



**Board of Trustees  
Compensation and Labor Committee  
Meeting  
October 22, 2014  
1:30 p.m.  
President's Boardroom, Millican Hall, 3<sup>rd</sup> floor  
800-442-5794, passcode 463796**

**AGENDA**

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| <b>I. CALL TO ORDER</b>  | John Sprouls<br><i>Chair of the Compensation and Labor Committee</i>                               |
| <b>II. MEETING MINUTES</b>   |  |
| <ul style="list-style-type: none"><li>• Approval of August 5, 2014, and September 5, 2014, meeting minutes</li></ul>   | Chair Sprouls  |
| <b>III. NEW BUSINESS</b>   |  |
| <ul style="list-style-type: none"><li>• The 2011-14 Goal Accomplishments documented by the University Audit Office (CLC-1)</li></ul>   | Chair Sprouls<br>Marvin Pyles<br><i>Associate Vice President and Chief Human Resources Officer</i> |
| <ul style="list-style-type: none"><li>• The Annual Report, July 1, 2013-June 30, 2014 (INFO-1)</li></ul>   | John C. Hitt<br><i>President</i>   |
| <ul style="list-style-type: none"><li>• The Performance Unit Plan payments for the 2011-14 cycle (CLC-2)</li></ul>   | Chair Sprouls<br>Marvin Pyles  |
| <ul style="list-style-type: none"><li>• The 2014-17 Performance Incentive Measures and Goals (CLC-3)</li></ul>   | Chair Sprouls<br>Marvin Pyles  |
| <ul style="list-style-type: none"><li>• Discussion and approval of the Report on the Assessment of the President's Performance and Recommendation for Compensation (CLC-4)</li></ul> | Chair Sprouls<br>Marvin Pyles  |
| <ul style="list-style-type: none"><li>• Discussion and approval of the 2014-17 Performance Unit Plan Awards (CLC-5)</li></ul>  | Chair Sprouls<br>Marvin Pyles  |
| <b>IV. CLOSING COMMENTS</b>  | Chair Sprouls  |

DRAFT



**Board of Trustees  
Compensation and Labor Committee Meeting  
President's Boardroom, Millican Hall, 3<sup>rd</sup> Floor  
August 5, 2014**

**MINUTES**

**CALL TO ORDER**

Chair John Sprouls called the meeting to order at 10:30 a.m. Committee member Marcos Marchena was present. Committee members Jim Atchison, Ray Gilley, and Clarence Brown attended via teleconference. Trustee Beverly Seay attended via teleconference.

**MINUTES APPROVAL**

The minutes of the November 14, 2013, and November 18, 2013, meetings were approved as submitted.

**NEW BUSINESS**


Discussion of the annual presidential performance and compensation review cycle and assessment questions (INFO-1)

Marvin Pyles, Associate Vice President and Chief Human Resources Officer, described the process for the board's annual presidential performance review. The assessment questions for this review were presented to the committee. After discussion, the committee members unanimously approved the assessment questions and the recommended process for the review.

**CLOSING COMMENTS**

There being no further discussion, Chair Sprouls adjourned the meeting at 10:40 a.m.

Respectfully submitted: \_\_\_\_\_

  
Marvin L. Pyles  
Associate Vice President and  
Chief Human Resources Officer

August 5, 2014  
Date

DRAFT



**Board of Trustees  
Compensation and Labor Committee Meeting  
President's Boardroom, Millican Hall, 3<sup>rd</sup> Floor  
September 5, 2014**

**MINUTES**

**CALL TO ORDER**

Chair John Sprouls called the meeting to order at 11:00 a.m. Committee members Olga Calvet, Marcos Marchena, Jim Atchison, Ray Gilley, and Clarence Brown attended via teleconference. Trustees Beverly Seay and Richard Crotty attended via teleconference.

**NEW BUSINESS**

Article 3: UFF Privileges and Article 23: Salaries of the Collective Bargaining Agreement with the United Faculty of Florida (CLC-1)

The reopened articles, Article 3: UFF Privileges and Article 23: Salaries of the 2012-15 Collective Bargaining Agreement with the United Faculty of Florida were presented to the committee. Pursuant to that agreement, in July 2014 the parties began renegotiations for the agreement term September 1, 2014, through August 31, 2015. Sherry Andrews, Associate General Counsel, explained the results of the negotiations were a 3 percent across-the-board salary increase and a 2 percent merit pool for salary increases based on the most recent performance evaluation. The university also received the ability to provide administrative discretion increases when warranted. After discussion, committee members unanimously approved recommending ratification of the reopened articles to the board.

Article 13: Workday, Work Period, and Overtime and Article 20: Promotions of the Collective Bargaining Agreement with the Central Florida Police Benevolent Association (CLC-2)

The reopened articles of the 2012-15 Collective Bargaining Agreement with the Central Florida Police Benevolent Association were presented to the committee. Pursuant to that agreement in August 2014, the parties reopened negotiations for the 2014-15 contract year on Article 13: Workday, Work Period, and Overtime and Article 20: Promotions. Marvin Pyles, Associate Vice President and Chief Human Resources Officer, explained that the parties were able to reach agreement on the two articles. Article 13: Workday, Work Period, and Overtime was revised to allow flexibility in the scheduling of officers. Article 20: Promotions was revised to reduce the cumbersome nature of determining and tracking eligibility of officers for promotion. After discussion, committee members unanimously approved recommending ratification of the reopened articles to the board.

Memorandum of Understanding for Salary Increases and Merit Pay Adjustments between the University of Central Florida Board of Trustees and the Central Florida Police Benevolent Association (CLC-3)

Pyles explained that the parties reached agreement on a memorandum of understanding for salary increases for the 2014-15 contract year. The results of the agreement were for employees to receive a 2 percent across-the-board salary increase and a 1 or 2 percent merit pay increase that would be determined by the rating of their last performance appraisal. After discussion, committee members unanimously approved recommending ratification of the memorandum of understanding to the board.

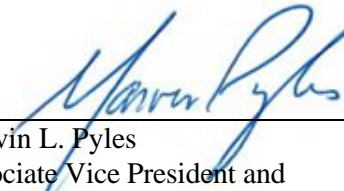
Article 7: Wages and Article 13: Change in Assignment of the Collective Bargaining Agreement with the American Federation of State, County, and Municipal Employees (CLC-4)

The reopened articles, Article 7: Wages and Article 13: Change in Assignment of the 2013-16 Collective Bargaining Agreement with the American Federation of State, County, and Municipal Employees were presented to the committee. Pursuant to that agreement, the parties reopened negotiations in September 2014 for the 2014-15 contract year. Pyles explained that the parties were able to reach agreement on the two articles. Article 7: Wages was revised to include a 3 percent across-the-board salary increase and a 2 percent discretionary merit increase. Article 13: Change in Assignment was amended to clarify language concerning reassignment pertaining to employee job duties. After discussion, committee members unanimously approved recommending ratification of the reopened articles to the board.

**CLOSING COMMENTS**

There being no further discussion, Chair Sprouls adjourned the meeting at 11:15 a.m.

Respectfully submitted:

  
\_\_\_\_\_  
Marvin L. Pyles  
Associate Vice President and  
Chief Human Resources Officer

September 5, 2014  
Date

**ITEM:**        **CLC-1**

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

**SUBJECT:**    The 2011-14 Performance Unit Plan Goal Accomplishments

**DATE:**        October 22, 2014

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**PROPOSED COMMITTEE ACTION**

Review and approve the 2011-14 Performance Unit Plan goal accomplishments documented by the University Audit Office.

**BACKGROUND INFORMATION**

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

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

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

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

**2011-14 Performance Incentive Matrix Year 3**

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

**2011-14 Performance Incentive Matrix Year 3**

Performance Measure	Weight	Performance Goals			Actual Performance			
		Minimum	Target	Maximum	Year 1	Year 2	Year 3	Final Data
<b>Institutional Development and Effectiveness (continued)</b>								
Establish an operational clinical practice plan, achieve full accreditation, and submit the initial application to the Accreditation Council for Graduate Medical Education for a residency program in at least one discipline in 2014.	10%	Establish an operational UCF COM clinical practice by June 2012	Achieve minimum goal as well as full accreditation by 2013	Achieve minimum and target goals and submit the initial application to ACGME for a residency program in at least one discipline in 2014	Clinical practice plan operational in October 2011	Full accreditation for college granted in February 2013; initial accreditation for residency program granted in May 2013	(All goals were met in year 2)	Full accreditation for college granted in February 2013; initial accreditation for residency program granted in May 2013
<b>Sustainability</b>								
Average greenhouse gas emissions generated from natural gas, fleet vehicles, and electrical for 2011-12, 2012-13, and 2013-14.	10%	83,043 1% reduction	82,624 1.5% reduction	82,204 2% reduction	84,292 metric tons CO <sub>2</sub> e 2011-12	70,028 metric tons CO <sub>2</sub> e 2012-13	61,521 metric tons CO <sub>2</sub> e 2013-14	71,947 metric tons CO <sub>2</sub> e average over 2011-14
<b>External Support</b>								
Average extramural funding raised per tenured and tenure track faculty member FTE for 2010-11, 2011-12, and 2012-13.	15%	\$130,268	\$131,585	\$132,902	\$150,342 856.25 FTE 2011-12	\$126,896 863.48 FTE 2012-13	\$170,716 850.58 FTE 2013-14	\$149,318 856.77 FTE average over 2011-14
Total philanthropy to the UCF and UCF Athletics Program without Courtelis or state matching funds, but including planned gifts, for 2011-14.	9%	\$85,000,000	\$94,000,000	\$104,000,000	\$15,543,846 2011-12	\$41,634,541 2012-13	\$25,509,171 2013-14	\$ 82,687,576 total over 2011-14
Average annual number of UCF and Athletics Program donors for 2011-12, 2012-13, and 2013-14.	3%	17,064	17,775	18,485	16,293 2011-12	14,875 2012-13	16,190 2013-14	15,786 average over 2011-14

**2011-14 Performance Incentive Matrix      Year 3**

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



**2012-15 Performance Incentive Matrix Year 2**

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

**Green highlight** = expected final results based on FY 12-13 and 2013-14 data

**2013-16 Performance Incentive Matrix Year 1**

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

Green highlight = expected final results based on FY 2013-14 data

10/6/14

## University Audit Review Process Used to Certify 2013-14 Data for the 2011-14 Performance Measures

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

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

Definitions:

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

Process:

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

## University Audit Review Process Used to Certify 2013-14 Data for the 2011-14 Performance Measures

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

Definition:

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

Process:

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

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

Definition:

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

Process:

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

**University Audit**  
**Review Process Used to Certify 2013-14 Data**  
**for the 2011-14 Performance Measures**

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

Definition:

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

Process:

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

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

Definition:

- Doctoral degrees = research doctorate and professional doctorate degrees.

Process:

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

**University Audit  
Review Process Used to Certify 2013-14 Data  
for the 2011-14 Performance Measures**

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

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

Definition:

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

Process:

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

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

Definitions:

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

**University Audit  
Review Process Used to Certify 2013-14 Data  
for the 2011-14 Performance Measures**

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

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

Process:

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

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

Process:

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

## University Audit Review Process Used to Certify 2013-14 Data for the 2011-14 Performance Measures

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

### Definitions:

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

### Process:

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



## University Audit Review Process Used to Certify 2013-14 Data for the 2011-14 Performance Measures

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

Definition:

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

Process:

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

**University Audit  
Review Process Used to Certify 2013-14 Data  
for the 2011-14 Performance Measures**

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

**Definition:**

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

**Process:**

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

**University Audit  
Review Process Used to Certify 2013-14 Data  
for the 2011-14 Performance Measures**

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

Definition:

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

Process:

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

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

Definition:

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

Process:

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

ITEM: INFO-1

University of Central Florida  
BOARD OF TRUSTEES  
Compensation and Labor Committee

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

**DATE:** October 22, 2014

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**PROPOSED COMMITTEE ACTION**

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

**BACKGROUND INFORMATION**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **ENROLLMENT GROWTH AND DEGREES AWARDED**

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

Other enrollment data of note are the following.

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

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

## **STUDENT QUALITY**

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

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

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

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

## **PROGRAM QUALITY**

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

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

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

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

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

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

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

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

### **DISTRIBUTED LEARNING**

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

The following data points are worthy of note.

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

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

## **ATHLETICS**

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

### **SERVICES TO STUDENTS**

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

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

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

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

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

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

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

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

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

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

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

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

#### **DIVERSITY AND INCLUSION**

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

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

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

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

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

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

#### **RESEARCH AND COMMERCIALIZATION**

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

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

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

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

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

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

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

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

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

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

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

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

### **PLANT AND FACILITIES**

The following construction projects have been completed during the year:

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

The following projects are under construction:

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

The following construction projects are in the design stage:

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

The following projects are in the conceptual stage:

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

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

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

#### **SUSTAINABILITY AND ENERGY MANAGEMENT**

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

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

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

#### **DEVELOPMENT**

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

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

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

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

### **COMMUNITY ENGAGEMENT**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

#### **HONORS AND TRANSITIONS**

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

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

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

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

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

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

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

## **PERSONAL ACCOMPLISHMENTS**

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

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

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

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

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

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

## **GOALS FOR 2014-15**

My goals for the coming year include the following:

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



**ITEM:**        **CLC-2**

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

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

**DATE:**        October 22, 2014

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**PROPOSED COMMITTEE ACTION**

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

**BACKGROUND INFORMATION**

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

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**Supporting documentation:**

Attachment A: Compensation Consultant Report

Attachment B: 2011-14 Performance Unit Plan Payments

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

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

# Attachment A

MCCONNELL & COMPANY

Compensation Consulting

September 27, 2014

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

Dear Mr. Pyles:

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

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

Very truly yours,



Paul J. McConnell

2011-2014 Performance Incentive Matrix

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

## Attachment B

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

Name	Position	Target Units	2013
		2011-14	Payments Due <sup>1</sup>
German, Deborah	VP, and Dean Medical Affairs	620	\$63,817
Soileau, Marion	VP, Research	370	\$38,084
Merck, William	VP, Administration and Finance	370	\$38,084
Holmes, Robert	VP, Development and Alumni Relations	350	\$36,026
Cole, Scott	VP and General Counsel	320	\$32,938
<sup>2</sup> Harms, Al	VP, Strategy, Marketing, Communications and Admissior	300	\$25,803
Ehasz, Maribeth	VP, Student Development and Enrollment Services	280	\$28,820
Holsenbeck, Daniel	VP, University Relations	280	\$28,820
Schell, Rick	VP and Chief of Staff, Office of the President	270	\$27,791
<sup>3</sup> Donegan, Helen	VP, Community Relations	220	\$18,695
	SubTotal	3,380	\$338,878
Hitt, John	President	2,400	\$247,032
	Total	5,780	\$585,910

<sup>1</sup> Amount owed for 2011-14 is 102.93% of the target units as computed by the compensation consultant for the 2011-14 cycle. Amounts earned are to be paid no later than December 31, 2014. Any payment which exceeds legislated Education and General salary cap will be paid from non-public funds.

<sup>2</sup> The payment amount is prorated per the Performance Unit Plan, Section 10(a)(i)(ii)(iii). The participant worked 915 days of the 2011-14 cycle. The qualified amount is multiplied by the fraction 915/1095.

<sup>3</sup> The payment amount is prorated per the Performance Unit Plan, Section 10(a)(i)(ii)(iii). The participant worked 904 days of the 2011-14 cycle. The qualified amount is multiplied by the fraction 904/1095.

**ITEM:**        **CLC-3**

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

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

**DATE:**        October 22, 2014

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**PROPOSED COMMITTEE ACTION**

Recommend approval of the 2014-17 Performance Incentive Measures and Goals for the president and senior officers.

**BACKGROUND INFORMATION**

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

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**Supporting documentation:**

Attachment A: 2014-17 Performance Incentive Measures and Goals  
Attachment B: Historical Goal Data

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

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

2014-17 Performance Incentive Measures and Goals

Objective		Performance Goals			Comments
Performance Measure	Weight	Minimum	Target	Maximum	
<b>Quality of Education</b>					
Strengthen UCF's reputation and effectiveness by improving six-year graduation rates for FTIC students. Average six-year graduation rates for FTIC students in 2007, 2008, and 2009 <b>2008, 2009, and 2010</b> cohorts.	24% 22%	66.5% 68.5%	67% 69.0%	67.5% 69.5%	These goals are aspirational and substantially higher than the last three year average of 65.1%.
Strengthen UCF's reputation and effectiveness by improving one-year retention rates for FTIC students. Average of the one-year retention rates for FTIC students in the 2012, 2013, and 2014 <b>2013, 2014, and 2015</b> cohorts.	14% 12%	88.2% 88.5%	88.7% 89.0%	89.2% 89.5%	These targets are aspirational as retention rates for FTIC have been flat for the last several years. Our investments in predictive analytics, degree tracking support and the PROGRESS team that addresses challenges to student success should begin to have impact during this cycle. Our participation in the Alliance for Innovation as a mentee for predictive analytics should also impact our results in the near future.
Strengthen UCF's reputation and effectiveness by improving four-year graduation rates for summer and fall full-time AA transfer students. Average four-year graduation rates for summer and fall full-time AA transfer students in the 2009, 2010, and 2011 <b>2010, 2011, and 2012</b> cohorts.	24% 22%	75.4% 75.5%	75.5% 76.0%	75.6% 76.5%	These targets are aspirational as graduation rates for transfer students have been variable for the last several years. We are investing in a two year program, Foundations of Excellence for Transfer Students, with the John Gardner Institute for Excellence in Undergraduate Education that will provide opportunity to review and improve transfer student learning and success at UCF. Other initiatives include the development of DirectConnect 2.0, Latino Student Engagement partnership with Valencia College and redesign of Transfer and Transition Services at the Orlando campus.
<b>External Support</b>					
Strengthen UCF's reputation and effectiveness by securing extramural grants and contracts. Average of the dollars raised per tenured and tenure-track faculty member FTE for 2013-14, 2014-15, and 2015-16 <b>2014-15, 2015-16, and 2016-17.</b>	19% 17%	\$130,500 \$131,585	\$131,500 \$132,902	\$133,000 \$139,547	We still are in a period of federal budget uncertainty with another round of sequester scheduled for the federal FY 16 budget year. We are recruiting approximately 90 additional tenure track faculty this year. The first year of these new faculty will likely put negative pressure on the average funding per tenure tract faculty given that it is unlikely that they will secure contract and grant support prior to their 2 <sup>nd</sup> or 3 <sup>rd</sup> year of employment. In addition, Lockheed Martin forwarded funded their fellowship program for two additional years last year (FY14). This means that there will be approximately a \$10M/yr deficit of booked funding for FY 16 and 17. In fact achieving any of these numbers will likely to be a stretch. That said, our faculty accomplish amazing things and I am hopeful that despite these downward pressure we will meet these goals.
Total philanthropy to the UCF and UCF athletics program without Courtelis or state matching funds, but including planned gifts, gifts-in-kind, and pledges for the period of July 1, 2013 <b>2014</b> , to June 30, 2016 <b>2017.</b>	19% 17%	\$190000000 \$200,000,000	\$215000000 \$210,000,000	\$235000000 \$220,000,000	See Page 2
<b>BOG Performance Funding Benchmarks</b>					
Maintain UCF's performance and standing as a top tier SUS institution. Average of final performance funding rankings from 2015, 2016, and 2017	10%	Top 5	Top 4	Top 3	If there are two schools tied for first place, the next school would be ranked third. If there is one school in first place and two schools are tied for second place, the next school would be ranked fourth.

Page 2

The goals were the result of projected contacts with screened prospects who have come from the analytical approach that we use to sort the base of the highest potential from others. There is a predictive model which we also use to help us in our planned visitation program by the development officers. Each development officer manages a portfolio of 150 -200 prospects with some who have demonstrated giving history and others who need to a visit to validate what we know from our research (discovery visits).

In January of 2014 we arrived at the full complement of the development officers for which we are budgeted. There are three new staff who have been hired in the last 10 months and are getting their first visits made since joining us. The time lag of us receiving gifts from those being solicited for the first time until the outcome is generally 12-18 months. Strong relationships generate the trust between the prospect and the institutional representative that help in securing the gifts.

Our other development officers who have been here a bit longer have been making their visits and generating the results that factor into the estimates that were supplied in our response to the committee.

On a different note, there is no way to determine the timing of the outcome of securing those large gifts which skew the totals from year to year.

The level of support from the campaign submitted to the committee demonstrates a significant rise in the base of support from pre-campaign years, yet to sustain it year to year is the challenge. What will move the whole program to the next level of funding will be the further addition of development officers. But, right now our objective is to demonstrate that the potential exists, and when alumni and friends are contacted with a compelling story of how they can help the institution deliver an even higher quality education, they will likely respond positively to that 'ask'.

## Historical Goal Data

Data provided by Institutional Knowledge Management and University Audit

Proposed goals for 2014-17 cycle are in green type

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

<sup>1</sup> the metric tons corresponding to the percentage reductions for this measure are revised by University Audit based on changes in the Department of Sustainability and Energy Management's methodology and assumptions used with the software program that calculates the greenhouse gas emissions

\* three year average

\*\* cumulative for the three-year period

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



## Historical Goal Data

Data provided by Institutional Knowledge Management and University Audit

Proposed goals for 2014-17 cycle are in green type

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

<sup>1</sup> the metric tons corresponding to the percentage reductions for this measure are revised by University Audit based on changes in the Department of Sustainability and Energy Management's methodology and assumptions used with the software program that calculates the greenhouse gas emissions

\* three year average

\*\* cumulative for the three-year period

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

ITEM: CLC-4

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

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

**DATE:** October 22, 2014

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**PROPOSED COMMITTEE ACTION**

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

**BACKGROUND INFORMATION**

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

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

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

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

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

DRAFT

**2013-14  
Compensation and Labor Committee Report  
and Recommendations**

**UCF Board of Trustees**

The Compensation and Labor Committee met on October 22, 2013, to review the university's accomplishment of goals established by the Board of Trustees, discuss new long-term goals with the president for 2014-17, review the president's performance, and consider recommendations for his compensation.

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

The assessment by the trustees was very positive. President Hitt was rated highest in the categories of administrative leadership, academic leadership, vision for the university, and personal characteristics. The president received a majority of trustee assessment ratings of outstanding in all categories, except for fund-raising. During this review, the president received no trustee ratings below satisfactory.

The trustees believe the president has done an outstanding job in providing leadership to the university through recent challenging times and will continue to do so in the future. Many of them felt that the university has been successful because of his stewardship. In addition, they recognize that he has assembled a strong leadership team that has helped him guide the university. The trustees were unanimous in praising President Hitt's vision for the university. Several commented that he is particularly adept at identifying and pursuing visionary projects which continue to create momentum to carry the university forward, citing the downtown Orlando campus project as an example. Some trustees also recognized that it is President Hitt's stature and reputation in the SUS and the Orlando community, which is key to helping him pursue these initiatives. The president is consistently identified as a key player in the growth and recognition of UCF within the community and the region. Several trustees expressed the sentiment that they feel that the university would not be where it is today if not for his leadership over the past 22 years. As one trustee put it, He has a "knack for identifying opportunities for the university and bringing those opportunities to fruition." Another trustee summarized, "Dr. Hitt stands out in his vision. He is second to none. He's charging ahead."

DRAFT

At this time Trustee Calvet has not been able to reach Mori Hosseini, current chair of the Board of Governors, to request his evaluation of the president's performance. Chair Hosseini's comments will be provided to the committee as soon as possible.

Two themes did emerge as areas of concern. First of all, fundraising was consistently seen as an area which needed improvement. Most of the trustees identified fundraising as an area that needed more focus and emphasis. Another area of concern from several trustees was the lack of a succession plan for the president. While they were very complimentary of the president and did not want to see him go, there are concerns about how difficult it will be to eventually replace him.

In summary, the committee *[Information will be inserted here after a recommendation is approved by the Compensation and Labor Committee]*

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

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

10-22-2014

ITEM: CLC-5

University of Central Florida  
BOARD OF TRUSTEES  
Compensation and Labor Committee

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

**DATE:** October 22, 2014

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**PROPOSED COMMITTEE ACTION**

Recommend approval of the 2014-17 Performance Unit Plan awards.

**BACKGROUND INFORMATION**

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

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**Supporting documentation:** 2014-17 Performance Unit Plan Awards

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

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

**University of Central Florida**

**Performance Unit Plan Awards for 2014-17**

Name	Position	Base Salary 9/1/14	2011- 14	2012- 15	2013- 16	Incr #	Incr %	Proposed Units for 2014-17					
								2014- 17	Incr #	Incr %	Min	2014-17 Target	Max
Whittaker, Dale	Provost and Vice President Academic Affairs	\$375,000						530			\$13,250	\$53,000	\$79,500
German, Deborah	VP, and Dean Medical Affairs	\$526,070	620	620	700	80	13%	740	40	6%	\$18,500	\$74,000	\$111,000
Soileau, Marion	VP, Research and Commercialization	\$291,220	370	370	370	0	0%	410	40	11%	\$10,250	\$41,000	\$61,500
Merck, William	VP, Administration and Finance	\$291,347	370	370	370	0	0%	410	40	11%	\$10,250	\$41,000	\$61,500
Holmes, Robert	VP, Development and Alumni Relations	\$256,045	350	350	350	0	0%	360	10	3%	\$9,000	\$36,000	\$54,000
Cole, Scott	VP and General Counsel	\$268,294	320	330	330	0	0%	380	50	15%	\$9,500	\$38,000	\$57,000
Heston, Grant	VP, Communications and Marketing	\$207,500						300			\$7,500	\$30,000	\$45,000
Holsenbeck, Daniel	VP, University Relations	\$215,040	280	280	280	0	0%	310	30	11%	\$7,750	\$31,000	\$46,500
Ehasz, Maribeth	VP, Student Development and Enrollment Services	\$225,405	280	280	280	0	0%	320	40	14%	\$8,000	\$32,000	\$48,000
Schell, Rick	VP and Chief of Staff, Office of the President	\$213,715	270	270	270	0	0%	300	30	11%	\$7,500	\$30,000	\$45,000
Donegan, Helen	VP, Community Relations	\$160,000	220	220	220	0	0%	230	10	5%	\$5,750	\$23,000	\$34,500
	SubTotal	\$3,029,636	3,080	3,090	3,170	80	3%	4290	1120	35%	\$107,250	\$429,000	\$643,500
Hitt, John	President	\$491,000	2,400	2,450	2,550								
	Total	\$3,520,636	5,480	5,540	5,720								