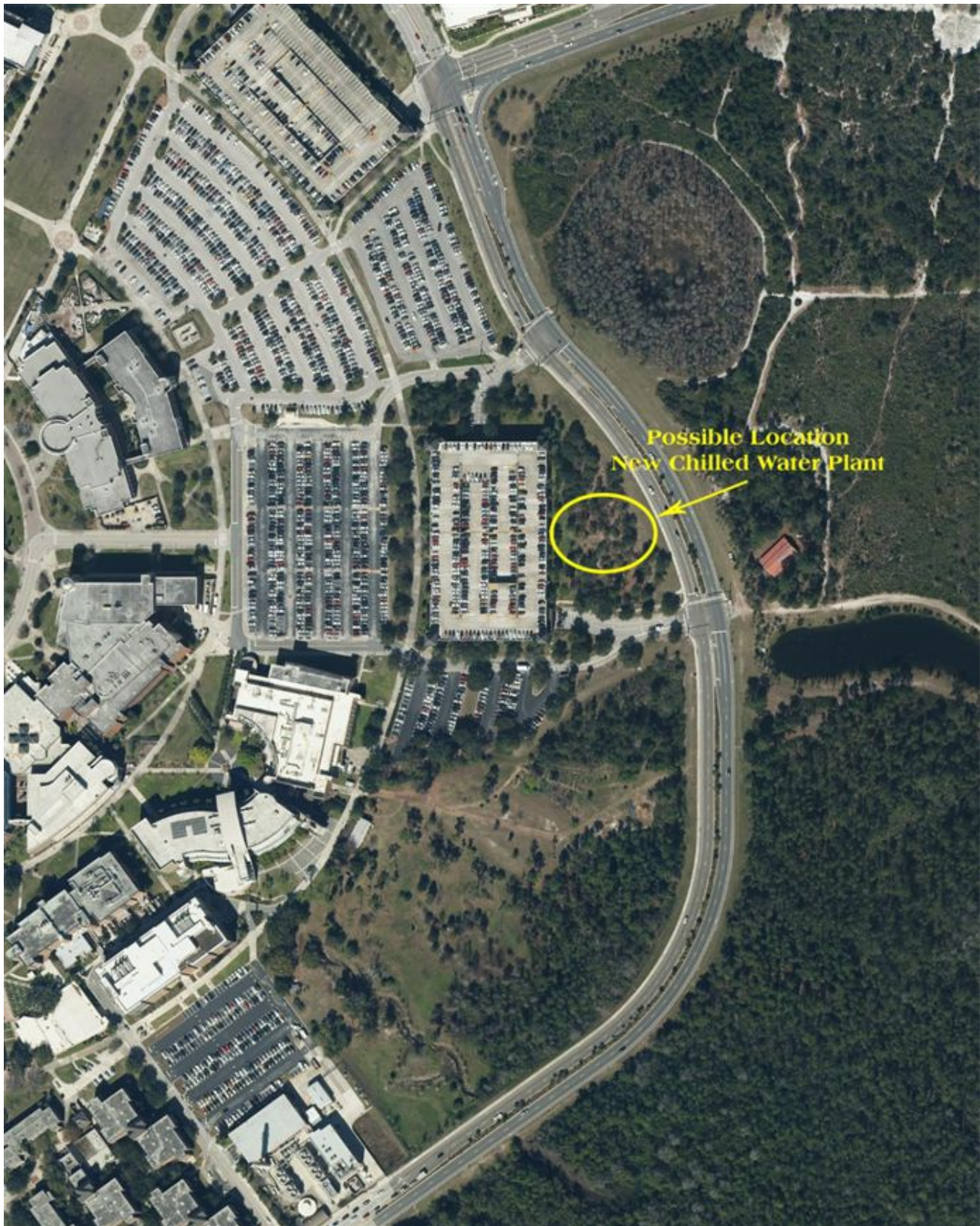
- (c) Rearrange land uses in a manner that will increase the impact of any proposed campus development by more than 10 percent on a road or on another public facility or service provided or maintained by the state, the county, the host local government, or any affected local government.

University Response: The proposed facility will have a minimal impact and will not generate an increase in capacity on any proposed campus development, road, or public facility by greater than 10 percent. No staff or faculty will be added, and no programmed spaces would generate additional traffic or parking.

In summary, the proposed changes do not exceed the amendment threshold criteria in 1013.30 (9), F.S. and may therefore be treated as a minor amendment.

Thank you for your time and attention to this matter. If you require additional information, please contact me at (407) 823-3893.

Attachment B



Finance and Facilities Committee Meeting - Amendment to 2010 Campus Master Plan for New Chilled Water Plant (FFC-5)

Attachment C

UNIVERSITY OF CENTRAL FLORIDA CAPITAL IMPROVEMENTS LIST												
PROJECT LIST Revised 11/1/2011	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Net	Gross
(July 1, 2010 - June 30, 2020)	YR 01	YR 02	YR 03	YR 04	YR 05	YR 06	YR 07	YR 08	YR 09	YR 10		
MAIN CAMPUS FTE												
1 UTILITIES INFRASTRUCTURE	\$5,351,102	\$1,485,749	\$9,003,372	\$14,000,000	\$14,000,000	\$14,000,000	#####	\$14,000,000	\$14,000,000		N/A	N/A
2 PHYSICAL SCIENCES II COMPLETION	\$1,077,580	\$6,970,000									30,000	45,000
3 PARTNERSHIP BUILDING COMPLETION	\$566,700	\$2,200,000									8,200	107,400
4 CLASSROOM BUILDING II		\$18,456,913									43,000	91,464
5 MATH AND PHYSICS II BUILDING RENOVATION AND RENOVATION		\$1,544,527	\$6,211,265								100,200	106,200
6 MAIN CAMPUS BUILDING RENOVATION		\$879,750									14,200	14,200
7 ENGINEERING BUILDING I RENOVATION		\$751,110	\$6,406,335								118,000	130,800
8 INTERDISCIPLINARY RESEARCH AND INNOVATION FACILITY		\$5,924,103	\$3,852,479								78,200	110,000
9 MULTIPURPOSE RESEARCH AND EDUCATION BUILDING		\$2,206,726	\$2,204,436	\$2,435,907							47,300	78,300
10 BUSINESS ADMINISTRATION RENOVATION		\$7,118,000									104,624	121,074
11 LIBRARY RENOVATION		\$14,212,944									221,900	236,900
12 CHEMISTRY RENOVATION		\$2,444,000									47,500	49,075
13 ARTS COMPLEX PHASE II (PERFORMANCE)		\$6,750,000	\$6,210,000	\$6,000,000							100,500	130,500
14 FACILITIES AND SAFETY COMPLEX RENOVATION		\$4,450,700									86,700	101,700
15 VISUAL ARTS RENOVATION		\$4,720,000									79,700	80,000
16 HOWARD PHILLIPS HALL RENOVATION		\$3,551,427									56,500	64,610
17 COLLEGE OF NURSING		\$3,476,712	\$27,813,699	\$3,476,712							113,200	170,000
18 COLBOURN HALL RENOVATION		\$4,968,206									73,200	83,900
19 PERRELL COMMONS II AND G-SPACE RENOVATION		\$2,410,000									36,100	40,900
20 COMPUTER CENTER RENOVATION		\$409,210									7,572	10,970
21 LIBRARY EXPANSION		\$44,114,399	#####	40479026							104,500	405,540
22 MILKIN HALL RENOVATION		\$7,720,000	\$6,600,000	\$6,000,000							107,000	119,000
23 COMPUTER CENTER RENOVATION		\$121,345	\$985,300	\$121,345							2,200	5,370
24 COLLEGE OF SCIENCES BUILDING RENOVATION		\$937,457	\$2,539,494	\$937,456							49,000	54,644
25 LIBRA ROAD WIDENING											N/A	N/A
26 REHEARSAL HALL RENOVATION		\$44,007	\$384,035	\$44,006							9,100	10,740
27 THEATER BLDG. RENOVATION		\$1,142,401	\$1,142,400								22,000	26,800
28 FACILITIES BUILDING AT LAKE NONA		\$600,000	\$4,000,000	\$600,000							10,000	10,000
29 NORTH CAMPUS RENOVATION		\$931,303									11,800	13,800
30 BICYCLING CENTER		\$1,500,000	\$18,400,000	\$2,500,000							26,000	40,000
31 HUMANITIES AND FINE ARTS II		\$2,772,303	\$17,060,610	\$2,772,303							37,500	52,600
32 FILM - ARTS & HUMANITIES II BUILDING		\$1,107,267	\$5,603,070	\$1,107,267							27,500	31,000
33 SIMULATION AND TRAINING BUILDING		\$2,570,336	\$14,443,374	\$2,570,336							79,000	90,500
34 BUSINESS ADMINISTRATION III BUILDING		\$1,584,527	\$1,587,012	\$1,584,527							41,100	41,677
35 EMERGENCY OPERATIONS CENTER RENOVATION		\$43,629	\$10,000,000	\$43,629							10,000	10,000
36 MORRISGRIFFIN INTERNATIONAL READING CENTER PHASE II (EDUCATION)		\$2,082,348	\$1,294,003	\$2,082,348							51,479	51,915
37 BAND BUILDING		\$455,043	\$2,800,279	\$455,043							10,000	13,500
38 ARTS COMPLEX PHASE III		\$1,201,857	\$2,627,447	\$1,201,857							48,171	61,000
39 INTERDISCIPLINARY RESEARCH BUILDING II		\$2,370,336	\$17,700,000	\$2,370,336							40,500	52,071
40 JOINT USE FACILITY		\$1,000,000	\$9,000,000	\$1,000,000							26,500	40,350
41 PARTNERSHIP CAMPUIS											N/A	N/A
42 SUSTAINABILITY CENTER		\$5,000,000									5,000	7,500
43 CENTER FOR EMERGING MEDIA BUILD OUT		\$5,000,000									5,000	7,500
44 CAPITAL IMPROVEMENT RESERVE		\$6,500,000									6,500	10,000
COURTNEY												
45 LABORATORY INSTRUCTION BUILDING PHASE I		\$9,481,250	\$9,487,634								11,400	16,300
46 BUNNETT BIO-MEDICAL SCIENCE CENTER		\$2,520,400									12,000	12,520
47 ARTS COMPLEX II ENHANCEMENT		\$600,000									N/A	N/A
48 MEDICAL SCHOOL LIBRARY		\$4,000,000									27,500	30,000
49 MORRISGRIFFIN INTERNATIONAL READING CENTER		\$2,084,349									50,000	55,000
50 PSYCHOLOGY BUILDING		\$80,540									N/A	N/A
51 ENGINEERING III ENHANCEMENT		\$1,280,470	\$1,090,493								13,200	15,000
52 ALUMNI CENTER AND JOHN & MARTHA HETT LIBRARY		\$7,200									N/A	N/A
53 OPTICS AND PHOTONICS ENHANCEMENT		\$60,005									1,500	2,500
54 RESEARCH LAB LAKE NONA		\$6,412,545	\$27,200,750	\$6,412,545							10,000	10,000
55 KARAOKE BUILDING		\$500,000									40,000	42,500
56 COLLEGE OF NURSING		\$2,570,336									1,100	1,200
57 BUNNETT BIO-MEDICAL SCIENCE CENTER INFRASTRUCTURE		\$7,200,000									4,000	5,000
58 CIVIL AND ENVIRONMENTAL ENGINEERING		\$1,140,667	\$14,508,333	\$1,140,667							50,000	75,000
59 ORLANDO REPERTORY THEATRE III RENOVATIONS		\$75,000									6,000	12,000
60 ATHLETIC ACADEMIC PERFORMANCE CENTER		\$2,400,000									45,400	68,127
61 SUSTAINABILITY CENTER		\$2,000,000	\$250,000	\$2,000,000							5,000	7,500
PRIVATE												
62 PHOTO VOLTAGE ARRAY AND SUPPORT BUILDING		\$1,500,000									3,500	3,500
63 MECHANICAL, MATERIALS, AND AEROSPACE ENGINEERING (MMAE)		\$1,400,000									3,000	3,000
64 RETAIL SUPPORT SPACE		\$2,000,000									2,000	3,000
65 CENTER FOR MULTILINGUAL MULTICULTURAL EXPANCTION		\$1,200,000									3,000	3,000
66 SCIENCE ANNEX ENHANCEMENT		\$2,000,000									3,000	3,000
67 SPECIAL PURPOSE HOUSING AND PARKING GARAGE I		\$25,000,000									100,000	100,000
68 SPECIAL PURPOSE HOUSING II		\$8,000,000									21,300	22,000
69 PARKING DECK, ATHLETIC COMPLEX		\$5,000,000									12,000	14,000
70 LIBRARY EXPANSION		\$1,472,400									69,700	104,554
71 STRATEGIC LAND AND PROPERTY		\$100,000,000									N/A	N/A
72 GRADUATE HOUSING		\$200,000,000									200,000	150,000
73 ATHLETIC ACADEMIC PERFORMANCE CENTER		\$2,400,000									45,400	68,127
74 RETAIL CENTER		\$2,000,000									4,000	5,000
75 NORTHEAST CAMPUS MIXED USE DEVELOPMENT		\$15,000,000									15,000	20,000
76 STUDENT HOUSING		\$1,000,000									149,513	224,000
77 BRIGHTHOUSE NETWORKS STADIUM TOWER EXPANSION		\$5,000,000									14,200	23,300
78 TRACK AND SOCCER STADIUM		\$1,000,000									N/A	N/A
79 EXPANSION OF JAY BERGMAN FIELD PHASE I		\$500,000									3,800	5,700
80 TENNIS COMPLEX		\$500,000									4,800	7,470
81 TRACK AND SOCCER CLUB HOUSE		\$500,000									2,800	4,200
82 EXPANSION OF JAY BERGMAN FIELD PHASE II		\$4,500,000									3,800	5,700
83 WAYNE DENCH SPORTS CENTER EXPANSION		\$250,000									12,000	18,000
84 SOFTBALL PRACTICE FIELD		\$250,000									N/A	N/A
85 ATHLETIC PRACTICE FIELD		\$500,000									N/A	N/A
86 WOMEN'S COMPETITION AND PRACTICE FIELD		\$2,000,000									N/A	N/A
87 BASEBALL PRACTICE FIELD		\$400,000									N/A	N/A
88 BASEBALL PRACTICE FACILITY		\$12,000,000									5,200	8,000
89 AQUATICS CENTER		\$200,000									5,200	7,800
90 EAST ATHLETIC CENTER		\$15,000,000									12,700	17,200
91 RESEARCH LAB LAKE NONA		\$1,125,000									10,000	10,000
92 CLASSROOM AND LAB BUILDING, LAKE NONA		\$2,475,000									10,500	14,400
93 LIFE SCIENCES INCUBATOR, LAKE NONA		\$10,000,000									8,000	10,000
94 INFO CENTER HOUSING		\$16,000,000									68,600	103,000
95 HOTEL AND CONFERENCE CENTER		\$60,000,000									190,000	220,000
ROUND												
96 ORGANIC GROCERY		\$25,000,000									100,000	100,000
97 SPECIAL PURPOSE HOUSING AND PARKING GARAGE I		\$25,000,000									100,000	100,000
98 SPECIAL PURPOSE HOUSING II		\$25,000,000									100,000	100,000
99 PARKING GARAGE VB		\$20,000,000									80,000	80,000
100 PARKING DECKS		\$27,000,000									110,000	140,000
101 LIBRARY EXPANSION		\$1,472,400									69,700	104,554
102 STRATEGIC LAND AND PROPERTY		\$100,000,000									N/A	N/A
103 GRADUATE HOUSING		\$200,000,000									200,000	150,000
104 REFERENCE UCF FOUNDATION PROPERTIES		\$10,000,000									20,000	30,000
105 VISITOR INFORMATION CENTER		\$500,000									2,500	3,500
106 BRIGHTHOUSE NETWORK STADIUM TOWER EXPANSION		\$5,000,000									14,200	23,300
107 ATHLETIC ACADEMIC PERFORMANCE CENTER		\$2,400,000									45,400	68,127
108 STUDENT HOUSING		\$1,000,000									149,513	224,000
109 BRIGHTHOUSE NETWORKS STADIUM TOWER EXPANSION		\$5,000,000									14,200	23,300
110 TRACK AND SOCCER STADIUM		\$1,000,000									N/A	N/A
111 EXPANSION OF BASEBALL STADIUM PHASE I		\$500,000									3,800	5,700
112 TENNIS COMPLEX		\$500,000									4,800	7,470
113 TRACK AND SOCCER CLUB HOUSE		\$500,000									2,800	4,200
114 EXPANSION OF BASEBALL STADIUM PHASE II		\$4,500,000									3,800	5,700
115 WAYNE DENCH SPORTS CENTER EXPANSION		\$250,000										

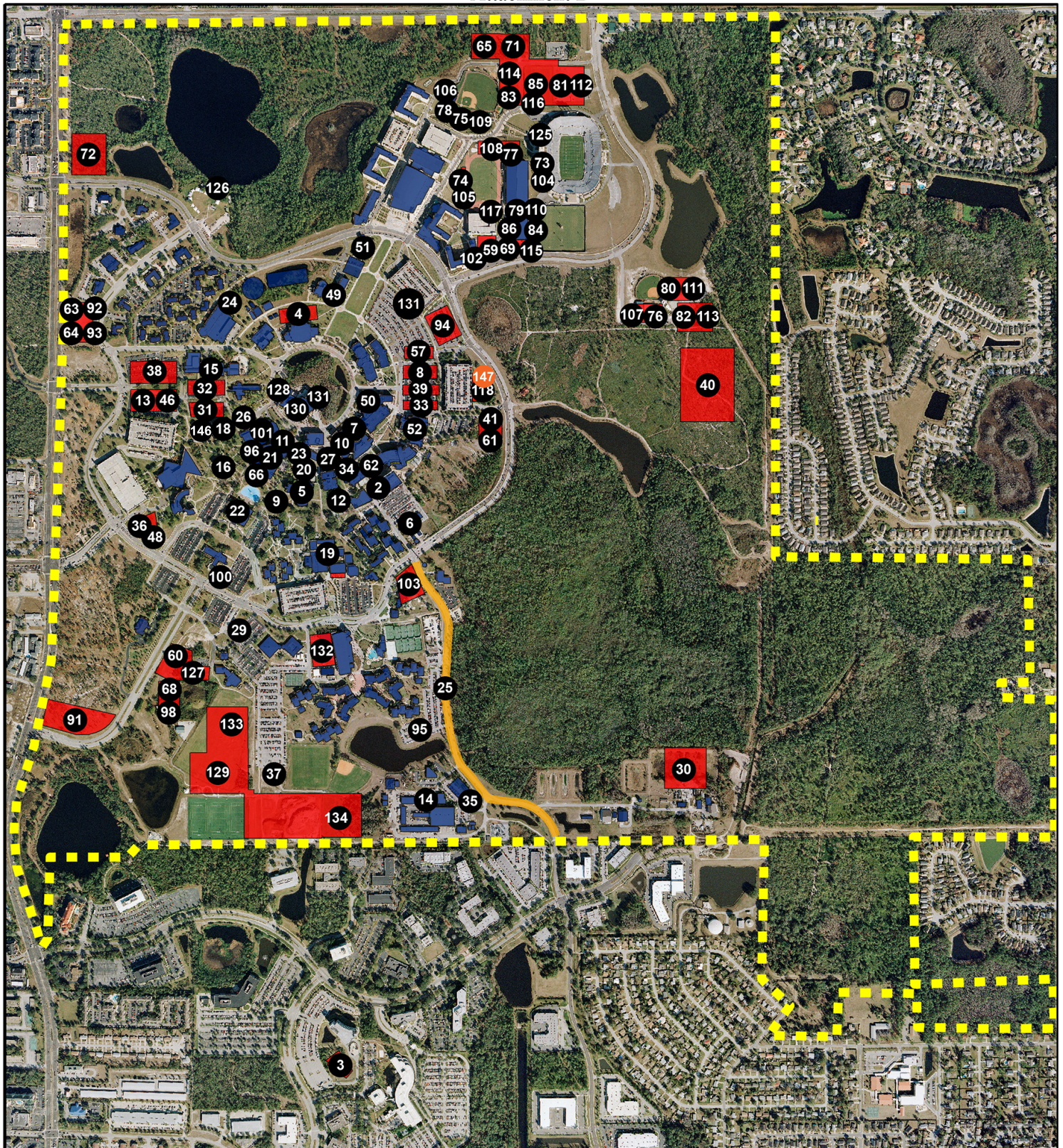


Figure 3-1
Urban Design / Capital Improvements

Comprehensive Master Plan Update
University of Central Florida
Orlando, Florida
2010-2020

All maps are diagrammatic and conceptual. The various areas shown are approximate and not to survey accuracy. The intent of these maps is to illustrate general areas of existing or potential use.

Legend

- Capital Improvements List
- Boundary
- Proposed Buildings
- Proposed Road Widening
- Existing Buildings

0 1,000 2,000 4,000
Feet

Rev. 20090630

Attachment E

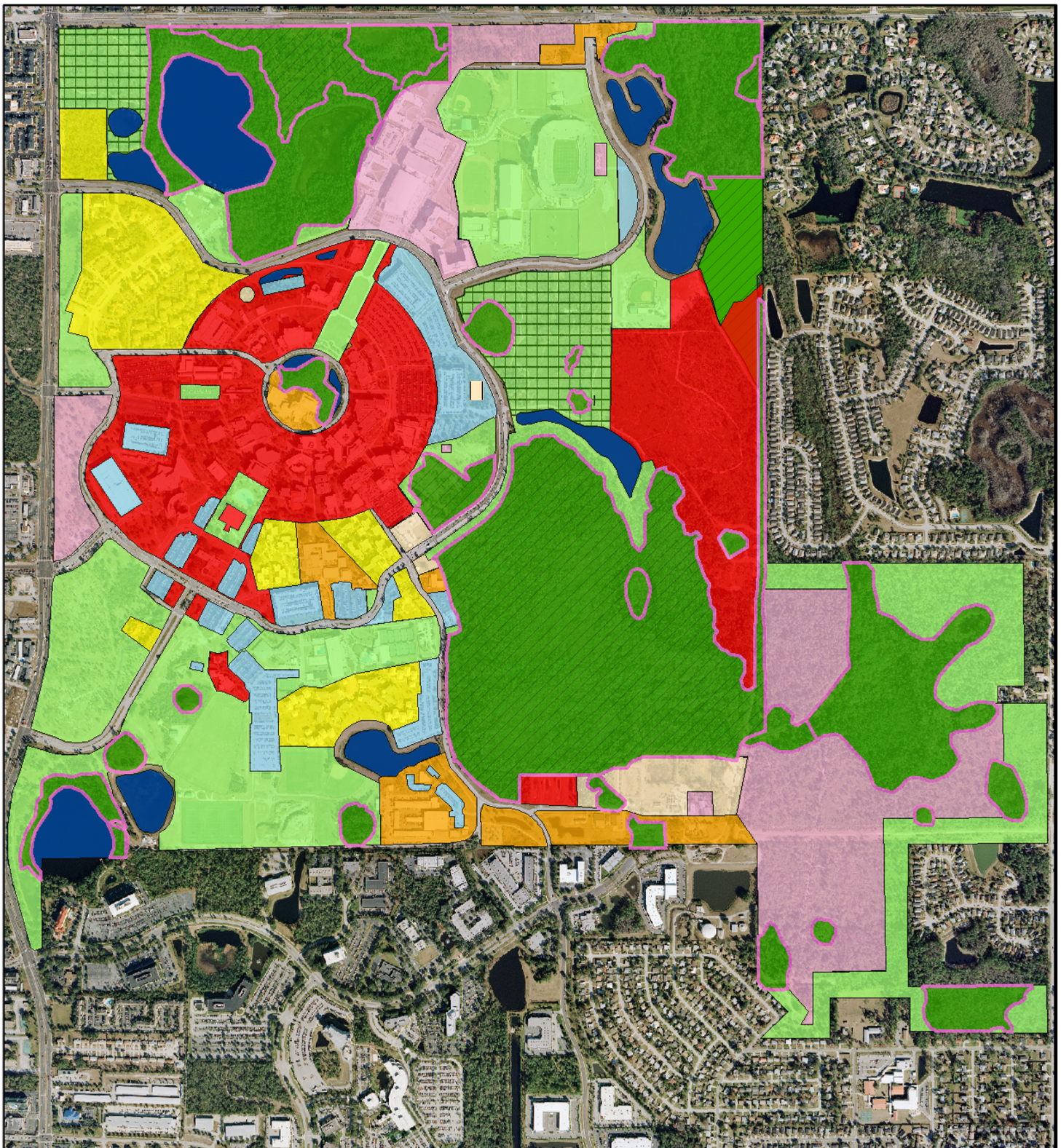


Figure 4-1

Future Land Use

Comprehensive Master Plan Update
University of Central Florida
 Orlando, Florida
 2010-2020

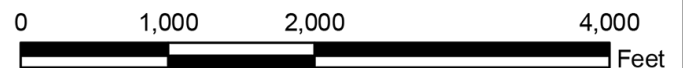
Legend

Parking	Utility	Residential
Support	Conservation (wetland)	Recreation/Open Space
Academic/Research	Conservation (upland)	Mixed Use
Lakes	Conservation Easements	



All maps are diagrammatic and conceptual. The various areas shown are approximate and not to survey accuracy. The intent of these maps is to illustrate general areas of existing or potential use.

Rev 20130916



ITEM: FFC-6

**University of Central Florida
Board of Trustees
Finance and Facilities Committee**

SUBJECT: Refinancing of the UCF Convocation Corporation Series 2005A Certificates of Participation

DATE: August 5, 2014

PROPOSED COMMITTEE ACTION

Approval to refinance the UCF Convocation Corporation Series 2005A Certificates of Participation.

BACKGROUND INFORMATION

In 2005, \$67,400,000 in certificates of participation was issued through the UCF Athletic Association and subsequently transferred to the UCF Convocation Corporation. The first opportunity to refinance the certificates occurs in 2015. The current principal balance is \$59,115,000. The Government Finance Officers Association uses a refinancing threshold of 3 percent of the debt to be refunded. The Division of Bond Finance uses a savings threshold of 5 percent. A projected net savings of approximately 5 percent could be achieved through refinancing this debt.

Refinancing alternatives are also being explored. One alternative, which would eliminate the need for a debt service reserve fund, would be through a 20-year-fixed-rate bank loan. Other alternatives, such as traditional revenue bonds or certificates of participation, will be considered if the 20-year-fixed-rate bank loan option does not prove beneficial. UCFCC will refinance through the alternative that yields the best overall savings.

Supporting documentation: None

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

FFC-7

**University of Central Florida
Board of Trustees
Finance and Facilities Committee**

SUBJECT: Delegating Authority to the President of the University

DATE: August 5, 2014

PROPOSED COMMITTEE ACTION

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.”

BACKGROUND INFORMATION

The Board of Trustees’ 2004 resolution delegating broad authority to the president allowed flexibility in responding to specific needs that occasionally would arise. This resolution is to codify the practice of closing the university (except for essential personnel) for varying periods of time during holiday periods (which may or may not coincide with state holidays) when classes are not in session, or at other times deemed by the president to be in the best interests of the university. This resolution will serve to confirm that the broad delegation of authority includes these particular actions that may be taken by the president. The full 2004 resolution can be viewed at the following link:

http://admfin.ucf.edu/filetransfer/BOT-4_072904_Delegating_Authority.pdf

Supporting Documentation: None

Prepared by: William F. Merck II, Vice President for Administration and Finance
and Chief Financial Officer

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

ITEM: INFO-1

**University of Central Florida
Board of Trustees
Finance and Facilities Committee**

SUBJECT: Golden Knights Corporation East Side Club and Athletic Leadership Center Debt

DATE: August 5, 2014

FOR COMMITTEE REVIEW

The Golden Knights Corporation will be seeking approval to issue debt up to \$8,000,000 to construct a) a premium seating and club lounge on the east side of the football stadium bowl and b) an Athletic Leadership Center adjacent to the football stadium on the east side.

BACKGROUND INFORMATION

East Side Club

Over the last five years, the premium club level on the west side of the stadium has averaged 94 percent capacity. Currently, all west-side premium level tickets are sold for the 2014 season, and a waiting list exists for approximately 70 seats. The UCF Athletics Association desires to enhance the fan experience by adding additional premium seating on the east side of the football stadium bowl. To accomplish the new premium seating section, approximately 1,485 current seats designated for regular season tickets will be removed and replaced with 800 premium seats, along with a 9,680 square foot elevated deck. The cost is estimated to be \$2,500,000. Revenues from the sale of the premium seating will cover the cost of debt services.

Athletic Leadership Center

UCFAA provides a host of services to student athletes in the Wayne Densch Sports Center buildings. These services include tutoring, advising, mentoring, and a computer lab, among others. With the growth of the athletic programs and increase in the number of student athletes, the space is inadequate to meet the current needs. UCFAA has had much success increasing the overall GPA, retention, and graduation rates of student athletes.

The new 23,500-square-foot facility will provide ample space for increased student services as well as room to house athletic compliance offices and career services programming. This facility is estimated to cost \$6,030,000. Pledged donations will be used to offset debt service. Currently, \$5,360,000 in pledges has been received with \$1,085,000 of the pledges already

paid. Additional pledges sufficient to cover the remaining cost and debt services have been made and are expected to be in hand by the end of September 2014.

Supporting documentation:

Draft Board of Trustees Resolution with Appendix A

Prepared by: John C. Pittman, Associate Vice President for Administration and Finance, Debt Management
Brad Stricklin, Senior Athletic Director and Chief Financial Officer, UCF Athletics Association

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

Board of Governors – Debt Management Guidelines

Golden Knights Corporation

2) The project program, feasibility studies or consultant reports (if available), and an explanation of how the proposed project is consistent with the university's mission.

The Project will consist of two components including: (i) financing the costs of renovations to three seating sections on the east side of Bright House Networks stadium to provide an 800 seat premium club level (the "Stadium Improvements") and (ii) the construction of a 23,500 square foot, three story academic support facility and related infrastructure (the "Athletics Building"). These improvements are consistent with UCF's mission to provide services that enhance the intellectual, cultural, environmental, and economic development of the metropolitan region.

Improving Bright House Networks Stadium will have a positive impact for UCF and the metropolitan region. The improvements will allow for increased premium seating inventory, very popular among UCF football fans, improved patron experience with a casual 'Florida' themed outdoor lounge area, resulting in higher attendance for home football games bringing more visitors to campus.

Over the last five years, the premium club level on the west side of the stadium has averaged 94% capacity. Currently, all west side premium level tickets are sold for the 2014 season and there is a waiting list for approximately seventy seats. It should be noted that the projected revenue for the Stadium Improvements is the "premium" amount only. The cost of the season ticket is not included in the revenue as it is a pledged revenue on the Series 2006 bonds for the stadium.

The proposed Athletics Building will contain the Center for Student-Athlete Leadership that will offer UCF student-athletes further opportunity to grow academically and to prepare for a career in their chosen field. The Center for Student-Athlete Leadership will house Academic Services for Student-Athletes, Student Services, Career Services, NCAA Compliance, and the Student-Athlete Leadership Institute, all of which provide educational and developmental programming for UCF's student-athletes. The Center for Student-Athlete Leadership will contribute to developing stronger students and leaders within the UCF community and will also positively impact graduation rates, which will boost the national stature of the University. The Institute will also ensure stronger graduates, many of whom will obtain jobs in the Central Florida region, boosting the regional economy.

Appendix A, Item (a)

Board of Governors – Debt Management Guidelines

Golden Knights Corporation

BOARD OF GOVERNORS STATE UNIVERSITY SYSTEM OF FLORIDA

Project Summary University of Central Florida

Project Summary:

The Project will consist of two components including: (i) financing the costs of renovations to three seating sections on the east side of Bright House Networks stadium to provide a 800 seat premium club level (the “Stadium Improvements”) and (ii) the construction of a 23,500 square foot, three story athletic facility and related infrastructure (the “Athletics Building”).

Stadium Improvements

Project Description:

Bright House Networks Stadium has been the home of UCF football since the 2007 season. There are approximately 45,350 seats, of which approximately 1,400 are considered premium seating in either a private club setting (approximately 825) or private individually leased entertainment suites (approximately 575 seats in 24 individual suites). All suites have been sold every year and the club area has been sold at 94% capacity over the last five years. For the 2014 season, the club is sold out and there is currently a waiting list for seventy seats.

There are three components to this project:

1. Construction of an elevated deck encompassing 9,680 square feet. This will be located on the mezzanine level and will include new restrooms and food services areas. Approximately 685 existing seats will be removed in sections 227, 228, and 229 to provide an open view from the deck into the stadium.
2. Theming of deck to create a beach/sports club motif.
3. Installation of 800 chair back seats (same as seats located at west club) in section 228.

Project budget is \$230,000 for design and preconstruction, \$1,770,000 for construction and \$500,000 for fixtures and equipment.

Premium area:

The design calls for 800 permanent chair back seats to replace 1,485 bleacher seats in sections 227, 228 and 229 on the east side of the stadium. In addition, approximately 200 additional passes will be available for sale on a season basis for the club lounge only (no reserved seat). Over the previous three years, only about 38% of the seats have been occupied by season ticket holders and have rarely been fully occupied on a single game basis. These sections are in prime view of a television audience causing a perception that attendance is low in the

Appendix A, Item (a)

Board of Governors – Debt Management Guidelines

Golden Knights Corporation

stadium overall. With the new design, and popularity of premium seats in the stadium, the television audience will see a unique “Florida-style” environment and, as projected, full stands in those sections. While capacity in these sections will decrease, the revenue generated by paying the increased premium (in addition to the cost of a season ticket) is projected to exceed current revenue by approximately \$350,000 per year. For the purposes of this analysis, the Golden Knights Corporation is using 66.7% capacity.

Facility Site Location: The proposed facility will be located on the University of Central Florida main campus in Orlando, Florida. The specific location is in the north section of campus consistent with the Campus Master Plan at Bright House Networks Stadium.

Projected Timeline: Design and Permitting – August 2014 – February, 2015
Construction – March 2015 – July 2015
Completion – August 2015

Project Cost: Design and Construction - \$2,000,000 – 22 years useful life

Furniture, Fixtures and Equipment - \$500,000 – 15 years useful life

Athletics Building

Project Description: The Athletics Building will consist of a 23,500 square-foot, three-story facility that will house the new Wayne Densch Center for Student-Athlete Leadership and office suites for the NCAA compliance staff, athletics student-services, and career services. Currently these services are provided on the south end of campus in the Wayne Densch Sports Center Buildings 38 and 39. With the exception of locker room space on the south side of the building, UCFAA will vacate Building 39 once the Athletics Building is available to occupy.

This Athletics Building has been in discussion for several years, and with the focal point of Knights Athletics shifting to the northeast quadrant of campus, completion of this facility is desirable to locate these important facilities and services near the other Athletics program facilities.

A new facility with the capability to host all the academic activities of the student-athletes is paramount in continuing to place UCF as a highly competitive institution among our peers. We are currently much lower than our peer institutions in the new conference as well as schools in the state of Florida in terms of technology, and usable physical space in which to conduct sessions with tutors and mentors. Additionally, our space is spread among multiple buildings in multiple areas, which does not allow for proper oversight by our staff of all of the usage areas.

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Golden Knights Corporation

Currently we are using thirty-year old space designed originally as locker rooms to accommodate study halls and tutor sessions.

A new Leadership Center will also impact not only the athletics department but the University and the campus community as a whole. The impact of the leadership institute being conducted within this building will serve to enhance the holistic development of our graduating students, allowing for us to produce more job and market-ready students. This will help local businesses and corporations who rely on UCF graduates to fill places within their organizations. This pipeline to the Orlando business community will also develop stronger partnerships with the university and all of its academic programs. In addition, it can create a vehicle for internships in the community. Interns are vital to the growth of the business community because they are now known entities, ready for hire upon graduation.

Enhancements the facility will provide:

- **Confidentiality**— In the current space for academic support, there are no enclosed spaces for tutorial or mentor sessions. This is a major issue for students who may also need quiet space to maximize their performance. The new building would provide enclosed spaces for these sessions. In addition, students with disabilities have no quiet or confidential space to use their accommodations or adaptive technology at the current building. There is no space where they can study and avoid potential stigmatization. In the new building, there will be a specific suite area designed for students with disabilities to be able to work in their own space, confidentially and to use technology that will allow them to be successfully academically within the guidelines established by UCF's office of Student Disability Services
- **Academic Integrity**—Currently, multiple teams are studying and engaging in study halls in three different buildings on campus. This makes it difficult to monitor and may allow students to engage in academic dishonesty due to the set-up of the current locations. The new building would allow for monitoring 100% of the time and for certain areas to be secured and protected as needed. In addition, all academic work would be in one space and none would take place in athletic buildings like they are currently. At the current time, only 1-2 sports can inhabit the space concurrently. The new space will allow 4-5 sports, including football, to be in the space at the same time. This allows academic advisors and support staff to work with students more regularly and will make it much easier to schedule team study halls. Team study halls are necessary at times to be able to access all students in one space for monitoring and tracking purposes. Football currently operates in the Wayne Densch #77 building because the size of the team and volume of players simply

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Golden Knights Corporation

will not fit in the Wayne Densch #38/39 building. All academic work takes place in the football building which is not only not set up for academic work but can become a risk factor for academic integrity issues. Academic work should be done in an academic environment, not near coaches' offices or work rooms. The new space will allow all work to be done in an academic setting monitored by staff employed by the university

- **Increased Size for Study Hall, Computer Lab, Tutoring and Mentoring Sessions** -The increased capacity of tutorial space also will allow for more group tutorial to take place. Because of this, three to five student-athletes can receive tutoring at one time rather than just one or two. This could reduce expenses by 25% over the course of the year and allow students to work together in tutoring/mentoring sessions and share ideas and work together on projects and group assignments.
 - In the current setting, there is no confidentiality and students must work outside of our building if they want to do any group work or assignments/projects
 - In the current setting, there must be 1-on-1 sessions set up for 95% of our sessions. This is not always cost conducive and also becomes a strain on scheduling tutors during their available hours. Group tutoring can save money as well as help with scheduling availability for both students and tutors and mentors
 - In the current setting, it is difficult for more than 50+ students to be in the building at one time, combined in tutoring, working in the computer lab and doing quiet study. In the new center, we will have the capacity to serve over 300 students at one time, between the lab, quiet study space, the work area on the ground floor and tutor rooms.
 - The new building would provide increased capacity to serve up 50+ student-athletes at one time in tutoring sessions. Currently, there are only 8 tutor desks available for tutorial sessions and there is limited capacity for group tutorial. In addition, the desks have no ceilings or doors, which can cause the building space and tutoring area to be loud and not be a conducive studying area
 - The new building would provide increased capacity to serve 50+ student-athletes at one time in the computer lab (currently only 15 work stations available at one time)
 - The new building will provide increased space and open areas will allow for review sessions to take place for classes where multiple students are enrolled.
- **Space to engage and interact with current staff.** The current staff has cramped office space that does not allow for student interaction in a manner that entices students to visit and spend time on their academic work. In addition, the location would be

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much nearer to where the student-athletes reside, train and dine. It will be a much more convenient spot for them to pass by or use for their academic and student service resources.

Study and tutoring schedules for student athletes can be unique due to training, competition and other demands which creates challenges for the student athletes to use the existing services and facilities offered to university students.

- The building will provide space to engage and interact with the business community. The increased space will allow Student Services to hold workshops in a space that is able to hold 50+ students and potential employers. Currently, Student Services must use multiple athletic spaces for events/meetings that are not conducive to professional meetings. The intention of the new space will be to have a designated area where external business/employers would be comfortable meeting with students for interviews. Our workshops are vital to the job placement of our student-athletes. They allow our business partners to meet with students, engage in mock interviews, and networking nights and provide a comfortable space for student-athletes to get to know their potential future employers. This should result in fewer “bad hires” that can be costly for businesses. Programming for this engagement will be developed with the assistance of members of the business community through an advisory board.
- **Service to all student-athletes** - This will serve all student-athletes. Many programs focus all their efforts and resources on student-athletes who are challenged academically. This facility will allow us to address the needs of all of our student-athletes - we will have a place that we can host award ceremonies and graduation celebrations. There will continue to be an emphasis on students who may have a tougher academic challenge, but this will be a physical space where all of our students will have ample opportunity to become leaders, develop their skills, meet future employers, engage in campus programming and be pushed to the highest levels of their potential. Our top performing student-athletes or, “first round draft picks” will be able to fully exercise their multiple skills and abilities both in and outside the classroom. This program is designed to push all student-athletes to meet their maximum potential.

Other Important Facts:

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Golden Knights Corporation

- Our student-athletes represent a diverse population, which is important to the university as well as the business community:
 - 55% female/45% male
 - 42% of all student-athletes are ethnic minorities
 - 14% of our student-athletes are International (61 currently)
 - 23 different countries represented
- Our student-athletes represent a wide variety of academic disciplines:
 - Top 6 majors:
 - College of Business
 - Criminal Justice
 - Interpersonal-Organizational Communication
 - Sport and Exercise Science
 - Health and Pre-Clinical Sciences
 - Interdisciplinary Studies
- While the facility will be utilized primarily by UCF student-athletes and University business leaders, other departments on campus will have access to the space as well. Under the Department of Student Development and Enrollment Services (SDES), students using the services provided by UCF Career Services, Student Disability Services, and the Student Academic Research Center will have access to the facility in order to participate in interview sessions, networking sessions, group tutorial sessions, and proctored exams.
- In addition to the academic purpose for the facility, it is very important for UCF Athletics' NCAA compliance office to be located in the new facility. Their current space is isolated from coaches and student-athletes which impacts the staff's ability to interact effectively. Due to the convenience of the new location, there will be an enhanced opportunity for daily interaction and provide greater opportunities for education on NCAA rules.

In summary, our goal is to present a market-ready job candidate. We have done a great job of producing college graduates but this building and our leadership programming will allow us to produce students who are more competitive and prepared for life after college. It's important as well for recruiting purposes to have a facility that is competitive and compares favorably to other schools in the conference, the state and around the country.

Appendix A, Item (a)

Board of Governors – Debt Management Guidelines

Golden Knights Corporation

Facility Site Location:	The Athletics Building will be located on the University of Central Florida main campus in Orlando, Florida. The specific location is in the north section of campus consistent with the Campus Master Plan, and adjacent to the east side of Bright House Networks Stadium.
Projected Timeline:	Design and Permitting – July to December 2014 Construction – December to September 2015 Completion – October 2015
Project Cost:	Design and Construction: \$5,722,000 – Estimated Useful Life of 39.5 years. Furniture, Fixtures and Equipment: \$308,000 – Estimated Useful Life of 15 years.
Financing Structure:	Combined Debt Issue Financing of the Project will be through the issuance of a fixed rate long term bank loan with a final maturity no later than 15 years (the “Series 2014 Debt”).
Security/Lien Structure:	The Series 2014A&B debt will be secured by a pledge of the current System Revenues of the Golden Knights Corporation. System Revenues are defined as Gross Operating Revenues and Non-Operating Revenues. Gross Operating Revenue include Ticket Sales Revenues, Food and Beverage concessions, Catering, Novelties, University Owned Parking, Premium Seating Revenues (Luxury Suites and Club Seats), Advertising and Sponsorships, Naming Rights, Facility Service Fees and other misc. revenues. Non-operating Revenues consist of UCF Athletics Association Rent, Conference and Non-conference Game Guarantees and Fund Raising. The University anticipates using charitable contributions received under pledge agreements to prepay a portion the Series 2014 COPs under a special or early redemption provision. In addition, approximately \$400,000 in annual revenue will be generated from the sale of the east side premium seating and club along with pledged donations in the amount of \$5,460,000 with \$1,085,000 already materialized in cash. The University is legally authorized to secure the Debt with the revenues to be pledged pursuant to section 1010.62, Florida Statutes.
Debt Service Coverage:	With the new debt issuance, the maximum annual debt service will be approximately \$4,827,287 including MADS of \$710,000 from the new debt issuance. Historical debt service coverage has always exceeded 3.0 times with the past 5 year average being 3.43. Because the UCF Athletic Association has agreed to pay the operating expenses of the Corporation, inclusive of the new Athletic Academic Center, along with the addition of the new revenues, average debt service coverage will actually increase to 3.46.

Appendix A, Item (a)

Board of Governors – Debt Management Guidelines

Golden Knights Corporation

Board of Governors – Debt Management Guidelines

Golden Knights Corporation

- 10) A five-year history, if available, and five-year projection of the revenues securing payment and debt service coverage, and:
- i) to the extent applicable, the projections must be shown on the individual project as well as the entire system;
 - ii) all revenue items securing repayment must be shown as separate line items;
 - iii) an explanation should be provided with regard to growth assumptions, and to the amount and status of approval of any rate increases;
 - iv) the effect of the rate increases on the projections and expected revenues and expenses for the new facility should be shown as a separate line item;
 - v) if rate increases are necessary, a commitment must be made to increase rates to the needed levels; and
 - vi) major categories of any operating expenses should be shown as separate line items with an explanation of assumptions regarding increases or decreases.

Financing of the Project will be through the issuance of a fixed rate long term bank loan with a final maturity no later than 15 years (the “Series 2014 Debt”). The loan will be issued on parity (equal lien) basis with the Golden Knights Corp. Certificates of Participation, Series 2006A and Series 2006B (the “Series 2006 COPs”) and will be secured by a pledge of System Revenues which will include the donations secured and pledged to the Athletics Building project, and a pledge of and lien on premium seating revenues from the East Side Club at Bright House Networks Stadium (“Premium Seating Revenues”).

The legal authority to use these funds is pursuant to Florida Statutes 1010. 62 –paragraph 3(a) including “*those revenues derived from or received in relation to sales and services of auxiliary enterprises or component units of the university*”

Board of Governors – Debt Management Guidelines

Golden Knights Corporation

Golden Knights Corporation											
History and Projection of Revenues Securing Debt											
			Historical			Current	Forecasted				
	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Revenues											
Operating Revenues											
Existing premium seating	1,573,031	1,573,368	1,551,353	1,529,655	1,595,635	1,590,714	1,590,714	1,590,714	1,590,714	1,590,714	1,590,714
Naming rights ¹	1,000,000	1,000,000	500,000	1,250,000	500,000	500,000	750,000	750,000	750,000	750,000	750,000
Concessions, catering and merchandise	663,150	440,723	401,297	420,681	559,900	480,000	480,000	480,000	480,000	480,000	480,000
Increased Concessions, catering and merchandise	-	-	-	-	-	-	20,100	20,100	20,100	20,100	20,100
Advertising and sponsorships ²	194,000	199,000	204,000	209,000	214,000	219,000	224,000	229,000	234,000	239,000	244,000
Other	158,826	158,929	154,612	153,522	99,229	220,000	170,000	170,000	170,000	170,000	170,000
New premium seating ³	-	-	-	-	-	-	397,407	397,407	397,407	397,407	397,407
Total operating revenues	3,589,007	3,372,020	2,811,262	3,562,859	2,968,765	3,009,714	3,632,221	3,637,221	3,642,221	3,647,221	3,652,221
Pledged Revenues											
Ticket sales ⁴	4,371,505	3,025,361	3,345,185	2,851,070	3,834,263	3,748,794	4,123,674	4,329,857	4,762,843	4,953,357	5,151,491
Stadium rent ⁵	1,113,000	1,222,000	1,336,000	1,535,000	1,535,000	1,579,000	1,624,000	1,671,000	1,719,360	1,769,120	1,822,194
Non-conference away game guarantees ⁶	300,000	500,000	850,000	1,150,000	800,000	2,600,000	600,000	1,800,000	1,200,000	1,200,000	600,000
Conference distributions ⁷	2,078,715	2,118,094	1,810,022	1,316,250	4,668,058	3,290,726	3,095,998	3,218,871	2,954,624	2,632,257	2,632,257
Existing fundraising ⁸	223,019	272,455	194,076	225,000	50,000	195,000	395,000	395,000	325,000	225,000	125,000
Signed Pledges - new fundraising (discounted 20%)	-	-	-	-	-	476,000	476,000	268,000	200,000	200,000	200,000
Projected Pledges - new fundraising (discounted 20%)	-	-	-	-	-	448,000	448,000	448,000	448,000	448,000	-
Other	350,000	180,000	264,000	-	180,000	180,000	180,000	180,000	180,000	180,000	180,000
Total pledged revenues	8,436,239	7,317,910	7,799,283	7,077,320	11,067,321	12,517,520	10,942,672	12,310,728	11,789,827	11,607,734	10,710,942
Total revenues	12,025,246	10,689,930	10,610,545	10,640,179	14,036,086	15,527,234	14,574,893	15,947,949	15,432,048	15,254,955	14,363,163
Expenses (Please see below)											
Stadium expenses ⁹	779,531	879,610	741,572	852,045	784,316	-	8,650	8,910	9,177	9,452	9,736
Center for Student Athlete Leadership ¹⁰	-	-	-	-	-	-	103,100	106,193	109,379	112,660	116,040
Total Expenses	779,531	879,610	741,572	852,045	784,316	-	111,750	115,103	118,556	122,112	125,776
Net Increase/(decrease) from operations	11,245,715	9,810,320	9,868,973	9,788,134	13,251,770	15,527,234	14,463,143	15,832,846	15,313,492	15,132,843	14,237,387
Debt Service											
Existing DS	3,167,739	3,152,077	3,139,701	3,129,187	3,156,689	3,161,096	3,160,496	3,163,096	3,162,461	3,161,061	3,407,661
MADS	4,320,019	4,304,685	4,248,821	4,315,218	4,131,999	4,116,396	4,116,396	4,116,396	4,116,396	4,116,396	4,116,396
Coverage	3.55	3.11	3.14	3.13	4.20	4.76	4.29	4.79	4.65	4.59	4.00
New DS						98,137	710,317	710,267	710,342	709,739	710,072
MADS						710,891	710,891	710,891	710,891	710,891	710,891
Coverage						9.42	1.89	1.60	1.50	1.50	0.87
Additional amount available for pre-payment of 2014A						825,863	631,190	423,240	355,165	355,768	-
Combined DS						3,259,233	3,870,813	3,873,363	3,872,803	3,870,800	4,117,733
MADS						4,827,287	4,827,287	4,827,287	4,827,287	4,827,287	4,827,287
Coverage						4.76	3.74	4.09	3.95	3.91	3.46

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Board of Governors – Debt Management Guidelines

Golden Knights Corporation

Golden Knights Corporation History and Projection of Revenues Securing Debt

Notes

¹ - Based on current contract with Bright House Networks

² - Based on football stadium pro-forma created in 2005

³ - Based on 66.7% of seats sold in new premium area. Existing club seat sales have been at 94% capacity over the last five years and currently sold out with a waiting list. Figures are listed net of estimated lost ticket sales resulting from removing seats.

⁴ - Revenue figures each year based on small growth with either number of tickets or price increase. Growth takes into account the schedule as currently constructed.

⁵ - Based on management agreement with UCFAA created in 2005

⁶ - Based on current game contracts.

⁷ - Based on figures distributed by the American Athletic Conference

⁸ - Based on most recent version of pledge schedule

⁹ - Operating expenses for the stadium are funded by the UCF Athletics Association. The figures shown in this line show the additional expenses that will be incurred by opening the east side club. For 2014-15, the expenses include fees paid to the UCF Foundation for the collection of gifts. These fees will not be assessed against future revenues.

¹⁰ - The operating expenses for the Wayne Dench Center for Student-Athlete leadership will be funded by the UCF Athletics Association and will be offset by the savings from vacating office space located in building #39 on the southern side of the UCF campus. The net expense impact will be approximately \$75,000 less per year due to the savings.

Expenses*	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Stadium expenses ⁹	91,429	8,650	8,910	9,177	9,452	9,736
Center for Student Athlete Leadership ¹⁰	-	103,100	106,193	109,379	112,660	116,040
Total Expenses	91,429	111,750	115,103	118,556	122,112	125,776

ITEM: INFO-2

**University of Central Florida
Board of Trustees
Finance and Facilities Committee**

SUBJECT: UCF Finance Corporation Financial Report Presentation

DATE: August 5, 2014

For information only.

UCF Finance Corporation

**Board of Trustees
Finance and Facilities Committee Presentation
August 5, 2014**

Corporation Overview

- ❖ Originally called the UCF Health Facilities Corporation.
- ❖ Created to facilitate the issuance of debt for capital projects. There are currently no ongoing operations or employees.
- ❖ Issued \$60,000,000 in 30-year bonds June 2007 to help construct the Burnett Biomedical Research Facility at the Health Sciences campus in Lake Nona.

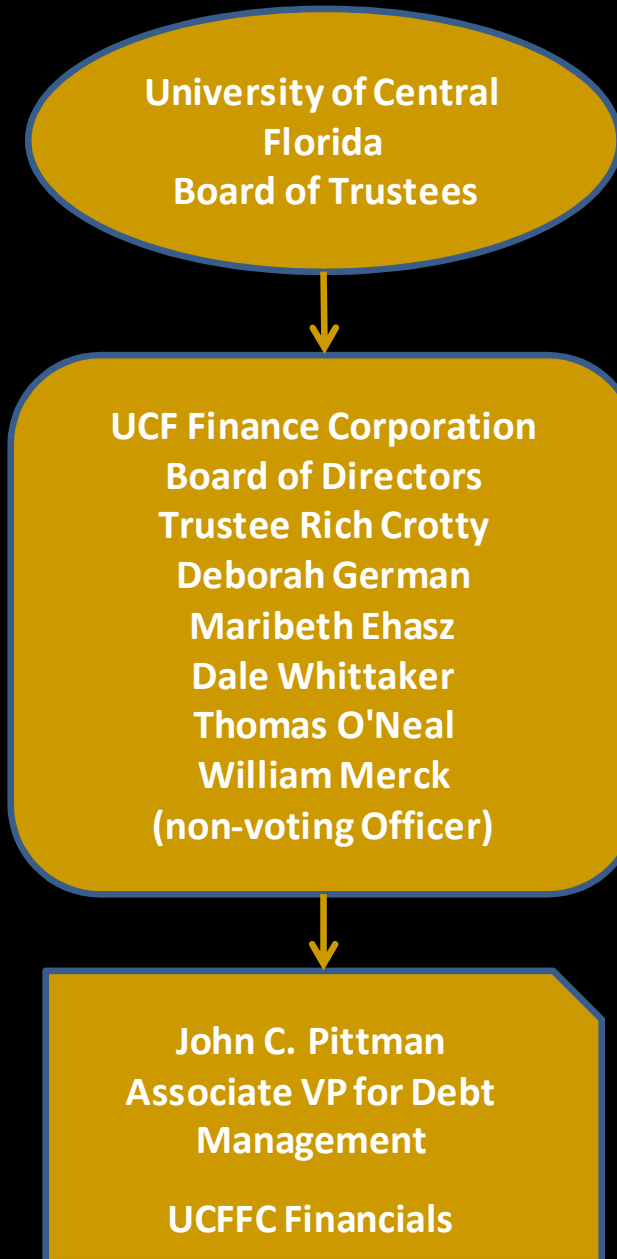


Corporation Overview Continued

- ❖ Obtained a \$4.9 million line of credit in 2009 to assist in the construction of the College of Medicine's educational facility.
- ❖ The university repaid the line of credit in 2012.
- ❖ The corporation has no on-going revenues.



Current Project Organizational Structure 2014



Debt Structure

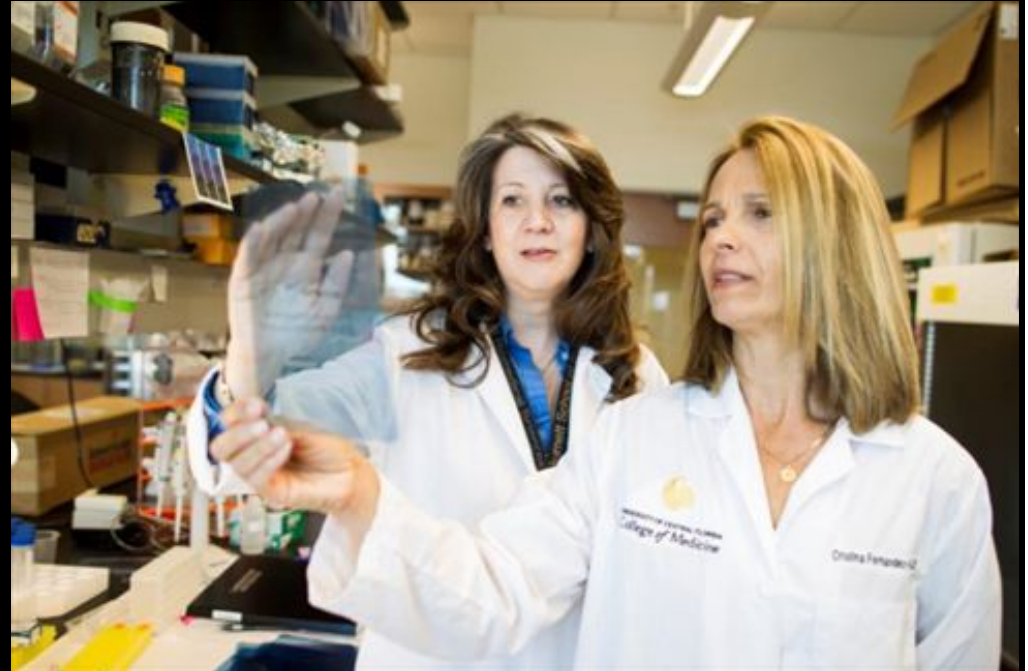
Private Placement Bonds

	Issued	Outstanding	Max Debt Svc
Series 2007A Tax Exempt	\$ 60,000,000	\$ 54,085,000	\$ 3,750,062
	Principal	Interest	Total Debt Svc
Fiscal Year 2015	1,295,000	2,453,296	3,748,296

- ❖ Debt service paid by contract and grant indirect cost recovery funds.
- ❖ An interest rate swap was issued to synthetically fix the interest rate at 4.376%.
- ❖ The debt is backed by a 10-year Letter of Credit with Fifth Third Bank.



Questions



ITEM: INFO-3

**University of Central Florida
Board of Trustees
Finance and Facilities Committee**

SUBJECT: University and DSO Debt Report

DATE: August 5, 2014

For information only.

University and DSO Debt

By Entity

As of June 30, 2014

	Fixed	Debt Outstanding Variable	Total	Debt Service 2015	Sources of Payment
University					
Bookstore - revenue bonds	\$ 795,000	\$ -	\$ 795,000	\$ 290,681	Auxiliary interest, bookstore commissions
Health Center - revenue bonds	4,825,000	-	4,825,000	620,780	Health fees
Parking - revenue bonds	37,570,000	-	37,570,000	5,113,208	Transportation access fees, decals, fines
Housing - revenue bonds	105,415,000	-	105,415,000	8,789,768	Room rents
Total University	148,605,000	-	148,605,000	14,814,437	
UCF Hospitality School Student Housing Foundation					
Housing - revenue bonds	13,420,000	-	13,420,000	1,479,628	¹ Total project revenues
UCF Convocation Corporation					
Housing and retail revenue COPs	117,760,000	-	117,760,000	7,215,172	Total project revenues
Arena and retail revenue COPs	94,670,000	-	94,670,000	7,193,263	Total project revenues
Total UCF Convocation Corporation	212,430,000	-	212,430,000	14,408,435	
Golden Knights Corporation					
Stadium revenue COPs	40,600,000	11,825,000	52,425,000	3,161,096	Stadium revenues, university resources
UCF Finance Corporation					
Burnett Biomedical Research facility bonds	55,380,000	-	55,380,000	3,748,296	² Sponsored programs
UCF Athletics Association					
Due to university (principal only)		10,641,275	10,641,275	325,000	UCFAA and stadium restricted surplus funds
SunTrust	120,234	-	120,234	45,637	UCFAA revenues, pledge payments
Fifth Third lines of credit		7,505,000	7,505,000	375,000	UCFAA revenues and Title IX funds
Total UCF Athletics Association	120,234	18,146,275	18,266,509	745,637	
UCF Foundation					
SunTrust	-	1,355,000	1,355,000	1,380,406	Property rentals, pledge revenues
Benton and Cole Trusts	1,963,037	-	1,963,037	142,500	Property rentals, pledge revenues
Fairwinds	323,425	-	323,425	172,879	Property rentals, pledge revenues
BB&T	25,725,315	-	25,725,315	2,766,189	Property rentals, pledge revenues
Total UCF Foundation	28,011,777	1,355,000	29,366,777	4,461,974	
Total University and DSO Debt	<u>\$ 498,567,011</u>	<u>\$ 31,326,275</u>	<u>\$ 529,893,286</u>	<u>\$ 42,819,503</u>	

¹ The university housing auxiliary is responsible for the Rosen Foundation debt service. The debt has a fixed-rate interest swap.

² These bonds have a synthetic fixed-rate interest swap.

Lines of Credit	Maximum Amount	Outstanding	Available
UCF Athletics Association			
Fifth Third lines of credit	8,775,000	7,505,000	1,270,000

Variable Rate Debt

	Outstanding	Rate
Golden Knights Corporation - COPs	\$ 11,825,000	1.13%
UCF Athletics Association		
Fifth Third lines of credit	7,505,000	2.17%-1.45%
University loan	10,641,275	1.17%
UCF Foundation		
SunTrust	1,355,000	2.65%
Total variable debt outstanding	<u>\$ 31,326,275</u>	