



Office of the President

**REVISED**  
University of Central Florida  
Board of Trustees Meeting  
May 31, 2016  
*FAIRWINDS* Alumni Center  
Agenda  
8:15 a.m. – 4:00 p.m.  
Lunch 12:00 p.m.  
800-442-5794, passcode, 463796

**COMMITTEE MEETINGS**

8:15 a.m. – 8:30 a.m.	Strategic Planning, Clarence Brown, Chair
8:30 a.m. – 9:15 a.m.	Advancement, Clarence Brown, Chair
9:15 a.m. – 10:15 a.m.	Educational Programs, Robert Garvy, Chair
10:15 a.m. – 10:45 a.m.	Nominating and Governance, William Yeargin, Chair
10:45 a.m. – 11:15 a.m.	Compensation and Labor, John Sprouls, Chair
11:15 a.m. – 12:00 p.m.	Finance and Facilities, Alex Martins, Chair

**BOARD MEETING**

1:00 – 4:00 p.m.

- |    |  |   |
|----|--|---|
| 1. | Welcome and call to order                          | Marcos Marchena, Chairman   |
| 2. | Roll call  | Rick Schell, Associate Corporate Secretary                                  |
| 3. | Public comment                                     | Rick Schell   |
| 4. | <a href="#">Minutes of March 24, 2016, meeting</a> | Chairman Marchena   |
| 5. | Remarks and introductions                          | John C. Hitt, President   |
| 6. | Reports  |   |
|    | <b>INFO-1</b> Information                          | Building the UCF Health Sciences Campus at Lake Nona (Deborah German, Dean) |
| 7. | Advancement Committee report                       | Chair Brown   |

- |     |  |  |
|-----|--|--|
| 8.  | Compensation and Labor Ad Hoc Committee report | Chair Sprouls  |
|     | <b>CL-1</b>                                    | Approval<br>Seventh Amended and Restated Employment Agreement for President Hitt (Sprouls)   |
| 9.  | Educational Programs Committee report          | Chair Garvy  |
| 10. | Finance and Facilities Committee report        | Chair Martins  |
|     | <b>FF-1</b>                                    | Approval<br>Revision to UCF-6.007 Traffic/Parking Regulation and Enforcement (Merck)   |
|     | <b>FF-2</b>                                    | Approval<br>Amendments to University Tuition and Fee Regulation UCF-9.001 (Merck)  |
|     | <b>FF-3</b>                                    | Approval<br>2016-17 University Operating Budget (Merck)  |
|     | <b>FF-4</b>                                    | Approval<br>2016-17 Capital Outlay Budget (Merck)  |
|     | <b>FF-5</b>                                    | Approval<br>Use of Bright House Networks Stadium for the 2017 Florida Cup (Merck)  |
| 11. | Nominating and Governance Committee report     | Chair Yeargin  |
| 12. | Strategic Planning Committee report            | Chair Brown  |
|     | <b>SP-1</b>                                    | Approval<br>UCF Collective Impact Strategic Plan (Chair Brown)   |
| 13. | Information                                    | Chairman Marchena  |
|     | <b>INFO-2</b>                                  | Information<br>Board Committee and Direct Support Organization Assignments (Marchena)  |
| 14. | Consent Agenda                                 |  |
|     | <b>CL-2</b>                                    | Approval<br>Amendment to University Regulations UCF-3.015 Promotion and Tenure of Tenured and Tenure-earning Faculty and UCF-3.0175 Promotion of Full-time Non-tenure-earning, Research, and Clinical Assistant and Associate Professors (Sprouls) |
|     | <b>EP-1</b>                                    | Approval<br>2016 Tenure Recommendations (Whittaker)  |

- |     |                               |          |   |
|-----|-------------------------------|----------|---|
|     | <b>EP-2</b>                   | Approval | 2016-17 UCF Work Plan (Whittaker)   |
|     | <b>EP-3</b>                   | Approval | Amendment to University Regulation UCF-2.032 Textbook Adoption (Whittaker)                      |
|     | <b>FF-6</b>                   | Approval | Revision to UCF-7.130 Administration and Finance; Purchasing (Merck)                            |
|     | <b>FF-7</b>                   | Approval | Revision to UCF-7.203 Real Property Leasing (Merck)   |
|     | <b>NG-1</b>                   | Approval | Sixth Amended and Restated Bylaws of the University of Central Florida Board of Trustees (Cole) |
|     | <b>NG-2</b>                   | Approval | UCF Academic Health, Inc. (Cole)  |
| 15. | New business                  |          | Chairman Marchena   |
| 16. | Announcements and adjournment |          | Chairman Marchena   |

Upcoming meetings and events:

Board of Governors New Trustee Orientation	June 21, 9:30 – 11:30 a.m. ( <i>FAIRWINDS</i> Alumni Center)
Board of Governors meeting	June 21-23 ( <i>FAIRWINDS</i> Alumni Center)
Board of Trustees meeting	July 28 (Live Oak Center)

**Minutes  
Board of Trustees Meeting  
University of Central Florida  
March 24, 2016**

Chairman Marcos Marchena called the meeting of the Board of Trustees to order at 1:00 p.m. in the *FAIRWINDS* Alumni Center on the UCF Orlando campus.

The following board members attended the meeting: Chairman Marcos Marchena, Vice Chair Robert Garvy, Ken Bradley, Clarence Brown, Ray Gilley, Keith Koons, Beverly Seay, John Sprouls, David Walsh, William Yeargin, and Cait Zona.

**WELCOME**

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

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

Marchena called for approval of the January 28, 2016, and February 24, 2016, meeting minutes, which were approved.

**PUBLIC COMMENTS**

Jacob Milich, a UCF student, commented about Student Government Association elections, procedures, and transparency. He stated that internal SGA rules, the Florida Sunshine Law, and the Family Educational Rights and Privacy Act conflict with one another, and he requested UCF's assistance in finding a resolution to the problem.

Kyle Swenson, student reporter with KnightNews, requested that the Student Government Association be more transparent.

Mike Holfeld of WKMG asked UCF to consider a policy that would allow all of the athletic department records and contracts to be available to the public.

Jake Hood, student journalist, spoke regarding the difficulties he has encountered acquiring Family Educational Rights and Privacy Act records.

Cait Zona, president of Student Government Association, commented on issues of transparency and inclusion as they relate to the Student Government Association.

Marchena called on President John C. Hitt for remarks and introductions.

## **REMARKS**

Hitt announced that Governor Rick Scott had approved \$20 million in state funding toward the construction of the new academic building at UCF Downtown.

Hitt reported that the best video game graduate program in North America is UCF's Florida Interactive Entertainment Academy, which achieved its first No. 1 ranking from *The Princeton Review* and *PC Gamer* magazines.

Hitt announced that UCF tied for the top spot in the state performance funding awards. UCF is the only university ranked in the top three places for all four years that performance-based funding has been awarded.

Hitt stated that UCF was recognized as an "emerging preeminent" institution, which makes UCF eligible for additional state funding.

Hitt announced that UCF researchers surpassed \$100 million in total awards, nearly 20 percent ahead of this time last year.

Hitt noted that *U.S. News & World Report* listed 20 of UCF's graduate programs among the best in the nation.

Hitt announced that three trustees were leaving the board. He called on Chair *Emerita* Olga Calvet for special recognition as the last remaining charter member of the board. Hitt thanked Calvet for her 16 years of excellent service to the university and to the board, and he presented her with a plaque.

Hitt announced that trustee Alan Florez was leaving the board and had served as a member of the board from 2006-10 and from 2011-16. Hitt thanked Florez for his excellent service to the university and presented him with a certificate.

Hitt announced that trustee Cait Zona was leaving the board after her year of service representing the Student Government Association. Hitt thanked her for her excellent service to the university and presented her with a certificate.

Hitt congratulated trustee John Sprouls on being reappointed to the UCF Board of Trustees and thanked him for his commitment to UCF and for his willingness to continue his service to the university.

Hitt welcomed new board member Ken Bradley, chief executive officer of Winter Park Memorial Hospital and the former mayor of Winter Park, and he presented him with a gold UCF Pegasus pin.

Hitt welcomed new board member David Walsh, the president and chief executive officer of Mitsubishi Hitachi Power Systems Americas, and he presented him with a gold UCF Pegasus pin.

## **INTRODUCTIONS**

Hitt congratulated the following students and staff members for their accomplishments.

### **A. Order of Pegasus—Class of 2016**

The Order of Pegasus is the highest recognition the university gives to outstanding graduating seniors and graduate students who have demonstrated exemplary involvement, leadership, academic achievement, and community service.

#### **Doctoral Degree Students**

Swetha Barkam, College of Engineering and Computer Science  
Christin Giordano, College of Medicine  
Sarah Gitto, College of Medicine

#### **Master's Degree Students**

Melissa Westbrook, College of Health and Public Affairs

#### **Bachelor's Degree Students**

James Briggs, College of Engineering and Computer Science  
Kamillia Crawford, College of Health and Public Affairs  
Julie Deslauriers, College of Sciences  
Getasha Doobay, College of Medicine  
Casey Margarite Field, College of Business Administration  
Paulina Le, College of Medicine  
Amy Maitner, College of Sciences  
Alex Carciente Moreno, College of Sciences  
Michael Scimeca, College of Medicine and College of Arts and Humanities  
Gabriela Wolk, College of Arts and Humanities and College of Sciences  
Brian Zagrocki, College of Education and Human Performance  
Caitlyn Zona, College of Sciences

### **B. Legislative Scholars**

Holsenbeck introduced this year's legislative scholars and thanked them for their service. They are Brianna Bailey, Princelee Clesca, Jamilah Felix, Louise Paula Harrigan, Lisa Kauffman, Michaela Kirn, Amber Mariano, Hailee Mertz, Adriana Metin, Thomas Moyer, Samantha Purcell-Musgrave, Andrea Ramirez, Caitlyn Shield, Tsciena White, and Tatiana Zuniga. Chase Hale, who was unable to attend, was also acknowledged.

Marchena called on Danny White, who introduced UCF's new basketball coach, Johnny Dawkins. Coach Dawkins expressed his excitement at joining the university and the Orlando community. Marchena, on behalf of the board, welcomed Dawkins.

## **REPORTS**

Marchena noted the following informational item.

- INFO-1 Board Committee and Direct Support Organization

Marchena called on Dr. Maribeth Ehasz, Vice President for Student Development and Enrollment Services, and Dr. Elizabeth Dooley, Dean of the College of Undergraduate Studies and Vice Provost for Teaching and Learning, who gave a presentation on a UCF program to provide information to incoming students regarding majors and employment availability.

- INFO-2 New Student Choice of Major and Career Information

Marchena called on Holsenbeck who gave a report on the following.

- INFO-3 Legislative Update

## **ADVANCEMENT COMMITTEE REPORT**

Clarence Brown, Chair of the Advancement Committee, reported the highlights from the committee meeting held earlier in the day.

- Grant Heston, Vice President for Communications and Marketing, shared several examples of how UCF's brand is growing stronger both locally and nationally, including the impact and reach of *Pegasus* magazine, WUCF TV, and other initiatives that are a part of the division's goal, which is to create brands that affect outcomes. Heston also gave a presentation on the *THINK 30* campaign that is a partnership with Student Development and Enrollment Services to encourage students to take 30 credit hours per year.
- Holsenbeck noted that Senator Joe Negron, President-Elect of the Florida Senate, requested a campus visit on April 19, 2016. Negron has stated his interest in supporting Florida's universities. Holsenbeck also commented on the strength of UCF's brand that has led to a number of campus visit requests from senior government officials whose children and grandchildren are considering attending UCF.
- On March 30, 2016, Adam Putnam, Florida's Commissioner of Agriculture, has a scheduled visit to the Central Florida Research Park to observe the simulation and training activities.
- Michael Morsberger, Vice President for Alumni Relations and Development and Foundation CEO, gave an update on the IGNITE campaign. He and his team are working toward aggressive fundraising targets to end this fiscal year. Priorities for the various colleges and units have been recalibrated and will align with the organizing principles that have been identified for the campaign. Morsberger introduced two new members of his team and noted that two other searches are currently underway. Morsberger stated that in February he accompanied Albert Manero of the Limbitless Solutions team to a world leaders summit in Dubai, where Manero gave a demonstration of the robotic arms, which was well-received. Morsberger commented on a name change to the Alumni Association,

which will now be known as Alumni Engagement and Annual Giving. The goal of this new integrated organization is to create a culture of philanthropy at UCF.

- Julie Stroh, Senior Associate Vice President for Alumni Engagement and Annual Giving, reported that engagement and philanthropy are now commonly seen as aspects on a continuum of service and philanthropy, giving back to one's *alma mater* with time, talent, and financial support. As a result of the integration of the alumni annual giving and without any additions to staff, the commitment to frontline discovery and/or fundraising responsibility has increased.

### **COMPENSATION AND LABOR AD HOC COMMITTEE REPORT**

John Sprouls, Chair of the Compensation and Labor Ad Hoc Committee, reported the highlights from the committee meeting earlier in the day.

- Sprouls stated that several amendments to university regulations were approved in three areas: one dealt with instructor and lecturer promotions; other amendments and clarifications dealt with discipline procedures in the College of Medicine, and also updated grievance procedures for non-unit faculty members and non-unit A&P employees; third were amendments to the regulations for meritorious service awards programs.
- Shelia Daniels, Interim Associate Vice President and Chief Human Resources Officer, gave a report on the beginning of a review of our 403(b) investment policies. A committee will review both reducing fees for participants and simplifying the investment choices for retirees.

### **EDUCATIONAL PROGRAMS COMMITTEE REPORT**

Robert Garvy, Chair of the Educational Programs Committee, reported the highlights from the committee meeting held earlier in the day.

- Dale Whittaker, Provost and Executive Vice President, reported on the Conferral of Degrees at the Spring 2016 commencement ceremonies on May 5, 6, and 7.  
6,814 baccalaureate degrees  
1,146 master's degrees  
183 doctoral and special degrees  
8,143 total
- Ehasz and DeLaine Priest, Associate Vice President for Student Development and Services, presented the 2018-19 Academic Calendar, which was approved by the committee. The calendar will be submitted to the Board of Governors for final approval.
- Whittaker, Mubarak Shah, Interim Vice Provost and Dean of the College of Graduate Studies, and Dooley presented three new degrees, all of which were approved by the committee.
  - Master of Science in Biomedical Engineering
  - Master of Science in Data Analytics
  - Bachelor of Science in Entertainment Management



- Ehasz and Dooley gave a presentation on advancing student success through the use of predictive analytics. Special attention was given to the implementation of the Education Advisory Board Student Success Collaborative Campus, a predictive analytic tool that will be launched on April 4, 2016.
- Adam Meyer, Executive Director for Student Accessibility Services and Inclusive Education Services, and Pamela Carroll, Dean of the College of Education and Human Performance, reported on students with unique abilities. During the presentation, Meyer highlighted what is happening at UCF for students with disabilities, including the new Inclusive Education Services for students with intellectual disabilities. Carroll gave a brief overview of the vision for the statewide Florida Center for Students with Unique Abilities, which will be housed at UCF.
- Whittaker provided several updates on UCF academic milestones, including research funding and state performance funding. Whittaker noted that UCF was number one in the State University System for performance funding this year. Whittaker recognized Diane Chase, Vice Provost for Academic Program Quality, and congratulated her on her 34 years of service to the university. The board wished her great success in her new position as Provost at the University of Nevada at Las Vegas.
- Whittaker highlighted the accomplishments of a faculty couple, Ayako Yonetani and Kiminobu Sugaya, a violinist and neuroscientist, who together are researching the connection between music and brain function. Yonetani gave a violin performance.

#### **FINANCE AND FACILITIES COMMITTEE REPORT**

Robert Garvy, Vice Chair of the Finance and Facilities Committee, reported highlights from the committee meeting held on March 2, 2016.

- Garvy reported that the 2016-17 Medical Student Tuition and Fees item was approved resulting in no increase in the 2016-17 tuition, fees, and out-of-state fees.
- Garvy stated that the committee received an information item about the contract between UCF and the developer for the boutique hotel to be built on campus.
- Garvy noted that the committee heard summaries of the Technology Fee report and Equipment Fee report.
- Tracy Clark, Associate Provost for Budget, Planning, and Administration and Associate Vice President for Finance, gave a report on the University Operating Budget for the quarter ended December 31, 2015.
- Clark presented the UCF Investments Quarterly Report Ended December 31, 2015. Garvy stated that a subcommittee was formed to review the current portfolio structure and the possible rebalancing of the portfolio.
- Garvy reported that a presentation was given on financial aid including composition of financial aid funds, the types of aid, and an overview of student aid debt.

Garvy presented the following item for board approval.

- FF-1     2016-17 Medical Student Tuition and Fees—A motion was made and unanimously passed by the board approving the 2016-17 Medical Student Tuition and Fees.

Marchena called on Merck who gave a report on the following.

- INFO-4 Contract for Boutique Hotel

#### **NOMINATING AND GOVERNANCE COMMITTEE REPORT**

William Yeargin, Chair of the Nominating and Governance Committee, reported highlights from the meeting held earlier in the day.

- Yeargin reported that the committee approved three candidates for honorary doctor degrees.

#### **STRATEGIC PLANNING COMMITTEE REPORT**

Clarence Brown, Chair of the Strategic Planning Committee, called on Whittaker who introduced Dr. Thad Seymour, Senior Advisor to the Provost for Strategic Planning, to report on the following informational item.

- INFO-5 Collective Impact Strategic Planning Update

#### **CONSENT AGENDA**

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

- CL-1 New University Regulation UCF-3.0176 Instructor and Lecturer Faculty Promotion—Approval of new University of Central Florida Regulation UCF-3.0176.
- CL-2 Amendments to University Regulation UCF-3.0124 Discipline and Termination for Cause of Non-Unit Faculty and A&P Staff Members, University Regulation UCF-3.036 Grievance Procedure for Non-Unit Faculty Employees, and University Regulation UCF-3.037 Grievance Procedure for Non-Unit A&P Employees. New University Regulation UCF-10.010 Discipline and Termination for Cause of Faculty and A&P Staff Members of the College of Medicine—Approval of amendments to University of Central Florida regulations UCF-3.0124, UCF-3.036, UCF-3.037, and approve new regulation UCF-10.010.
- CL-3 Amendment to University Regulation UCF-3.0262 Meritorious Service Awards Program—Approval of amendments to University of Central Florida Regulation UCF-3.0262 Meritorious Service Awards Program.
- EP-1 Conferral of Degrees—Approval of conferral of degrees at the Spring 2016 commencement ceremonies.

- EP-2 2018-19 Proposed Academic Calendar—Approval of the 2018-19 UCF academic calendar.
- EP-3a Master of Science in Biomedical Engineering—Approval of a master of science degree in biomedical engineering.
- EP-3b Master of Science in Data Analytics—Approval of a master of science degree in data analytics.
- EP-3c Bachelor of Science in Entertainment Management—Approval of a bachelor of science degree in entertainment management.
- FF-2 Revision to Florida Solar Energy Center Rule 6C7-8.007—Approval of an amendment to existing Florida Solar Energy Center Rule 6C7-8.007.
- NG-1 Dr. Alan Eustace, Honorary Doctor of Business degree—Approval of an Honorary Doctor of Business degree for Dr. Eustace.
- NG-2 Prince Mohammad bin Fahd bin Abdulaziz Al Saud, Honorary Doctor of Public Service degree—Approval of an Honorary Doctor of Public Service degree for Prince Mohammad bin Fahd bin Abdulaziz Al Saud.
- NG-3 J. Charles Gray, Honorary Doctor of Public Service degree—Approval of an Honorary Doctor of Public Service degree for J. Charles Gray.

#### **ANNOUNCEMENTS AND ADJOURNMENT**

Marchena announced the following upcoming meetings:

Commencement	May 5-7, 2016 (CFE Arena)
Board of Governors meeting	May 12, 2016 (Florida Gulf Coast University)
UCF Board of Trustees retreat	May 13, 2016 ( <i>FAIRWINDS</i> Alumni Center)
Board of Trustees meeting	May 26, 2016 ( <i>FAIRWINDS</i> Alumni Center)

Marchena adjourned the board meeting at 3:11 p.m.

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

**ITEM: INFO-1**

**University of Central Florida  
BOARD OF TRUSTEES**

**SUBJECT:** Building the UCF Health Sciences Campus at Lake Nona

**DATE:** May 31, 2016

---

For information only.

---

**Supporting documentation:** Attachment A: UCF College of Medicine Update Summary  
Attachment B: Building the UCF Health Sciences Campus  
at Lake Nona presentation

**Prepared by:** Deborah German, Vice President for Medical Affairs and Dean of the  
College of Medicine

**Submitted by:** Dale Whittaker, Provost and Executive Vice President

# ***UCF College of Medicine Update Summary***

## ***Board of Trustees Meeting***

### ***May 31, 2016***

Dr. Deborah German, Vice President for Medical Affairs, Dean, College of Medicine



- A top-tier college of medicine that brings economic impact to a community must be strong in all three of its integral missions – education, research, and patient care.
  - In almost ten years, the UCF College of Medicine has created an innovative medical education program that is gaining national and international recognition.
  - M.D. students are scoring in the top quartile nationally on board and licensing exams, research productivity, and service to patients.
  - The UCF College of Medicine is unique nationally in having a large undergraduate biomedical sciences program that is a pipeline for medical and other graduate schools and careers in healthcare professions.
  - College of Medicine faculty members are being recognized nationally for their efforts.
- In the next ten years, the UCF College of Medicine must develop its research and patient care missions if it is to achieve top-tier status.
  - UCF's medical school is one-tenth the size of the average U.S. public medical school in revenue. The College of Medicine must increase revenues from research and patient care if it is to achieve its goal.
  - The College of Medicine has created a small clinical practice with two sites in Orlando. It has also begun a young research program. These initiatives are still in their infancy. Research and clinical care must be developed to the level that the education mission has been developed. This will allow UCF to keep its promise of economic impact for the medical city.
  - A UCF teaching hospital is necessary for the College of Medicine to flourish in all three of its missions, particularly in patient care and research.
- In addition to the College of Medicine's education, research, and patient care programs, the UCF Health Sciences Campus at Lake Nona provides a prime location for future partnerships within the university and community.
  - Expansion of the campus could include UCF's existing College of Nursing, and the potential future colleges of dentistry and public or allied health, creating an integrated program for training the health providers of tomorrow.
  - Such an integrated campus would add to the College of Medicine's existing partnerships in the community, region, and state.

# Building the UCF Health Sciences Campus at Lake Nona

## UCF College of Medicine Update May 31, 2016

**Deborah C. German, M.D.**  
**Vice President for Medical Affairs**  
**Dean, College of Medicine**



# UCF College of Medicine Missions



**Education**



**Research**



**Patient Care**

**Partnerships**





# Our Growth in the Past Decade



# COM Selected Achievements

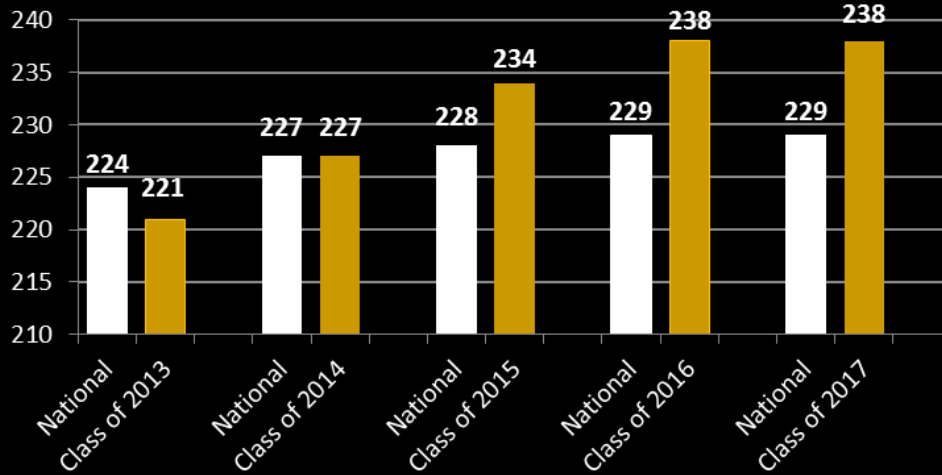
	2007	2016
<b>Space</b>	120 Square Feet	527,954 square feet
<b>Faculty/Staff</b>	1	686 core faculty and staff 2,252 affiliated and volunteer faculty
<b>Enrollment</b>	0	2866 UG, 105 G, 458 MD, 34 GME
<b>M.D. Graduates</b>	0	169
<b><u>M.D. Program</u></b>	An Idea	LCME Full Accreditation
<b>Research</b>	0	\$88,627,376*
<b>Patient Care</b>	0	UCF Health Physician Practice (two locations)
<b>Revenue</b>	\$2 million	\$85 million

\*cumulative



# U.S. Medical Licensing Examination Step 1 and Step 2 Clinical Knowledge Scores

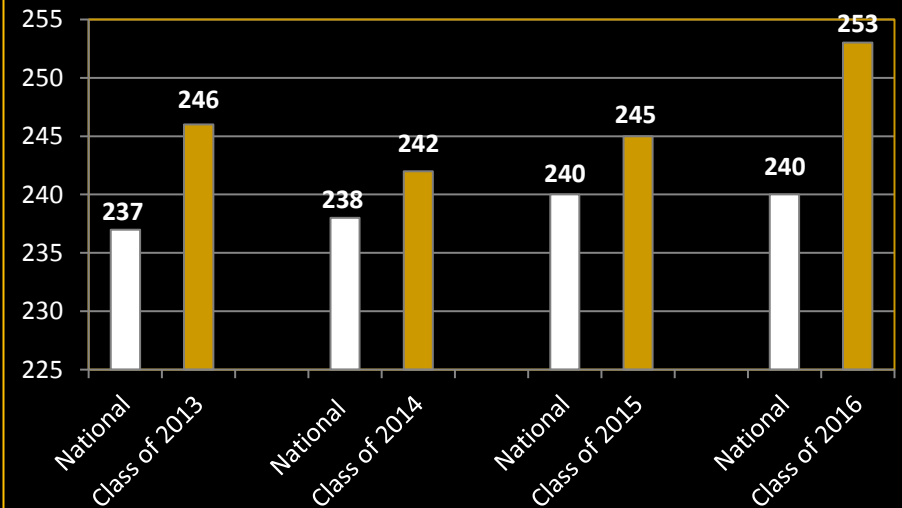
## Average Step 1 Scores



### Step 1

Taken after pre-clerkship years (M2)

## Average Step 2 Clinical Knowledge Scores

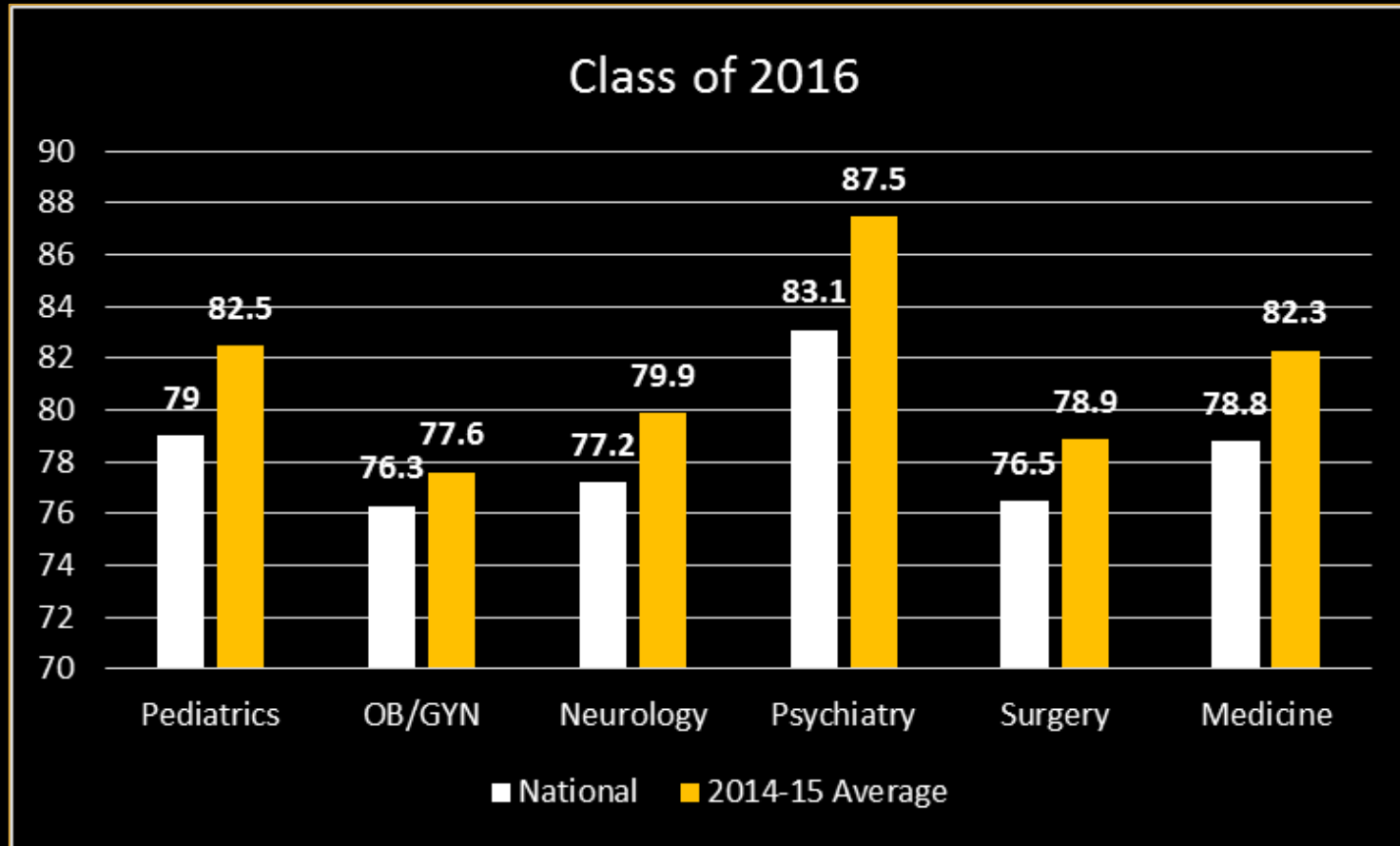


### Step 2 Clinical Knowledge

Taken after first clinical year (M3)



# National Board of Medical Examiners Subject Exams



# M.D. Education Update

- Data for all matched seniors from the National Resident Matching Program (2015)

	25th	50 <sup>th</sup>	75th	
<b>STUDENT CHARACTERISTICS</b>				
Mean number of work experiences	2.6	3.0	3.3	<b>3.6</b>
Mean number of volunteer experiences	6.0	6.8	<b>8.0</b>	
Mean number of research experiences	2.4	2.8	<b>3.3</b>	
Mean number of publications	3.0	4.2	5.3	<b>6.1</b>
<b>USMLE STEP SCORES</b>				
Mean Step 1 scores	227.9	231.3	235.9	<b>236.6</b>
Mean Step 2 scores	241.2	243.5	246.2	<b>246.8</b>



# Virgin Islands Partnership

## New Medical School Partnership

The UCF College of Medicine  
and  
The University of the Virgin Islands



# COM Selected Achievements

	2007	2016
<b>Space</b>	120 Square Feet	527,954 square feet
<b>Faculty/Staff</b>	1	686 core faculty and staff 2,252 affiliated and volunteer faculty
<b>Enrollment</b>	0	2866 UG, 105 G, 458 MD, 34 GME
<b>M.D. Graduates</b>	0	169
<b>M.D. Program</b>	An Idea	LCME Full Accreditation
<b>Research</b>	0	\$88,627,376*
<b>Patient Care</b>	0	UCF Health Physician Practice (two locations)
<b><u>Revenues</u></b>	\$2 million	\$85 million

\*cumulative

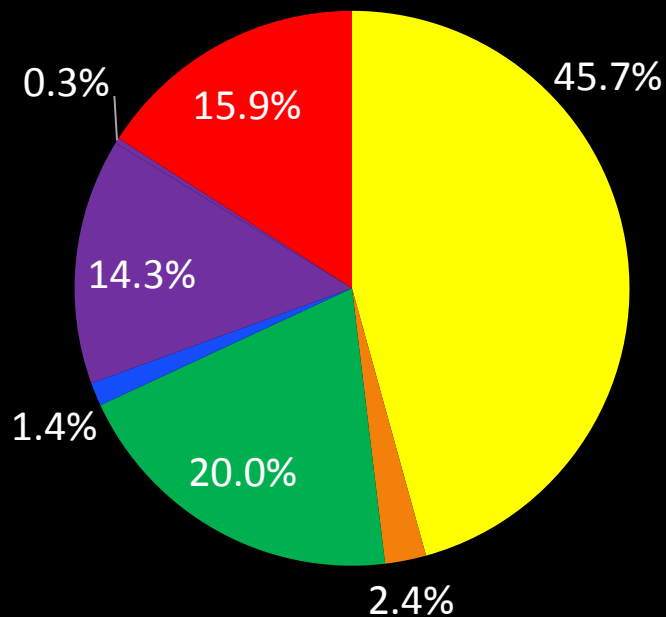


# College of Medicine Revenue Sources

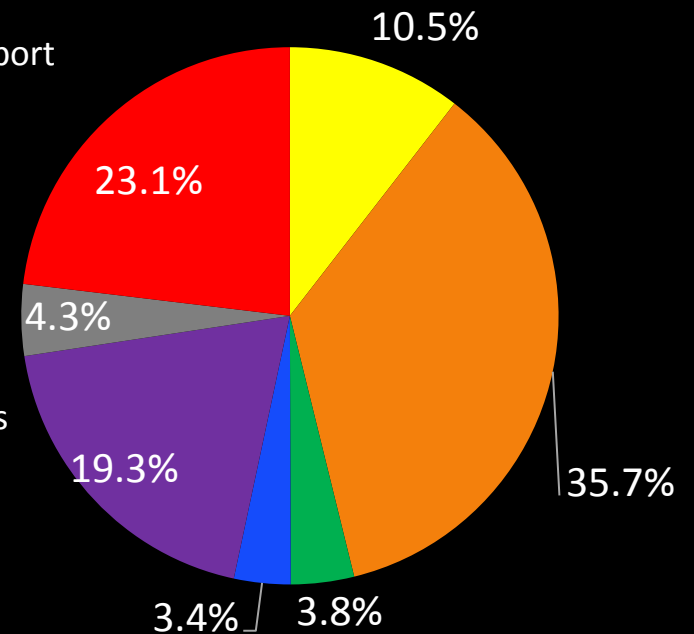
**UCF College of Medicine Revenue**  
Total: \$68 million

**2014-15**

**Average Public Medical  
School Revenue**  
Mean: \$639 million



- State, Government, Parent Support
- Practice Plans
- Tuition and Fees
- Endowment and Gifts
- Hospitals, Med School Programs
- Miscellaneous Sources
- Total Grants and Contracts



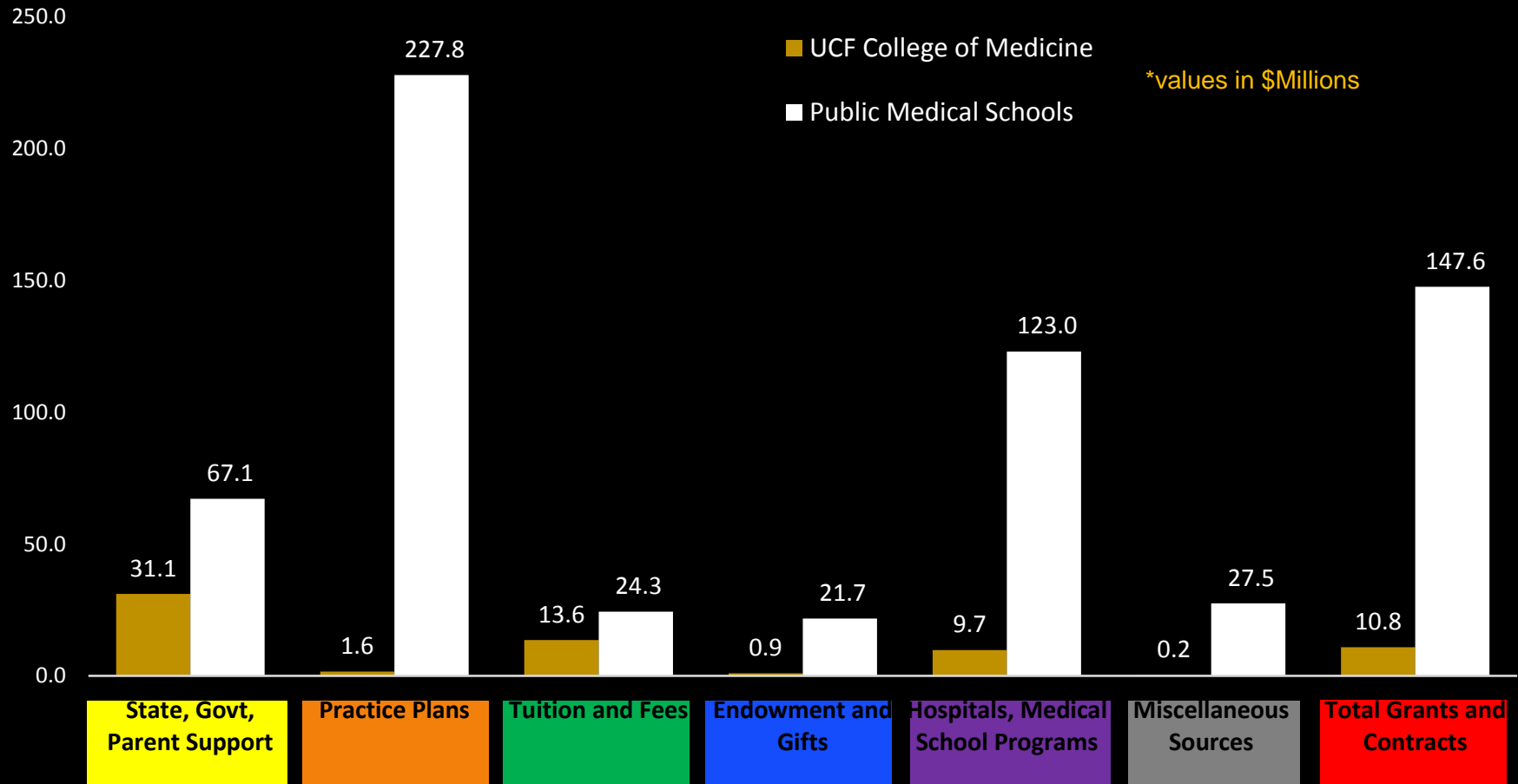
Source: LCME Part 1-A Annual Financial Questionnaire  
AAMC Medical School Profile System



# College of Medicine Revenue Sources

UCF COM – 2014-15 Total Revenue: \$68 million

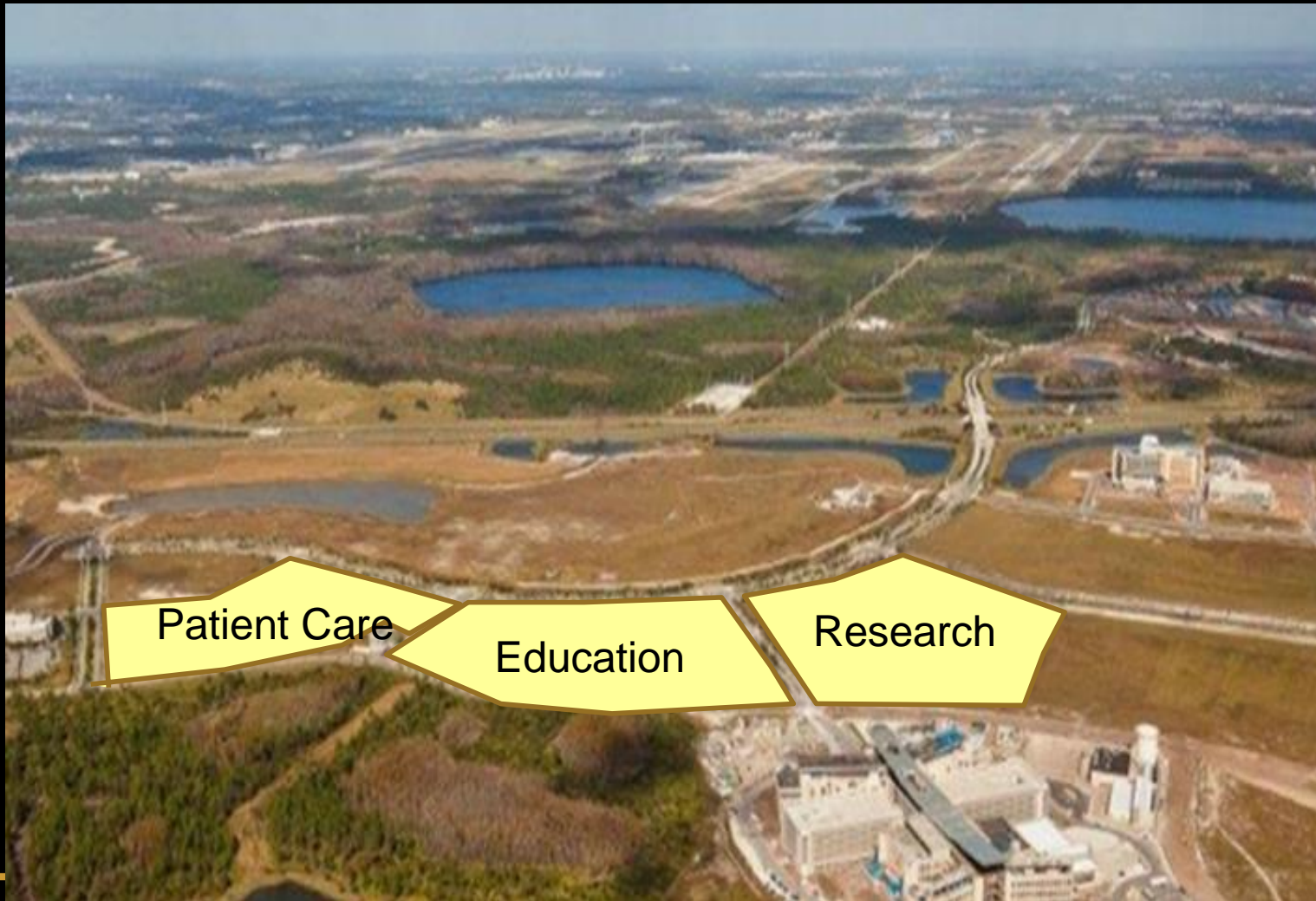
78 Public Medical Schools – 2014-15 Mean Total Revenue: \$639 million



Source: LCME Part 1-A Annual Financial Questionnaire  
AAMC Medical School Profile System



# What We Need to Do



# What We Need to Do





# Areas of Research Focus

- Cancer
  - Cardiovascular disease
  - Neurodegenerative disease
  - Infectious disease
  - Medical simulation
- 
- Research funding total: \$88,627,376



# Patient Care – UCF Health

## ■ Multi-specialty faculty practice

- ❑ Internal and Family Medicine
- ❑ Cardiology
- ❑ Dermatology
- ❑ Geriatrics
- ❑ Sports Medicine
- ❑ Rheumatology
- ❑ Nephrology
- ❑ Endocrinology
- ❑ Gastroenterology
- ❑ Integrative Medicine
- ❑ Neurology
- ❑ Occupational Medicine







ITEM: CL-1

**University of Central Florida  
BOARD OF TRUSTEES**

**SUBJECT: Seventh Amended and Restated Employment Agreement for President Hitt**

**DATE: May 31, 2016**

---

**PROPOSED BOARD ACTION**

Approve the Seventh Amended and Restated Employment Agreement for President Hitt.

**BACKGROUND INFORMATION**

In October 2016, the UCF Board of Trustees approved an employment agreement for the president with a fixed term ending on June 30, 2016, and allowed for annual extensions of the contract upon mutual agreement and after review of the President's performance by the Board. The attached Agreement extends the employment agreement until June 30, 2017.

---

**Supporting documentation:**

Attachment A: Seventh Amended and Restated Employment Agreement,  
Redline Version

**Prepared by:** Scott Cole, Vice President and General Counsel

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

## Attachment A

### ~~SIXTH~~SEVENTH AMENDED AND RESTATED EMPLOYMENT AGREEMENT

This ~~Seventh~~Seventh Amended and Restated Employment Agreement ("Agreement"), is entered into by and between the University of Central Florida Board of Trustees (the "Board," or the "Board of Trustees"), and Dr. John C. Hitt (the "President" or "Dr. Hitt") and shall become effective on July 1, 2016. Board and President may hereinafter be collectively referred to as the "parties".

#### RECITALS

WHEREAS, Dr. Hitt has served as President of the University of Central Florida ("University") since 1992 and guided the University through a period of unprecedented growth in enrollment and quality; and

WHEREAS, the Board has the authority to determine the terms and conditions of employment of the President; and

WHEREAS, the Board wishes to amend and restate its existing employment agreement with Dr. Hitt to memorialize the terms and conditions of his continued employment as President; and

WHEREAS, both the Board and Dr. Hitt desire to set forth their respective rights and obligations in this Agreement; and

WHEREAS, this Agreement amends and restates in its entirety the ~~Fifth~~Sixth Amended and Restated Employment Agreement ~~dated April 20~~approved by the Board on November 2, 2015 and which terminates on June 30, 2016.

NOW, THEREFORE, in consideration of the mutual promises, covenants, and conditions contained herein, and other valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties agree as follows:

**Section 1.0 Term.** The Board shall employ Dr. Hitt as its President for a term beginning on ~~the date of the last signature affixed hereto~~July 1, 2016 and ending on June 30, 2017~~6~~. This Agreement may be extended for additional one year terms upon mutual agreement of the parties following review of the President's performance by the Board. If this Agreement is not renewed, Dr. Hitt shall be eligible for any incentive compensation awards heretofore granted in accordance with Section 4.3, subject to applicable withholding and employment taxes.

**Section 2.0 Powers and Duties.** Dr. Hitt shall be the President of the University, subject to the rules, policies, and supervision of the Board. Dr. Hitt shall have the powers and duties reserved to the position of President by the University's bylaws, and as established from time to time by the Board (collectively, the "Duties"). Dr. Hitt and the Board acknowledge and agree that the Duties shall be consistent with those customarily performed by presidents of top-tier state universities comparable in size and type to the University, including, without limitation, educational leadership,



## Attachment A

faculty relations, budgeting, long-range planning, fundraising, public relations, student services, recruitment of personnel, appointment, promotion and dismissal of all faculty and staff members, and such other duties as may be determined or assigned by the Board.

**Section 3.0 Evaluation.** On or before September 1 of each year, Dr. Hitt shall provide to the Chair of the Board of Trustees' Compensation and Labor Committee (the "Committee Chair") a list of proposed goals and objectives for the fiscal year period and the next thirty-six (36) month period. The Board, or a committee thereof, and Dr. Hitt shall discuss Dr. Hitt's proposed goals and objectives, after which time the Board, or a committee thereof, shall agree upon finalized goals and objectives for that fiscal year and the next thirty-six (36) month period. Dr. Hitt shall initiate the evaluation process for the period that ended on June 30 of that year by submitting to the Committee Chair a self-appraisal of such period's performance. Dr. Hitt will use best efforts to submit the self-appraisal by September 15 but no later than September 30 of each calendar year. This appraisal shall address performance related to each of the goals and objectives. After Dr. Hitt has submitted this self-appraisal, the Board shall evaluate his performance during the previous academic year based primarily on his achievement of the mutually agreed upon goals and objectives and to a lesser extent such other criteria as the Board deems appropriate. To aid the Board in its annual performance review, Dr. Hitt agrees to furnish to the Board, or a committee thereof, such additional oral or written reports as it may request.

### **Section 4.0 Compensation.**

**Section 4.1 Annual Base Salary.** As compensation for the services to be performed by Dr. Hitt pursuant to this Agreement, the Board shall pay Dr. Hitt an initial annual base salary of ~~\$505,730~~ \$505,730. No more of this amount than is allowed by Florida Statutes shall be paid from public funds. This amount shall be payable according to the pay plan for administrative faculty employees at the University, with appropriate deductions for taxes and benefits. The Board shall review Dr. Hitt's compensation in connection with the annual evaluation of his performance, as set forth in Section 3.0 of this Agreement.

**Section 4.2 Deferred Compensation.** While employed as University President, Dr. Hitt shall receive annual deferred compensation equal to 20% of salary, payable quarterly. To the maximum extent possible, this sum should be provided through qualified plans (e.g. 403(b), 457, etc.).

**Section 4.3 Incentive Compensation.** Dr. Hitt shall be eligible for an annual incentive award, based on the accomplishment of the 36 month goals, established pursuant to section 3.0, for the just concluded three (3) year period in accordance with the Performance Unit Plan approved by the Board. If such goals are attained, as determined by the Board, the Board shall pay to Dr. Hitt a lump sum incentive award. This long term incentive compensation may be revised for future three year periods based solely on the discretion of the Board, but shall not be decreased. Amounts earned under the Performance Unit Plan are payable after the conclusion of the three year performance period and shall be paid in a lump sum (less applicable taxes and deductions) on or before December 31<sup>st</sup> following the completion of the performance period).

## **Attachment A**

### **Section 5.0 Benefits.**

**Section 5.1 Standard Benefits.** While employed as University President, Dr. Hitt shall be eligible to participate in all present and future benefit plans maintained by the University for administrative faculty employees. Such benefits shall include, without limitation, health care, disability and life insurance programs, retirement plans, tax-deferred savings plans, flexible spending accounts, and vacation and sick leave.

**Section 5.2 Business/Travel Expenses.** While employed as University President, the University shall cover the cost of Dr. Hitt's reasonable business expenses, including professional dues, meetings, business travel, and entertainment.

**Section 5.3 Automobile.** While employed as University President, the University shall provide Dr. Hitt with an automobile allowance or a University-owned full size automobile, which will be replaced every three (3) years, utilizing non-public funds. If the University provides Dr. Hitt with an automobile, it shall be responsible for the costs of fuel, maintenance, repairs, and insurance. Dr. Hitt shall be responsible for any tax liability associated with non-business use of the automobile in accordance with applicable Internal Revenue Service Regulations.

**Section 5.4 Miscellaneous.** While employed as University President, the President shall be given an allowance of up to \$4000 per month for travel for his spouse, memberships at Interlachen Country Club and the Citrus Club, or other organizations approved by the Board, and an annual physical, all to be provided from non-public funds.

**Section 6.0 Housing.** For the benefit and convenience of the University in having the functions of the Office of President most efficiently discharged, while employed as University President, Dr. Hitt shall be required to reside in the University-owned Burnett House, at the University's expense, during the term of this Agreement. The University shall provide staff with responsibilities for grounds-keeping, repairs, housekeeping services, and general maintenance of the Burnett House and cover all related expenses, including utilities.

For the convenience of the University, the Burnett House shall be available and shall be used, for University-related business and entertainment on a regular and continuing basis. Costs associated with such University events shall be paid by the University. If it is not feasible to entertain at the Burnett House due to a large number of invited guests, the University shall provide Dr. Hitt with another location suitable to host such an event and will bear the costs.

**Section 7.0 Outside Activities.** Dr. Hitt agrees to faithfully, industriously, and with maximum application of experience, ability, and talent, to devote full-time attention and energies to his Duties as President. The expenditure of reasonable amounts of time for personal or outside business, as well as charitable and professional development activities, shall not be deemed a breach of this Agreement, provided such activities do not interfere with the Duties set forth in Section 2.0 of this Agreement. Dr. Hitt shall not engage in any activity that may be competitive with or adverse to the best interests of the Board and the University.

## **Attachment A**

With prior approval from the Board, Dr. Hitt may serve on up to two (2) boards of directors of for-profit corporations. In addition, Dr. Hitt must give prior notice to the Chair before agreeing to serve on any board of directors of a nonprofit corporation. Any and all income or other compensation earned by Dr. Hitt in connection with outside business activities shall be paid to and retained by him, and such income or other compensation shall have no effect on the amount of salary, compensation, and benefits he is otherwise entitled to receive hereunder. Dr. Hitt shall use annual leave when attending to matters pertaining to such service if it is during normal work hours and requires a half day or more.

### **Section 8.0 Termination.**

**Section 8.1 Termination for Cause.** The Board may terminate this Agreement and Dr. Hitt's employment hereunder for Cause. Cause for this purpose shall mean anyone or more of the following:

- A. Neglect or inattention by Dr. Hitt to the Duties of President of the University or Dr. Hitt's refusal or unwillingness to perform such Duties in good faith and to the best of Dr. Hitt's abilities after reasonably specific written notice of such neglect or inattention has been given to Dr. Hitt and Dr. Hitt has continued such neglect or inattention during a subsequent period specified by the Board of not less than ninety (90) days; or
- B. Material, significant or repetitive violation or breach by Dr. Hitt of this Agreement; or
- C. Conviction, a plea of guilty, or a plea of nolo contendere by Dr. Hitt to a felony, or to a misdemeanor involving moral turpitude; or
- D. Fraud or dishonesty of Dr. Hitt in the performance of his duties or responsibilities hereunder; or
- E. Fraud or dishonesty of Dr. Hitt in the preparation, falsification or alteration of documents or records; or
- F. Knowing failure by Dr. Hitt to obtain prior approval for outside activities as required by law or this Agreement; or
- G. Commission of or participation in any act, situation, or occurrence by Dr. Hitt which brings Dr. Hitt into public disrepute, contempt, scandal or ridicule or failure by Dr. Hitt to conform his personal conduct to conventional standards of good citizenship, with such conduct offending prevailing social mores and values and/or reflecting unfavorably upon University's reputation and overall primary mission and objectives, including but not limited to, acts of dishonesty, misrepresentation, fraud, or violence that may or may not rise to a level warranting criminal prosecution by the relevant authorities.

In the event of termination for cause, Dr. Hitt shall no longer be entitled to receive

## Attachment A

any compensation under this agreement and shall forfeit any additional compensation accrued but not earned pursuant to paragraph 8.5. In lieu of termination for cause, the Board may suspend Dr. Hitt for a period not to exceed ninety (90) days for anyone or more of the acts or omissions representing grounds for termination for cause under this sub-paragraph. During a period of suspension under this sub-paragraph, Dr. Hitt shall only be entitled to receive the base salary provided by section 4.1.

**Section 8.3 Resignation as President.** In the event Dr. Hitt resigns his employment as President of the University in a timely manner that is acceptable to the Board, and he elects to return to the tenured faculty in a teaching, research or service role, Dr. Hitt shall be paid an annual salary of \$260,000. Dr. Hitt shall have the option of spending the first year immediately following his resignation on sabbatical, providing that such sabbatical is subject to the terms and conditions of the University's sabbatical program, including, without limitation, Dr. Hitt's agreement to repay the University any salary he receives while on sabbatical if he does not return to the University for at least two consecutive semesters (excluding summers) immediately following participation in the sabbatical program. No other benefits or compensation referenced in this Agreement shall continue. However, Dr. Hitt shall be eligible for any incentive compensation awards heretofore granted in accordance with Section 4.3.

**Section 8.4 Death/Permanent Disability.** In the event Dr. Hitt is unable to complete the term of this Agreement due to death or permanent disability as defined in section 409A of the Internal Revenue Code, he or his estate shall be entitled to receive an amount equal to the remaining base salary (Section 4.1) due under the Agreement up to a maximum of two years. In the case of disability, the two year period shall be calculated beginning with the initial date of disability, and payable on a bi-weekly basis. In the case of death, the payment shall be made within thirty days of due notice by the proper estate authority.

In the event of Dr. Hitt's death during his service as President, his spouse shall be entitled to remain in the University-owned residence for up to one hundred twenty (120) days after Dr. Hitt's death. The Board, in its sole discretion, may extend this one hundred twenty (120) day period.

~~**Section 8.5 Forfeiture of Additional Compensation.** Dr. Hitt accrued one year of additional base salary for services rendered from July 1, 2013 through June 30, 2014. The additional compensation shall not be payable until, and shall be forfeited, unless Dr. Hitt is employed on June 30, 2016 or is terminated without cause before June 30, 2016 as provided in Section 8.2.~~

**Section 9.0 Dispute Resolution.** The Board and Dr. Hitt agree that if any dispute arises concerning this Agreement they will first attempt in good faith to resolve the dispute to their mutual satisfaction. If they are unable to do so, the Board and Dr. Hitt agree that they will submit the dispute to confidential, binding arbitration in Orlando, Florida, in accordance with the Commercial

## Attachment A

Arbitration Rules of the American Arbitration Association then in effect. The tiling fee and all costs of the arbitration and the arbitrator(s) fees shall be divided equally between the parties. Each party shall bear their own costs of any legal fees associated with the dispute and the arbitration proceeding.

The Board and Dr. Hitt will use their best efforts to keep any disputes and any efforts to resolve disputes confidential, informing only their respective legal counsel and other persons determined in good faith to have a need to know the disclosed information (Dr. Hitt's spouse shall be deemed to have a need to know any information disclosed to her), and will use their best efforts to ensure that such persons do not further disclose any such information. The Board and Dr. Hitt agree that no arbitrator may be a University faculty member or have any material ongoing relationship with the University.

**Section 10.0 Notice.** Unless and until changed by a party giving written notice to the other, the addresses below shall be the addresses to which all notices required or allowed by this Agreement shall be sent:

If to the University:  
Chair, Board of Trustees  
University of Central Florida  
4000 Central Florida Blvd.  
Orlando, FL 32816

If to the President:  
Dr. John C. Hitt, President  
University of Central Florida  
4000 Central Florida Blvd.  
Orlando, FL 32816

**Section 11.0 Severability and Waiver.** If any portion of this Agreement shall be held to be invalid, inoperative, or unenforceable, then, so far as possible, effect shall be given to the intent manifested by the portion held invalid, inoperative, or unenforceable, and the remainder of this Agreement shall remain in full force and effect. No waiver or failure to enforce any or all rights under this Agreement by either party on any occasion shall constitute a waiver of that party's right to assert the same or any other rights on that or any other occasion.

**Section 12.0 Governing Law.** This Agreement shall be interpreted and construed and the rights and obligations of the parties hereto shall be determined in accordance with the laws of the State of Florida, excluding its choice of law rules.

**Section 13.0 Counterparts.** This Agreement may be executed in counterparts, and by the parties on separate counterparts each of which, when so executed, shall constitute but one in the same instrument.

**Section 14.0 Modification of Agreement.** This Agreement represents the complete understanding of the parties and supersedes any previous or contemporaneous written or oral representations made by either party. There are no other promises, understanding, obligations, inducements, undertakings, or considerations between the parties or owed by either party to the other that are not set forth in this Agreement. This Agreement may be modified or amended only by

## Attachment A

mutual written consent of the parties.

**Section 15.0 Personal Contract.** The obligations and Duties of Dr. Hitt shall be personal and not assignable or delegable in any manner whatsoever. This Agreement shall be binding upon and inure to the benefit of Dr. Hitt and his executors, administrators, heirs, successors, and permitted assigns, and upon the University and its successors and assigns.

**Section 16.0 Insurance and Indemnification.** Dr. Hitt shall be provided with director's and officer's liability insurance coverage and be protected by indemnification agreements on the same terms and conditions enjoyed by trustees and senior officers, said coverage to survive termination as to matters relating to his presidency.

**Section 17.0 No Trust Fund.** Nothing contained in this Agreement and no action taken pursuant to the provisions of this Agreement shall create or be construed to create a trust of any kind. To the extent that Dr. Hitt acquires a right to receive payments from the University under this Agreement, the University's obligation to make such payments represents an unfunded promise or covenant to pay such amount running from the University to Dr. Hitt.

**Section 18.0 Understanding of the Agreement.** Both parties represent that they have thoroughly read this Agreement, that they understand it to be a binding contract, that they understand each provision, term, and condition of this Agreement as well as its legal effect, and that they have signed the Agreement voluntarily and of their own free will with the intention to comply with its terms.

**Section 19.0 Disclosure of the Agreement.** Both parties agree and acknowledge that this Agreement may be subject to the Florida public records law, Chapter 119, or other provisions, and may, therefore, be subject to disclosure by and in the manner provided for by law.

**Section 20.0 Section 409A.** The parties intend that benefits under this agreement are to be either exempt from, or comply with, the requirements of Section 409A of the Internal Revenue Code and the regulations issued thereunder ("Section 409A"), and this Agreement shall be interpreted and administered in accordance with the intent that Dr. Hitt not be subject to tax under Section 409A. If any provision of the Agreement would otherwise conflict with or frustrate this intent, that provision will be interpreted and deemed amended so as to avoid the conflict. Any reference in this Agreement to "termination of employment", "separates from service" or similar phrase shall mean an event that constitutes a "separation from service" within the meaning of Section 409A. All reimbursements and in-kind benefits shall be provided in accordance with Treasury Regulation Section 1.409A-3(i)(iv).

**Section 21.0 Miscellaneous.** The headings in this Agreement are for convenience only and shall not be used in construing or interpreting this Agreement. The terms "Board," "Board of Trustees" and "University" as used herein, where applicable or appropriate, shall be deemed to include or refer to any duly authorized board, committee, or officer of said entity. Whenever the context requires, the masculine shall include the feminine and neuter, the singular shall include the plural, and conversely.

## Attachment A

IN WITNESS WHEREOF, the President and the authorized representative of the Board of Trustees have executed this Agreement to be effective as of ~~the date of the last signature affixed hereto~~ July 1, 2016

University of Central Florida

By: \_\_\_\_\_  
Marcos R. Marchena  
Chairman, Board of Trustees

\_\_\_\_\_  
(Date)

By: \_\_\_\_\_  
John R. Sprouls  
Chair Board of Trustees, Compensation and Labor Committee

\_\_\_\_\_  
(Date)

By: \_\_\_\_\_  
John C. Hitt  
President, University of Central Florida

\_\_\_\_\_  
(Date)

**ITEM: FF-1**

**University of Central Florida  
Board of Trustees**

**SUBJECT:** Revision to UCF-6.007 Traffic/Parking Regulation and Enforcement

**DATE:** May 31, 2016

---

**PROPOSED BOARD ACTION**

Approve the attached amendments to existing university regulation UCF-6.007 Traffic/Parking Regulation and Enforcement.

**BACKGROUND INFORMATION**

Florida Board of Governors Regulation 1.001 provides that “Each Board of Trustees is authorized to promulgate University Regulations in accordance with the Regulation Development Procedure adopted by the Board of Governors.”

This regulation relates to campus traffic and parking requirements, including restrictions on parking and the requirement that any vehicle parked on campus must properly display a parking permit. The regulation describes the registration process for parking permits and enforcement of parking rules. This regulation is amended to modify the provisions of purchasing various permits by employee salaries rather than employment classification. Terms for vendor permits have also been amended to clarify proper usage, along with other minor revisions.

---

**Supporting documentation:** Attachment A: Proposed University UCF-6.007 (redline)

**Prepared by:** Youndy C. Cook, Deputy General Counsel

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



Attachment A

**UCF-6.007 Traffic/Parking Regulation and Enforcement.**

(1) General Information.

(a) Definitions.

1. The term “vehicle” shall include bicycles, motorcycles, automobiles, trucks, and other mobile equipment.
2. High Efficiency Vehicles: Vehicles which run on rechargeable batteries and gasoline engines combined or which use one or more electric motors or other non-fossil fuel for momentum. Only these vehicles will be allowed to park in spaces that have signs and/or stenciling that state “Hybrid Vehicles Only” or “HEV Parking Only”. Only Electric Vehicles which require electricity for power may park in the parking spaces designated “Electric Vehicles Only”. Vehicles parked in these spaces must be in the charging mode. Maximum time allowed in Electric Vehicle Only spaces is 4 hours. Valid UCF parking permits must be displayed.
3. Decals and hang tags: Printed labels or hang tag permits issued by the university evidencing vehicle registration. For the purposes of this regulation, the words “decal”, “hang tag”, and “permit” are synonymous.

- (b) The University Parking and Transportation Advisory Committee serves as the principal advisory body to the president through the vice president for Administration and Finance, recommending policies and regulations that govern traffic and parking on the UCF campus. The committee shall consist of two (2) faculty members selected by the Faculty Senate Parking Advisory Committee; two (2) students appointed by the president of Student Government Association; two (2) staff members appointed by USPS Staff Council; one (1) Administrative and Professional employee appointed by the vice president for Administration and Finance. The vice president for Administration and Finance will appoint one additional member to serve as chair. The term of service shall be ~~one (1)~~ two (2) years, staggered with the exception of student members, who shall serve for one year. The committee may elect a vice-chair to serve in the absence of the chair.
- (c) The University Parking Citation Appeals Committee is composed of up to two faculty (2) members, four (4) students, two (2) university employees and one (1) chair. The University Parking Citation Appeals Committee has jurisdiction over violations of the

university's parking regulations. In those cases heard before it, this committee will render decisions adjudicating guilt and will impose appropriate monetary or restrictive penalties. The University Parking Citation Appeals Committee reports to the vice president for Administration and Finance.

- (d) Applicability – The provisions of this regulation shall apply at all times to vehicles that are operated or parked on the UCF campus. The fines, penalties and other sanctions against persons in violation of the provisions of this regulation will be enforced as follows:
  - 1. In the case of a vehicle registered with the Department of Parking and Transportation, the university shall assess fines for parking violations against the person in whose name the vehicle is registered with Parking and Transportation Services.
  - 2. In the case of a vehicle not so registered, assessments for parking violations shall be made against the operator if it is determined that the operator at the time of the violation is associated with the university and, in fact, should have registered the vehicle with the Department of Parking and Transportation.
  - 3. If a vehicle is not registered with the university and the operator is not associated with the university, fines will be assessed against the vehicle's state registration vehicle certificate holder.
- (e) Responsibility – Unless otherwise noted, the Department of Parking and Transportation is responsible for the implementation and enforcement of this regulation and for resolution of disputes with regard to the university's parking and traffic regulations.
- (f) Authorizations.
  - 1. Operation of a motor vehicle upon the campus of UCF is a privilege granted by the university. All vehicles parked on the university campus must be currently registered with the Department of Motor Vehicles and display a valid license tag. UCF adheres to Florida State Statutes regarding vehicle registration expiration dates.
  - 2. The university is authorized and reserves the right to regulate the use of any of its vehicle parking facilities for the exclusive use of designated groups or individuals.

3. Any individual possessing a valid driver's license may operate a properly registered motor vehicle on the UCF campus in accordance with the provisions of these regulations.
4. UCF police officers, community service officers (CSO's) and parking patrollers are authorized to issue a university parking and traffic citation to any person or vehicle violating university parking and traffic regulations.
5. Vehicles are subject to immobilization or being towed from the campus, depending upon the need for such action, as set forth in these regulations.
6. UCF assumes no responsibility for vehicles, or their contents, parked on campus.

(2) Registration Regulations.

- (a) All motor vehicles parked on the UCF campus must be registered with the Department of Parking and Transportation and have the appropriate parking permit properly displayed while parked on campus. This includes vehicles used by evening and special students.

Exceptions to this requirement are as follows:

1. Vehicles displaying "government" license plates.
  2. Properly identified Government officials, such as FBI, ATF, US Customs, etc., who park on campus on official business, ~~but whose vehicles are unmarked or do not bear "official" government issued license plates~~whose vehicles do not display an official government tag or other governmental markings, may be issued a one day parking permit free of charge, ~~but for a period of no longer than one day per permit.~~ These permits may be issued at either the Visitor and Parking Information Center or the Department of Parking and Transportation.
  3. Construction personnel and contractors engaged in projects on campus may park within the designated fenced enclosure of the construction site without a UCF parking permit.
  4. Visitors shall comply with subparagraph (i) ~~1547~~ below.
- (b) Registration of more than one automobile and one motorcycle is permissible by paying full price for each permanent decal or hang tag. A hang tag permit transferable from automobile to automobile is also available; however hang tags cannot be transferred from an automobile to a motorcycle.

- (c) The vehicle registration year begins September 1 and ends August 31 the following year. Each vehicle must be registered with permit properly displayed no later than the first day of classes of each semester.
- (d) All individuals who register their vehicles at the university must register them online. Registrants may pay for their parking permits online with a credit card, Knight Cash or pay for them in person at the Department of Parking and Transportation in Parking Garage B.
- (e) Decal Display – Issued decals, ~~except hang tags,~~ are to be permanently affixed to the registered vehicle. Decals must be affixed either to the left rear bumper or on the outside of the rear windshield of the driver’s side. Motorcycle decals must be affixed to the right front fork. Decals not affixed in accordance with instructions will result in a citation for improper display.
- (f) Hang tag permits must be displayed on the rear view mirror with the permit number and expiration date visible and legible from the exterior of the vehicle.
- (g) Registrants must register their own vehicle. The Department of Parking and Transportation must be notified of any change in ownership or license plate number.
- (h) Permanent decals are not transferable between individuals or vehicles. Upon sale or other disposal of a registered vehicle, the permanent decal must be destroyed unless the registrant wishes to purchase a replacement decal. If the registrant wishes to purchase a replacement decal, the registrant must remove the original decal from the disposed vehicle and return it (or sufficient fragments thereof, including the decal number) to the Department of Parking and Transportation as proof that the original decal is no longer in use.
- (i) Parking permits are sold or issued under the following guidelines:
  - 1. Only the university president, vice presidents, deans and others as approved by the University Parking and Transportation Advisory Committee are eligible to purchase “A” permits. An “A” permit authorizes parking in a 24-hour reserved space, as well as in any other legal parking space on campus that is not reserved for 24 hours daily use. Only a limited number of 24-hour reserved spaces are available.
  - 2. Except as provided otherwise above in subparagraph (i)1, ~~faculty members, administration and professional (A & P) staff, and USPS employees in pay grade 24~~

~~and above employess with salaries >\$50,0001~~ must purchase “B” permits. “B” permits authorize parking in designated “B”, “C”, and “D” parking areas or in any unreserved parking garage on the campus. ~~Adjunct faculty members may purchase either a “B”, “C”, or Daily Permit, Employees with salaries between \$35,001 and \$50,000 may purchase either a “B” or “C” permit,~~ but they must park in the type of facility designated by the permit they choose, or in any unreserved parking garage. Employees with salaries <\$35,000 must purchase “C” permits. “C” permits authorize parking in designated “C” and “D” parking areas only, or in any unreserved parking garage on campus. Full-time employees who are also enrolled in classes are not eligible to purchase student “D” permits.

~~3. Except as provided otherwise above in subparagraph (i)2, full-time USPS staff are eligible to purchase only “C” permits. “C” permits authorize parking in designated “C” and “D” parking areas only, or in any unreserved parking garage on the campus. Persons who work on campus on a regular basis but are not university employees must purchase “C” permits only.~~

34. All non-student OPS employees may purchase “B” or “C” permits only based on the aforementioned criteria, but they must park in the type of facility designated by the permit they choose, and must park in designated “C” and “D” parking areas only or in any unreserved parking garage on the campus.

4. Eligible non-UCF employees of the Research Park and on-campus vending/retail establishments must purchase only “C” permits. A “C” permit authorizes parking in designated “C” and “D” areas only, or in any unreserved parking garage on the campus.

5. All students who do not live on campus may purchase only “D” permits. “D” permits authorize parking in designated “D” parking areas only or in any unreserved parking garage on the campus. Graduate Teaching Assistants, Graduate Research Assistants and all other student OPS employees must purchase only “D” permits.

6. All students, staff and faculty parking motorcycles, mopeds, or motor scooters on campus must purchase motorcycle (“MC”) permits. “MC” permits authorize parking in designated motorcycle spaces only.

~~7. Eligible non-UCF employees of the Central Florida Research Park may purchase only “C” permits. A “C” permit authorizes parking in designated “C” and “D” areas only as well as in any campus unreserved parking garage.~~

~~78.~~ Residential students who reside in the Apollo, Libra, Nike, Hercules, and Neptune communities must purchase only “R” permits. “R” permits allow parking in all “D” and “R” designated parking areas and any unreserved parking garage, however, overnight and game day restrictions apply.

~~89.~~ Residential students who reside in the Lake Claire community must purchase only “RL” permits. “RL” permits allow parking in all “D” and “RL” parking areas and any unreserved parking garage, however, overnight and game day restrictions apply.

~~940.~~ Students who reside in the Towers at Knights Plaza must purchase only “KP” permits. “KP” permits allow parking in parking garage E or G and any designated “D” parking area and any unreserved parking garage; however, posted overnight and game day restrictions apply.

~~11. Students who are enrolled in the programs offered by the Center for Multilingual Multicultural Studies (CMMS) may purchase only “DIT” permits. “DIT” permits allow parking in all designated “D” parking areas and any unreserved parking garage. “DIT” permits are valid on a specific vehicle and have a specified expiration date to concur with the program term dates as denoted by CMMS.~~

~~1042.~~ Employees and students at the Rosen campus must purchase “Rosen College” permits. A “Rosen College” permit authorizes parking only at the Rosen campus.

~~11.13,~~ Employees of the Athletics Department, UCF Convocation Corporation (UCFCC), and the Arena, may be issued “F” permits. Approval to purchase an “F” permit must be granted by a designee of the Athletics Department or UCFCC. An “F” permit authorizes parking in parking garage F or any other parking lot or unreserved parking garage that is equivalent to the permit they are issued. “F” permits may be red or blue.

~~1244.~~ Special guests of the university, including but not limited to fully retired UCF employees, eligible campus ministry personnel and State Auditors, shall be issued “G” permits, subject to the availability of such permits. A “G” permit authorizes parking in any legal parking space on campus other than those reserved twenty-four (24) hours a

day. Requests for this permit shall be submitted to the Department of Parking and Transportation. Retirees who return to work in a full-time position with benefits are not eligible to receive a “G” permit.

~~1345.~~ Employees and students of the Health Sciences Campus must purchase an “M” permit of the appropriate classification (“BM”, “CM”, or “DM”). “M” permits allow parking at the Health Sciences Campus and the UCF main campus in “B”, “C”, or “D” lots as their permit designates.

~~1416.~~ Vendor permits are available to vendors who conduct business on the university campus ~~and have a need to park close to buildings to load/unload materials.~~ University departments located off campus may purchase vendor permits for short term, official business only. Vendor permits allow for parking for short term (2 hours) for use of parking in all Service Vehicles Only spaces for close parking access to buildings to load or unload materials, supplies, and/or equipment. For all other usage, including any parking exceeding 2 hours, Vendor permits allow use of ~~and~~ any “C” or “D” parking lot or unreserved parking garage spaces. ~~University Departments located off campus may purchase vendor permits for short term, official business only. If heavy lifting of materials is not required, a staff hang tag may be purchased instead.~~ Vendor permits are not intended to be used to provide convenient parking or an alternative to purchasing a parking permit. Departments that purchase vendor permits are specifically prohibited from allowing students to use the permits for non-vendor functions, e.g. to go to class or attend campus events. If heavy lifting of materials is not required, a UCF staff hang tag may be purchased instead. ~~Departments in violation of this regulation will have their permit rescinded.~~ Vendors who need a permit on an infrequent basis may purchase a daily permit that can be used as a vendor permit. In such cases vendors must inform Parking and Transportation Services personnel of their need for a vendor parking permit. Departments found in violation of this regulation will have their vendor permit confiscated and rescinded for the balance of the parking year, and may be designated as ineligible for purchase/re-issue of a vendor permit for a period up to one year.

~~1517.~~ Visitors to the campus shall purchase a daily visitor’s parking permit at the Visitors and Parking Information Center or the Department of Parking and

Transportation. This permit is to be displayed on the vehicle as instructed and authorizes parking in student (“D”) parking lots and unreserved parking garages unless otherwise directed by parking services personnel. Daily permits are valid from time of purchase until 11:59 p.m. of the date purchased. Visitors may also park in any metered parking space by paying the appropriate parking meter fee. Meters may be enforced 24 hours a day, unless otherwise posted.

~~16~~<sup>18</sup>. Persons holding current, permanent state-issued disabled parking permits, disabled veteran or wheelchair license plates, or temporary state disabled parking permits are required to purchase a UCF parking permit of appropriate classification, i.e., “B,” “C,” or “D,” or “Daily Visitor” to park on the campus.

- a. Disabled persons with such appropriate permits may park in any available disabled parking space on the campus, including unreserved parking garages, except for those spaces that are restricted, such as designated ~~24~~<sup>twenty-four</sup>-hour reserved or service parking spaces.
- b. State-issued disabled parking permits or license plates and a valid UCF parking permit, or daily visitor permit must be properly displayed on the vehicles.

~~c.—Vehicles bearing disabled permits may also park in any other unreserved parking space on the campus.~~

~~17~~<sup>19</sup>. Temporary parking permits must be obtained when an unregistered substitute vehicle is being parked on campus. A temporary permit may be obtained at the Visitors and Parking Information Center or at the Department of Parking and Transportation during business hours. A temporary permit for substitute vehicles is issued at no charge and allows the same parking privileges as does the permanent decal for which it substitutes. A temporary permit shall be issued for a maximum period of ~~fourteen (14)~~<sup>seven (7)</sup> days. A maximum of six (6) temporary permits may be issued to a vehicle in a single semester. Failure to obtain a temporary permit will result in a citation for no permit. A temporary permit shall be displayed on the vehicle rearview mirror facing forward.

~~18~~<sup>20</sup>. Patients of UCF Health Services and UCF Counseling Center or Wellness and Health Promotion Services:



- a. Health Services: Both a valid UCF parking permit and Health Services parking pass must be properly displayed when parking in Health Services patient spaces. The Health Services pass must be obtained from the reception desk located in Health Services.
- b. Counseling Center: Both a valid UCF parking permit and Counseling Center parking pass must be properly displayed when parking in the Counseling Center patient spaces. The Counseling Center pass must be obtained from the reception desk located in the Counseling Center.
- c. Biofeedback Clients: Both a valid UCF parking permit and Biofeedback Center parking pass must be displayed when parking in the Biofeedback client spaces. The Biofeedback pass must be obtained from Wellness and Health Promotion Services.

1921. Replacement permits:

- a. Replacement decals, ~~including replacement for a stolen permit, shall be issued for \$15.00 for a multi-semester permit and \$7.50 for a one-semester permit provided the original permit is returned (even if in remnants) or proof of sale of the original vehicle is presented. Every effort should be made to keep the removed permit's number intact.~~ are issued for \$14.08 plus tax for a multi-semester permit and \$7.04 for a one semester permit. Proof of sale of the vehicle or return of the original permit is required. If a permit is stolen, a police report must be filed and a stolen permit form signed before the replacement permit may be issued.
- b. When the original permit or sufficient remnants thereof, is not returned or proof of sale is not provided, the replacement fee shall be the full fee in effect at the time of the replacement. The full fee also applies to permits to replace those that are reported lost.

(3) Parking Regulations.

- (a) The responsibility of locating a legal parking space rests with the motor vehicle operator. Lack of a convenient space shall not be considered as a valid excuse for violation of any parking regulation. The fact that a person parks or observes others parking in violation of

any parking regulation without being cited does not mean that the regulation is not in effect.

- (b) Except as noted herein, all parking regulations apply twenty-four (24) hours a day, seven (7) days a week and parking areas are restricted to specific decal or decals as designated by posted signs or curb markings. However, between the hours of 5:30 p.m. and 7:00 a.m. any vehicle with a valid parking permit may use any “B” (Faculty), “C” (Staff) or “D” (Student) parking space except where otherwise specified by appropriate signs or markings. “A” (Reserved 24 hours), “Service Vehicle Only” parking spaces, and disabled parking spaces shall not be used at any time except by vehicles with decals or certification authorizing use of these specific spaces.
- (c) Metered parking is enforced twenty-four hours a day, seven days a week. Drivers of all vehicles using metered spaces are responsible for paying the posted meter fees.
- (d) The following parking practices are specifically prohibited:
  - 1. Parking on lawns, landscaped areas, sidewalks, or other areas not specifically designated by signs or curb markings as parking areas. The absence of a “No Parking” sign does not mean parking is permissible in an area.
  - 2. Double parking, parking any portion of a vehicle outside designated lines or beyond a post or other delineation device indicating a valid parking space or row.
  - 3. Blocking traffic, other parked vehicles, service areas or spaces, roadways, crosswalks, or wheelchair access aisles and ramps.
  - 4. Parking in an access lane. An access lane is any area that is not designated as a parking space and that provides an avenue for traffic flow.
  - 5. Except as noted in paragraphs (b) and (c) above, parking in any space designated for decals other than the one displayed on the vehicle.
  - 6. Parking in a metered space after the purchased amount of time has expired.
  - 7. Unauthorized parking in 24-hour reserved “A” parking spaces.
  - 8. Unauthorized parking in designated service areas.
  - 9. Parking an unregistered vehicle without a valid parking permit anywhere on the UCF campus.
  - 10. Failure to display parking permits properly: not permanently affixed, improperly placed, or not displayed on the vehicle for which purchased.

11. Failure to cancel registration or to destroy parking decal upon disposal of the registered vehicle.
12. Unauthorized or fraudulent use of a parking permit.
13. Parking a bicycle in a motor vehicle space, on disabled ramps, in areas designated by signs as no bicycle parking, on sidewalks or crosswalks, or in any way to impede ingress or egress of a building.
14. Parking a motorcycle in a motor vehicle space, or any space not designated as motorcycle parking.

(4) Disposition of Parking Citations.

- (a) Payments of non-contested parking citations must be received by the Department of Parking and Transportation within ten (10) working days from the date of citation issue. A late charge of \$10.00 shall be assessed each citation if payment is received after the ten (10) working day period. Payments shall be made by mail, in person, by telephone, online (at [www.citationappeals.ucf.edu](http://www.citationappeals.ucf.edu) [www.parking.ucf.edu](http://www.parking.ucf.edu)), or by deposit in campus fine collection boxes. Campus fine collection boxes are yellow and located throughout the campus.
- (b) Once a citation has been placed on the vehicle, Parking and Transportation personnel have no further responsibility of notification.
- (c) ~~When an individual tenders more than forty nine (49) pennies in payment of a fine, the Department of Parking and Transportation shall make suitable coin wrappers available and the individual paying a fine shall present the pennies wrapped in \$.50 increments before a fine payment in pennies is accepted. Fifty (50) or more coins used in any parking related transaction delays processing and will not be accepted as a form of payment.~~
- (d) Any person who alleges being unjustly ticketed shall appeal the citation online at [www.citationappeals.ucf.edu](http://www.citationappeals.ucf.edu) [www.parking.ucf.edu](http://www.parking.ucf.edu) within ten (10) working days from the date the citation was issued. The Director of the Department of Parking and Transportation or an authorized designee shall eliminate late charges or dismiss the citation altogether if it is determined to have been issued in error. Appeals not sustained by the director or ~~specified~~ authorized designee shall be heard by the Parking Citation Appeals Committee. Individuals requesting appeals shall be notified of their scheduled hearing date at the time his or her appeal is submitted online. A reminder of the

notification will be emailed to the appellant prior to the scheduled appeal date. In addition, appellants shall be notified by email of the committee's decision subsequent to the appeal being heard. Fees assessed due to a vehicle's immobilization may not be appealed.

- (e) The decisions of the Parking Citation Appeals Committee shall be based upon the provisions set forth in this regulation and extenuating circumstances, if any, and are final and binding, except as set forth herein. A student may request a second level of appeal by submitting a written appeal with the Student Government Association's Judicial Council within ten (10) -business days upon receiving notification that the original appeal to the Parking Citation Appeals Committee was heard and denied; however, citations that have been appealed and assessed an administrative fee will not be accepted or granted and the administrative fee will apply. The Student Government Association is responsible for establishing the appeal procedure for this second level of appeal. The decision of the Judicial Council is final and binding and no further appeals shall be permitted. For purposes of this appeal process, "student" shall be defined to mean a person enrolled in classes at UCF as of the date of the parking citation.
- (f) The following reasons will not be accepted by the Judicial Council as grounds to dismiss or reduce a citation. This is not an all-inclusive list:
  - 1. Disagreement with the traffic and parking regulations
  - 2. Ignorance of the regulation
  - 3. Stated inability to find a permitted parking space
  - 4. Operation of the vehicle by another person
  - 5. Tardiness to class and/or appointment
  - 6. Inability to pay fine (lack of money)
  - 7. Displayed expired permit
  - 8. Traffic congestion
  - 9. Stated perception that designated parking area is not safe
  - 10. To delay paying the fine for an appealed citation
  - 11. Unsupported evidence of direction by any university official
- (g) Students should consider the following when choosing to file an appeal with the Judicial Council:

1. Make sure the reason for the appeal is not one of those listed in subsection (f) above.
2. The student must prepare a concise written and/or oral statement not to exceed five minutes.
3. The Judicial Council will contact the student within three (3) business days to schedule a hearing. The case will be scheduled within ten (10) business days upon the Judicial Council receiving notice of the appeal. If the student does not appear for the hearing in person before the Judicial Council, the original decision of the Parking Appeals Committee will be sustained. The Director of Parking and Transportation Services does not have the authority to overturn the decision of the Judicial Council.

(5) Vehicle Immobilization.

(a) Vehicles are subject to immobilization under the following circumstances:

1. The vehicle has accumulated three or more unpaid parking citations, or unpaid citations totaling \$200.00 or more in fines.
2. Possession of, using, or displaying a fraudulent/unauthorized parking permit. Violators may also be subject to referral to the Office of Student Conduct.
3. For law enforcement purposes, in which case an immobilization release fee may not be charged.

(b) Cost of release from immobilization is \$50.00 and payment of all unpaid citations.

Citations issued up to time immobilization are not allowed to be appealed. Release is available from Parking Services personnel Monday through Friday 7:30 a.m. to 9:00 p.m.

(6) Tow away – Vehicles are subject to being towed from campus at the owner's expense under the following circumstances:

- (a) The vehicle is parked in a hazardous manner, blocking traffic, roadways, crosswalks, sidewalks, disabled ramps, or creating a hazard such as leaking gasoline.
- (b) The vehicle is parked in a space reserved twenty-four (24) hours per day.
- (c) When arrangements to release an immobilized vehicle have not been made within forty-eight (48) hours of the original immobilization.
- (d) When the vehicle is abandoned on campus for any reason whatsoever for more than forty-eight (48) hours.

- (e) When immobilization is not appropriate due to vehicular construction.
  - (f) When the vehicle owner has previously removed or attempted to remove an immobilization device without authorization.
  - (g) When the vehicle is parked in a parking lot or garage during posted time restrictions.
- (7) Revocation of Campus Parking Privileges – The Director of the Department of Parking and Transportation shall revoke the privilege of any person to park a vehicle on campus for a period of one year when it is determined that:
- (a) That person falsifies or willfully misrepresents vehicle registration information.
  - (b) That person, whether the owner or operator, displays a fraudulent permit on a vehicle.
  - (c) That person has accumulated six (6) or more parking citations during an academic year.
- (8) Administrative Penalty for Non-Payment of Parking Citations – A student who is delinquent in the payment of parking citations shall not be permitted to register for class, drop or add classes, receive transcripts or diplomas until the debt has been satisfactorily resolved.
- (9) Traffic Regulations.
- (a) Florida Uniform Traffic Control Law, Chapter 316, F.S., as well as Chapter 320 F.S., is in effect on campus at all times.
  - (b) Campus speed limits are 10 mph in parking lots and parking garages and 30 mph on roads unless otherwise posted.
  - (c) It is a violation to drive or park in an opposing direction than indicated by signs, flow of traffic or directional arrows. Back in parking is allowed unless prohibited by posted signage located at entrances to parking lots or garages.
  - (d) Parking bicycles, scooters or vehicles on grass or on sidewalks not used as access areas is a violation. Conveyances used by disabled persons are exempt from this regulation.
  - (e) State of Florida Uniform Traffic citations issued on campus by university police officers are referred to appropriate local government courts for disposition.

*Authority: BOG Regulation 1.001. History–New 3-22-76, Amended 8-19-82, 5-5-83, 8-14-83, Formerly 6C7-6.07, Amended 8-1-88, 9-20-89, 8-12-90, 7-21-91, 10-11-92, 9-8-93, 9-15-96, 8-14-02, 12-8-03, 8-14-05, 6-27-06, 8-15-06, 6-25-07, 7-31-08, Formerly 6C7-6.007, Amended 7-1-09, 6-24-10, 7-7-11, 3-16-12, 7-23-13, 9-2-14, 6-22-15, \_\_\_\_\_-16.*

**ITEM: FF-2**

**University of Central Florida  
Board of Trustees**

**SUBJECT:** Amendments to University Tuition and Fee Regulation UCF-9.001

**DATE:** May 31, 2016

---

**PROPOSED BOARD ACTION**

Approve amendments to university regulation UCF-9.001 Schedule of Tuition and Fees.

**BACKGROUND INFORMATION**

The regulation reflects the tuition and fees for the 2016-17 academic year. There are no proposed tuition and fees changes for 2016-17 except for the repeat course fee. Pursuant to Section 1009.285 F.S., the repeat course fee is adjusted annually by the Florida Board of Governors. This fee was updated for Fall 2016.

---

**Supporting Documentation:** Attachment A: UCF-9.001 Schedule of Tuition and Fees

**Prepared by:** Tracy Clark, Associate Provost for Budget, Planning, and Administration and  
Associate Vice President for Finance  
Christy Tant, Director for Budget, Planning, and Administration

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

**ATTACHMENT A**

**UCF-9.001 Schedule of Tuition and Fees**

- (1) All students shall pay resident or non-resident tuition, as applicable, and associated fees. Tuition shall be defined as the basic fee charged to a student for instruction in credit courses at the University of Central Florida. Non-resident tuition shall be defined as the basic fee and the out-of-state fee assessed to non-resident students for instruction in credit courses at the University of Central Florida. Only those students who qualify as a Florida resident as defined in BOG Regulation 7.005 shall not be assessed the out-of-state fee.
- (2) Associated fees shall include the following:
- (a) Tuition differential (applied to undergraduate courses only);
  - (b) Student Financial Aid Fee;
  - (c) Non-resident Student Financial Aid Fee (if student is not a Florida resident);
  - (d) Capital Improvement Trust Fund Fee;
  - (e) Transportation Access Fee;
  - (f) Activity and Service Fee;
  - (g) Athletic Fee;
  - (h) Health Fee; and
  - (i) Technology Fee.
- (3) In addition to the fees listed above, a Distance Learning Course Fee of \$18.00 per credit hour will be assessed for online Web-based courses.
- (4) Registration shall be defined as consisting of two components:
- (a) Formal enrollment in one or more credit courses approved and scheduled by the university; and
  - (b) Payment or other appropriate arrangement for payment (installment, deferment, or third party billing) of tuition and associated fees for the courses in which the student is enrolled as of the end of the drop and add period.
- (5) Tuition and associated fees liability shall be defined as the liability for the payment of tuition and associated fees incurred at the point at which the student has completed registration.



(6) The following tuition and associated fees shall be levied and collected effective the fall semester indicated for each student regularly enrolled, unless provided otherwise by law or in this chapter.

(a) Students will be assessed the following tuition and associated fees per credit hour:

FALL 2015~~6~~

For All Programs Except Doctor of Physical Therapy, Doctor of Medicine, Florida Interactive Entertainment Academy, and UCF Online (amounts per credit hour):

Fee	Undergraduate		Graduate	
	Resident	Non-Resident	Resident	Non-Resident
Tuition	\$105.07	\$105.07	\$288.16	\$288.16
Tuition Differential	\$44.20	\$44.20		
Out-of-State Fee		\$511.06		\$785.15
Student Financial Aid Fee	\$5.16	\$5.16	\$14.40	\$14.40
Non-Resident Financial Aid Fee		\$25.55		\$39.25
Capital Improvement Trust Fund Fee	\$6.76	\$6.76	\$6.76	\$6.76
Transportation Access Fee	\$9.10	\$9.10	\$9.10	\$9.10
Activity and Service Fee	\$11.67	\$11.67	\$11.67	\$11.67
Athletic Fee	\$14.32	\$14.32	\$14.32	\$14.32
Health Fee	\$10.84	\$10.84	\$10.84	\$10.84
Technology Fee	\$5.16	\$5.16	\$14.40	\$14.40
Total	\$212.28	\$748.89	\$369.65	\$1,194.05

Doctor of Physical Therapy (amounts per credit hour):

Fee	Graduate	
	Resident	Non-Resident
Tuition	\$494.50	\$494.50
Out-of-State Fee		\$785.15
Student Financial Aid Fee	\$14.40	\$14.40
Non-resident Financial Aid Fee		\$39.25
Capital Improvement Trust Fund Fee	\$6.76	\$6.76
Transportation Access Fee	\$9.10	\$9.10
Activity and Service Fee	\$11.67	\$11.67
Athletic Fee	\$14.32	\$14.32
Health Fee	\$10.84	\$10.84

Technology Fee	\$14.40	\$14.40
Total	\$575.99	\$1,400.39

Doctor of Medicine (annual amounts):

Graduate

Fee	Resident	Non-Resident
Tuition	\$25,490.80	\$25,490.80
Out-of-State Fee		\$25,594.00
Student Financial Aid Fee	\$1,274.40	\$1,274.40
Non-resident Financial Aid Fee		\$1,279.60
Capital Improvement Trust Fund Fee	270.40	\$270.40
Transportation Access Fee	\$364.00	\$364.00
Activity and Service Fee	\$466.80	\$466.80
Athletic Fee	\$572.80	\$572.80
Health Fee	\$433.60	\$433.60
Technology Fee	\$206.40	\$206.40
Equipment Fee	\$601.00	\$601.00
Total	\$29,680.20	\$56,553.80

Florida Interactive Entertainment Academy (FIEA) (Fall 2015~~6~~ cohort<sup>1</sup> amounts):

Graduate

Fee	Resident	Non-Resident
Tuition	\$1,016.51	\$1,016.51
Out-of-State Fee		\$785.15
Student Financial Aid Fee	\$14.40	\$14.40
Non-resident Financial Aid Fee		\$39.25
Capital Improvement Trust Fund Fee	\$6.76	\$6.76
Transportation Access Fee	\$9.10	\$9.10
Activity and Service Fee	\$11.67	\$11.67
Athletic Fee	\$14.32	\$14.32
Health Fee	\$10.84	\$10.84
Technology Fee	\$14.40	\$14.40
Total	\$1,098.00	\$1,922.40

<sup>1</sup> FIEA cohort requires thirty student credit hours obtained in four consecutive semesters.

Graduates receive a Master of Science degree in Interactive Entertainment.

UCF Online (amounts per credit hour):

Fee	Undergraduate		Graduate	
	Resident	Non-Resident	Resident	Non-Resident
Tuition	\$105.07	\$105.07	\$288.16	\$288.16
Tuition Differential	\$44.20	\$44.20		
Out-of-State Fee		\$194.93		\$785.15
Student Financial Aid Fee	\$5.16	\$5.16	\$14.40	\$14.40
Non-Resident Financial Aid Fee		\$9.74		\$39.25
Capital Improvement Trust Fund Fee	\$6.76	\$6.76	\$6.76	\$6.76
Distance Learning Course Fee	18.00	18.00	18.00	18.00
Total	\$179.19	\$383.86	\$327.32	\$1,151.72

- (b) Pursuant to Section 1009.285 F.S., each student enrolled in the same undergraduate course more than twice shall be assessed an additional \$177.~~94~~57 per credit hour charge, in addition to the fees outlined above for each such course.

(7) Students are required to pay an excess hours surcharge for each credit hour in excess of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled. The excess hour surcharge shall become effective for students who enter a state university for the first time and maintain continuous enrollment as follows:

- (a) For students who enter a state university for the first time in the Fall 2009 semester or any academic term thereafter up to and including Summer 2011, the University shall require the student to pay an excess hour surcharge equal to 50 percent of the tuition rate for each credit hour in excess of 120 percent of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled.
- (b) For students who enter a state university for the first time in the Fall 2011 semester or any academic term thereafter up to and including Summer 2012, the University shall require the student to pay an excess hours surcharge equal to 100 percent of the tuition rate for each credit hour in excess of 115 percent of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled.
- (c) For students who enter a state university for the first time in the Fall 2012 semester or thereafter, the University shall require the student to pay an excess hours

surcharge equal to 100 percent of the tuition rate for each credit hour in excess of 110 percent of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled.

*Authority: BOG Regulations 1.001 and 7.001; General Appropriations Act, 2011. History—New 9-25-02, Amended 12-8-03, 11-22-05, 6-27-06, 8-27-07, 12-07-07, 8-19-08, Formerly 6C7-9.001, Amended 6-22-09, 8-12-10, 7-6-11, 9-15-11, 7-3-12, 8-12-13, 7-17-14, 7-17-15, 4-1-16.*

**ITEM: FF-3**

**University of Central Florida  
Board of Trustees**

**SUBJECT:** 2016-17 University Operating Budget

**DATE:** May 31, 2016

---

**PROPOSED BOARD ACTION**

Approve the university's 2016-17 operating budget.

**BACKGROUND INFORMATION**

Approve the operating budgets for the Educational & General, Medical School, Auxiliary Enterprises, Sponsored Research, Student Financial Aid, Student Activities, Technology Fee, and Concessions areas as indicated in Attachment A.

The Educational & General and Medical School budgets reflect the amounts proposed by the legislature and approved by the governor. All other budgets were compiled using requests from individual departments and a review of expected revenue, expenditures, and fund balances for each area.

---

**Supporting Documentation:** Attachment A: 2016-17 Proposed Operating Budget  
Attachment B: Changes in E&G Funding  
Attachment C: Auxiliary Enterprises Proposed Operating Budget  
Attachment D: Summary of 2015-16 Expenditures

**Prepared by:** Tracy Clark, Associate Provost for Budget, Planning, and Administration and Associate Vice President for Finance  
Christy Tant, Director for Budget, Planning, and Administration

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

## Attachment A

## University of Central Florida

### 2016-17 Proposed Operating Budget

	2016-17 Proposed Budget	2015-16 Operating Budget	% Increase (Decrease)	\$ Increase (Decrease)
<b>Educational &amp; General (E&amp;G) <sup>1</sup></b>				
General Revenue	\$ 323,700,633	\$ 288,060,162	12%	\$ 35,640,471
Student Tuition and Fees	270,952,196	253,232,726	7%	17,719,470
<b>Total Educational and General</b>	<u>594,652,829</u>	<u>541,292,888</u>	10%	<u>53,359,941</u>
<b>Medical School (E&amp;G) <sup>1</sup></b>				
General Revenue	26,017,366	26,027,664	0%	(10,298)
Student Tuition and Fees	15,654,240	14,863,096	5%	791,144
<b>Total Educational and General</b>	<u>41,671,606</u>	<u>40,890,760</u>	2%	<u>780,846</u>
<b>Auxiliary Enterprises <sup>2</sup></b>	251,990,997	236,260,851	7%	15,730,146
<b>Sponsored Research</b>	160,694,000	155,283,000	3%	5,411,000
<b>Student Financial Aid</b>	513,219,163	507,419,674	1%	5,799,489
<b>Student Activities</b>	23,750,000	20,500,000	16%	3,250,000
<b>Technology Fee</b>	9,100,000	9,100,000	0%	-
<b>Concessions</b>	750,000	500,000	50%	250,000
<b>Total Operating Budget</b>	<u><u>\$ 1,595,828,595</u></u>	<u><u>\$ 1,511,247,173</u></u>	6%	<u><u>\$ 84,581,422</u></u>

<sup>1</sup> See Attachment B for detail of the change in budget.

<sup>2</sup> See Attachment C for detail of the change in budget.

## Attachment B

## University of Central Florida

### Changes in E&G Funding

**Changes in University E&G Funding**

	State Appropriations	Tuition and Fees	Total
<b>2015-16 approved budget</b>	<b>\$ 288,525,798</b>	<b>\$ 253,232,726</b>	<b>\$ 541,758,524</b>
Risk management premium decrease	(465,636)		(465,636)
<b>2015-16 adjusted budget</b>	<b>288,060,162</b>	<b>253,232,726</b>	<b>541,292,888</b>
2015-16 excess tuition and fees (estimated)		12,029,946	12,029,946
Reversal of non-recurring items:			
Evans Community School	(900,000)		(900,000)
Lou Frey Institute	(250,000)		(250,000)
Net increase (decrease)	(1,150,000)	12,029,946	10,879,946
2016-17 projected credit hour growth		5,689,524	5,689,524
Performance Funding - net effect of state investment <sup>1</sup>	16,204,414		16,204,414
Retirement adjustments	597,117		597,117
Plant operations and maintenance annualization	85,373		85,373
<b><u>Unique University issues</u></b>			
Dr. Phillips Center for Performing Arts - (\$1,147,744 non-recurring)	5,048,043		5,048,043
Emerging Preeminent University	5,000,000		5,000,000
Advanced Manufacturing Sensor Project	5,000,000		5,000,000
Center for Reading - Istation	2,000,000		2,000,000
Evans Community School (non-recurring)	1,500,000		1,500,000
Incubator (non-recurring)	1,000,000		1,000,000
Lou Frey Institute - Support for Civics Education (non-recurring)	500,000		500,000
University Security Management Technology (non-recurring)	300,000		300,000
Urban Teacher Institute	250,000		250,000
Florida FIRST Robotics Team Grant (non-recurring)	100,000		100,000
Florida Center for Nursing	(450,000)		(450,000)
Permanent transfer to UCF Medical School	(344,476)		(344,476)
Subtotal	19,903,567	-	19,903,567
Net increase	35,640,471	17,719,470	53,359,941
<b>2016-17 beginning budget</b>	<b>\$ 323,700,633</b>	<b>\$ 270,952,196</b>	<b>\$ 594,652,829</b>

<sup>1</sup> Subject to approval by the Board of Governors in June.

**Changes in Medical School Funding**

	State Appropriations	Tuition and Fees	Total
<b>2015-16 approved budget</b>	<b>\$ 26,027,664</b>	<b>\$ 14,863,096</b>	<b>\$ 40,890,760</b>
Enrollment increase		791,144	791,144
Reversal of non-recurring item:			
Crohn's and Colitis Research	(500,000)		(500,000)
Net increase (decrease)	(500,000)	791,144	291,144
Retirement adjustments	45,226		45,226
<b><u>Unique University issues</u></b>			
Permanent transfer from University	344,476		344,476
Crohn's and Colitis Research (non-recurring)	100,000		100,000
Subtotal	444,476	-	444,476
Net increase (decrease)	(10,298)	791,144	780,846
<b>2016-17 beginning budget</b>	<b>\$ 26,017,366</b>	<b>\$ 15,654,240</b>	<b>\$ 41,671,606</b>

## Attachment C

## University of Central Florida

### Auxiliary Enterprises Proposed Operating Budget

	2016-17 Proposed Budget	2015-16 Operating Budget	% Increase (Decrease)	\$ Increase (Decrease)
Housing	\$ 28,928,592	\$ 28,039,809	3%	\$ 888,783
Parking Services <sup>1</sup>	18,639,860	26,443,168	-30%	(7,803,308)
Student Health Services	23,424,523	20,561,848	14%	2,862,675
Business Services <sup>2</sup>	20,481,625	9,923,922	106%	10,557,703
Computer Store, Telecommunications	33,385,000	33,000,000	1%	385,000
Academic Support - Colleges <sup>3</sup>	21,595,344	13,678,093	58%	7,917,251
Academic Support - Other <sup>4</sup>	25,580,124	23,416,103	9%	2,164,021
Continuing Education, EMBA	13,207,415	13,249,456	0%	(42,041)
Material and Supply, Equipment Fees	5,728,001	5,562,944	3%	165,057
Energy Management and Sustainability	18,870,284	20,370,284	-7%	(1,500,000)
Other Auxiliaries <sup>5</sup>	42,150,229	42,015,224	0%	135,005
<b>Total Auxiliary Enterprises</b>	<b>\$ 251,990,997</b>	<b>\$ 236,260,851</b>	<b>7%</b>	<b>\$ 15,730,146</b>

<sup>1</sup> Decrease in Parking Services budget is primarily due to the Garage C expansion during fiscal 2016.

<sup>2</sup> Increase in Business Services budget is due to expansion of the Student Union as a result of the food services contract with Aramark. Funding will be provided by Aramark for the project.

<sup>3</sup> Increase in Academic Support - Colleges budget is primarily due to expansion of the College of Medicine's residency program. Funding will be provided through partnerships with hospitals.

<sup>4</sup> The Academic Support Other budget primarily includes various auxiliaries in the Student Development and Enrollment Services area, Distance Learning, and the Florida Solar Energy Center.

<sup>5</sup> The Other Auxiliaries budget includes the use of cash balances primarily accumulated from investment earnings for the Interdisciplinary Research and Incubator Facility. This also includes auxiliary overhead to support administrative units and a budget reserve for the auxiliaries.



## Attachment D

# University of Central Florida

## Summary of 2015-16 Expenditures

(as of March 31, 2016 - 75% of year)

***Total Operating Budget Expenditures vs. Budget***

	<b>Expenditures as of March 31, 2016</b>	<b>2015-16 Operating Budget</b>	<b>Percent Spent</b>	<b>2014-15 Full Year Percent Spent</b>
<b>Educational &amp; General<sup>1</sup></b>	\$ 415,737,708	\$ 709,837,313	58.6%	76.4%
<b>Medical School<sup>1</sup></b>	28,225,687	61,564,339	45.8%	64.9%
<b>Auxiliary Enterprises</b>	135,483,625	236,260,851	57.3%	88.7%
<b>Sponsored Research</b>	94,777,393	155,283,000	61.0%	98.3%
<b>Student Financial Aid</b>	432,217,899	507,419,674	85.2%	92.4%
<b>Student Activities</b>	14,885,370	20,500,000	72.6%	96.7%
<b>Technology Fee</b>	4,500,724	9,100,000	49.5%	68.3%
<b>Concessions</b>	270,509	500,000	54.1%	71.8%
<b>Total Operating Budget</b>	<u><u>\$1,126,098,915</u></u>	<u><u>\$1,700,465,177</u></u>	<u><u>66.2%</u></u>	<u><u>84.8%</u></u>

<sup>1</sup> The 2015-16 Operating Budget includes carryforward funds for which spending authority was approved in a previous year.

**ITEM: FF-4**

**University of Central Florida  
Board of Trustees**

**SUBJECT:** 2016-17 Capital Outlay Budget

**DATE:** May 31, 2016

---

**PROPOSED BOARD ACTION**

Approve the university's 2016-17 capital outlay budget and authorize the president to make necessary adjustments as necessary to the 2016-17 capital outlay budget.

**BACKGROUND INFORMATION**

Pursuant to Florida Statute 1013.61, each university's Board of Trustees must adopt an annual capital outlay budget that designates proposed expenditures by project. The attached University of Central Florida 2016-17 capital outlay budget lists the projects approved during the legislative session and by the governor. Approval is sought for the attached budget along with authorization for the president to make changes to this budget as necessary during the year.

---

**Supporting documentation:** Attachment A: 2016-17 Capital Outlay Budget

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

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

### 2016-17 Capital Outlay Budget Projects By Funding Source

<b>Projects funded by Public Education Capital Outlay (PECO)</b>	<b>2016-17</b>	<b>Funded</b>
Utilities, Infrastructure, and Capital Renewal	11,994,197	-
Interdisciplinary Research and Incubator Facility	6,042,667	-
Colbourn Hall Renovation	1,952,455	-
Engineering Building I Renovation	14,802,697	-
Math and Physics Building (Mathematical Sciences) Remodeling and Renovation	9,994,969	-
Trevor Colbourn Hall	26,175,387	-
John C. Hitt Library Renovation Phase II	3,712,800	-
UCF Downtown Campus Academic Building	20,000,000	20,000,000
Arts Complex Phase II (Performance)	5,993,328	-
Partnership IV	14,000,000	14,000,000
<b>TOTAL</b>	<b>\$ 114,668,500</b>	<b>\$ 34,000,000</b>

<b>Projects funded by Department of Economic Opportunity</b>	<b>2016-17</b>	<b>Funded</b>
ICAMR - International Consortium for Advanced Manufacturing Research	-	\$ 9,386,569

<b>Projects funded by State Economic Enhancement and Development Trust Fund</b>	<b>2016-17</b>	<b>Funded</b>
ICAMR - International Consortium for Advanced Manufacturing Research	-	\$ 613,431

<b>Project funded by Recurring for Operations</b>	<b>2016-17</b>	<b>Funded</b>
ICAMR - International Consortium for Advanced Manufacturing Research		\$ 5,000,000
		\$ 15,000,000

<b>Projects funded by donations and the Courtelis Facility Matching Grant Program</b>	<b>Cumulative 2016-17</b>	
	<b>Donations</b>	<b>Courtelis</b>
Laboratory Instructional Building	\$ 15,372,777	-
Morgridge International Reading Center	2,297,170	-
Burnett Bio-Medical Science Center	2,528,605	-
Career Services and Experiential Learning	196,950	-
College of Optics and Photonics	69,735	-
Engineering III	2,384,463	-
Psychology Building	86,540	-
Arts Complex II Enhancement	500,000	-
Physical Sciences Building	1,162	-
Alumni Center, John and Martha Hitt Library	8,249	-
<b>TOTAL</b>	<b>\$ 23,445,651</b>	<b>-</b>

<b>Maintenance, repair, renovation, and remodeling projects</b>	<b>2016-17</b>	
		\$ 4,762,185
<b>TOTAL</b>		<b>\$ 4,762,185</b>

<b>Capital Improvement Trust Fund</b>	<b>2016-17</b>	<b>Funded</b>
John C. Hitt Library Phase I	\$ 13,688,709	\$ -
<b>TOTAL</b>	<b>\$ 13,688,709</b>	<b>\$ -</b>

<b>Projects constructed or acquired with proceeds from non-state sources, including debt</b>	<b>2016-17</b>	
Rosen Storage Shed	225,000	-
Rosen Educational Facility	17,000,000	
District Energy IV Plant	13,000,000	
UCF Downtown Campus Academic Building	40,000,000	
UCF Downtown Campus Combined Heat and Power Plant	15,118,758	
Interdisciplinary Research and Incubator Facility	27,000,000	
Institute For Hospitality In Healthcare at Lake Nona	15,300,000	
UCF Downtown Campus Garage I	15,300,000	
UCF Downtown Campus Garage II	15,300,000	
USTA American Tennis at Lake Nona - Collegiate Tennis	5,100,000	
Hotel and Conference Center	76,500,000	
Special Purpose Housing and Parking Garage	25,500,000	
Special Purpose Housing II	8,160,000	
Parking Decks	17,340,000	
Graduate Housing	51,000,000	
Refinance UCF Foundation Properties	37,410,000	37,410,000
Student Housing	51,000,000	
Garage Expansion	11,000,000	

**2016-17 Capital Outlay Budget  
Projects By Funding Source**

Regional Campuses Multi-Purpose Buildings	28,560,000	
Partnership Garage	7,140,000	
Parking Deck (Athletic Complex)	5,100,000	
Baseball Stadium Expansion Phase II	2,550,000	
Baseball Clubhouse Expansion and Renovation	1,020,000	
Bright House Networks Stadium Expansion Roth Tower Phase I	11,220,000	
Tennis Center (P,C,E)	1,530,000	
Multi-Purpose Medical Research and Incubator Facility	115,121,201	
Health Sciences Campus Parking Garage I	15,300,000	
Bio-Medical Annex Renovation and Expansion	13,056,000	13,056,000
Outpatient Center	76,500,000	
Campus Entryways	4,590,000	
<b>TOTAL</b>	<b>\$ 722,940,959</b>	<b>\$ 50,466,000</b>

**ITEM: FF-5**

**University of Central Florida  
Board of Trustees**

**SUBJECT:** Use of Bright House Networks Stadium for 2017 Florida Cup

**DATE:** May 31, 2016

---

**PROPOSED BOARD ACTION**

Approve the negotiations for and use of Bright House Networks Stadium for the 2017 Florida Cup on January 11 or 12, 15, and 21, 2017.

**BACKGROUND INFORMATION**

To minimize disruptions to the surrounding community during events at Bright House Networks Stadium, use of the stadium that might have a significant impact on the surrounding community should be reviewed and approved by the Board of Trustees. The Florida Cup is an international soccer event showcasing the best German professional teams against the best Brazilian professional teams. Games traditionally have been played at various venues around Florida, including Disney's Wide World of Sports. Bright House Network Stadium provides the best stadium and grass surface in central Florida, which is the main reason for the request. This provides a significant revenue opportunity for UCF Athletics.

---

**Supporting documentation:** None

**Prepared by:** Danny White, Vice President and Director of Athletics

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

ITEM: **SP-1**

**STRATEGIC PLANNING COMMITTEE**  
*University of Central Florida*

**SUBJECT:** UCF Collective Impact Strategic Plan

**DATE:** May 31, 2016

---

**PROPOSED BOARD ACTION**

Approve the UCF Collective Impact Strategic Plan with consent to make non-material edits prior to final print publication. Any material modifications will be brought to the board for its approval.

---

**Supporting Documentation:** Attachment A: UCF Collective Impact Strategic Plan

**Prepared by:** Thad Seymour, Senior Advisor to the Provost for Strategic Planning

**Submitted by:** A. Dale Whittaker, Provost and Executive Vice President



# **UCF COLLECTIVE IMPACT**

## **STRATEGIC PLAN**

**UCF BOARD OF TRUSTEES**  
**2016**

## LETTER FROM THE CHAIRMAN

---

Dear Supporters of UCF:

As a proud UCF alumnus, I am pleased to support the development of a strong and aspirational strategic plan for the university's future. The close collaboration between UCF's leadership and the Board of Trustees has been essential to developing this exciting plan. I particularly appreciate the participation of many in our community who contributed their time and talent to make the planning process a success.

UCF is distinctive in its demonstration that size and excellence can and should be complementary. Some have suggested that we cannot be good if we are big. But under President Hitt's leadership and in partnership with a strong and committed Board of Trustees, UCF has proven that belief wrong. The continued improvement in performance on nearly every measure of higher education excellence shows that UCF is effectively leveraging its scale to benefit each student.

The consensus of the trustees, the university leadership, and the strategic planning participants is that the future for our university holds great promise. We need a clear roadmap and a continued commitment to disciplined execution, and this strategic plan provides both.

I agree with those who say that this is Florida's century. Accelerating industry diversification, enhancing the quality of life for our residents, and improving the world beyond our borders must be our focus. Each of these aspirations depends upon a high quality research university as an engaged partner with its community. This strategic plan advances that role for UCF.

I particularly want to thank former trustee Alan Florez for his guidance and energy throughout this planning process, along with Clarence "Buck" Brown, MD, chair of the Board of Trustees Strategic Planning Committee.

Finally, thank you for your interest and commitment to UCF. With each of us supporting the UCF Collective Impact Strategic Plan, I am confident in UCF's future.

Sincerely,



Marcos R. Marchena  
Chairman



## LETTER FROM THE PRESIDENT

When I came to UCF in 1992, I established five goals to provide clear direction for the university. We have remained true to those goals, in large part because they built on our past, clearly defined a path to the future, and offered aspirational ambitions to inspire successful results. I am proud of what we have accomplished, but I know that our great university has much more to achieve.

Strategic planning is about shaping the future, and I am excited about what lies ahead for UCF as we implement the UCF Collective Impact Strategic Plan. A great deal of thought from a broad cross-section of university and community stakeholders has gone into crafting this plan. It truly represents our collective best thinking about how UCF can fulfill its responsibility to transform 21st century higher education, and in so doing impact our region and our world in ways that few other institutions have done.

As you read this plan, I urge you to consider how you can help UCF fulfill its vision. This plan provides a roadmap, but it will be the hard work of each of us that will define how quickly and successfully we navigate the next phase of our evolution.

Our thanks go to the Provost and Executive Vice President Dale Whittaker for his leadership in developing this plan. It is the most inclusive and far-reaching strategic plan the university has ever created, and I am confident that Dale will ensure its effective implementation. I also thank Chairman Marcos Marchena and the Board of Trustees for their active engagement throughout the creation of this plan.

Finally, I want to thank the dozens of university and community members who served on our Collective Impact commissions, along with the hundreds of others who offered valuable insights that helped shape this plan. What follows truly represents our commitment to being America's leading partnership university and charts our distinctive path to the future.

Go Knights and Charge On!

Cordially yours,



John C. Hitt  
President



## WHO WE ARE

A new university for Central Florida was born on June 10, 1963, when Governor Ferris Bryant signed legislation to create a new university for Central Florida. Classes at Florida Technological University started in the fall of 1968.

In a relatively short time, Orlando's hometown university emerged from scrub pine and dirt roads to become a major metropolitan research university of global impact. The rise of UCF is one of the great success stories in American higher education.

It is a story of partnership between a community and its university. It is a story about the enduring determination, persistence, and "can do" spirit of Central Florida. And it is also the story of a university that almost never was.

In the late 1950s, the space race with Russia captivated America. Area business and government leaders rallied for a new space university to educate students for promising space-age careers in engineering, electronics, and other technical professions.

In January of 1964, state officials had selected a site of 1,227 acres in east Orange County for the new university, but the Legislature had yet to authorize the purchase. The land was in danger of slipping away, and that would have been a devastating setback.

For every organization, there are defining moments that determine the future. At that crucial time, 89 local leaders and their families took extraordinary action. They pledged nearly \$1 million with their own cash, securities, and promissory notes to secure the desired land for the new university.

These true believers stepped forward with no guarantees of repayment. Should the new university fail, their money would likely be forfeited. Their action of blind faith committed the UCF main campus property that has served this region so well.

### FTU'S FIRST DAYS

On October 19, 1965, Dr. Charles Millican, a college administrator and a Baptist minister, became the first president of the new university. The first-time president drove to see the future site of the school, but he couldn't find it! He returned to town for better directions to the land that he and his future colleagues would shape into the nation's second-largest university.

Classes for Florida Technological University opened on October 7, 1968, with 1,948 students, 90 instructors, and 150 staff members. The new school offered 55 degree programs. Those may not sound like many, but that was very ambitious for a new university.

At our first commencement in 1970, guest speaker and NASA astronaut John Young addressed 423 graduates. To put that number in context, UCF now graduates approximately 13,500 students each year.

The barren site our founders boldly selected more than fifty years ago is home today to a university that cannot be overlooked as a vital force for:

- the prosperity of Central Florida
- the growth of Florida's high-tech innovation economy
- the advancement of global solutions.

### GOALS THAT GUIDE US

In 1992, UCF hired John C. Hitt to serve as its fourth president. From the moment he was hired, President Hitt became a student of the university and community. He studied UCF's history and talked with students, faculty and staff members. He observed how things worked and what could be improved. He reached out into the community to ensure that the university had a meaningful impact on its community.

Only months into his presidency, President Hitt introduced his five goals to the university and community, setting in motion the concepts that have propelled the 21,000-student university to the 63,000-plus student university it is today.

The five key goals that still guide UCF are:

- to offer the best undergraduate education available in Florida
- to achieve international prominence in key programs of graduate study and research
- to provide international focus to our curricula and research programs
- to become more inclusive and diverse
- to be America's leading partnership university.

The most important of those goals remains to be America's leading partnership university. In many ways, the pursuit of that goal has made all the difference during President Hitt's nearly 25-year tenure.

### **PARTNERSHIP UNIVERSITY**

From its beginning, UCF was a partnership university. And its greatest partner was, is, and always will be, the Central Florida community. UCF isn't just in Central Florida, it is of Central Florida, and it exists to serve the demand for learning, economic development, and social and cultural engagement.

Time and again throughout the past fifty-plus years, UCF and Central Florida have demonstrated that by combining efforts, the impossible can become the inevitable.

And the need for a vibrant, engaged university in our community has never been stronger. The U.S. Census Bureau reported in March 2016 that Orlando is the fastest-growing of the country's 30 largest metropolitan areas.

UCF is an active partner in that growth. Just in the last year, we have reached several notable milestones:

- UCF will receive millions of dollars in new funding after the State of Florida designated it an *emerging preeminent* institution based on our success with graduation rates, doctoral degrees awarded, and other academic and research milestones.
- The state approved a new UCF campus in downtown Orlando. Part of more than \$1 billion of recent and future investments in downtown, the campus will create better opportunities and outcomes for thousands of students and nearby businesses.
- *U.S. News & World Report* listed 20 of our graduate programs among the best in the nation, such as Counselor Education at No. 9 and atomic, molecular, and optical sciences at No. 14. Also, *The Princeton Review* ranked UCF's video game graduate program No. 1 in North America.

- In March 2016, UCF was ranked No. 1 in state performance measures that include graduation rates and graduates' employment and wages. UCF has ranked in the top three among all state universities during all four years that performance-based funding has been awarded.
- According to a May 2016 story in *The Washington Post*, UCF is the top choice of high school seniors in Florida and the second most-popular choice for seniors in the Southeast United States. UCF joins institutions such as UCLA, Michigan, Penn State, and Auburn as the top choices in their states.

With these accomplishments and many more, UCF has successfully made the transition from an open-door, undergraduate-focused, local institution to a comprehensive, high research-intensive university that prides itself on providing access and supporting student success.

Others have achieved this transition, but almost always at the expense of access. This remarkable achievement at UCF is being able to maintain a deep connection to the community through high-access pathways while becoming a distinctive university.

## WHO WE ASPIRE TO BE

In the fall of 2015, university and community leaders launched a strategic planning process to set UCF's trajectory for the next 20 years. In doing so, we set out to shape how we can have a greater impact on lives and livelihoods at UCF, throughout the region, and beyond.

Our planning process, aptly named Collective Impact because it involves not only internal stakeholders but also members from the community, has included over 800 people from across Central Florida—community members, business leaders, public officials, educators, alumni, as well as UCF faculty, staff, and students—all working together to help answer the question, “Who does UCF aspire to be?”

Along the way, we have considered the strong foundation provided by our past as we look toward our future. The UCF Board of Trustees and President Hitt charged the Strategic Planning Commission with delivering a road map that defines a twenty-year vision and a five-year action plan. To do so, they asked the commission to explore UCF's role in the community and around the world through the three dimensions of Philosophy, Value, and Distinctive Impact.

Taken together, these dimensions have considered our purpose, the value offered by our institution, and areas of excellence that distinguish UCF from other institutions on the national and international stage. We also have examined how UCF should define its role within the educational landscape in the state and across the country.

### COMMISSION DIMENSIONS

The Strategic Planning Commission dimensions were created in collaboration with several members of the UCF Board of Trustees and the UCF President and Provost's offices. They include:

**Philosophy**—A fundamental understanding of an institution's purpose that guides its decision-making. A philosophy is informed by the past—by an institution's self-identity and its role within the community—but it is not constrained by it. Philosophy establishes culture and shapes people and products; it states what we collectively believe, what we value, and who we are. Examples of this dimension in action could include the university's five goals or UCF's academic mission devoted to access and student success.

**Value**—A ratio of quality to cost. Higher education institutions can reflect value by optimizing delivery of services across units, innovating ways to increase quality while reducing cost, and partnering with others as appropriate to collectively advance the institution's mission and further its comparative advantage. Universities that provide high value clearly define quality, diligently constrain unnecessary costs, and ensure that expenses advance value and will meet demand. In order to achieve this, UCF must foster a cost containment culture. Examples of this dimension in action could include UCF's relatively low dollar per degree ratio and its growing distance-learning programs.

**Distinctive Impact**—Areas of excellence and impact that distinguish UCF from other institutions at the international and national level, while simultaneously advancing the local environment. These areas of distinction arise from unique, place-based attributes, a critical mass of scholars, a cluster of partners who collectively create impact, and historic strengths of the institution. Examples of this dimension in action could include national and international prowess in the areas of modeling, simulation, and training; the establishment of an advanced manufacturing research center devoted to smart sensors; and national models for hospitality and tourism.

### A NEW WAVE IN HIGHER EDUCATION

As American higher education's purpose in our nation has evolved from elite colonial schools to land grant institutions to research-intensive economic drivers, we are entering a new phase—dubbed “Wave 5” by Arizona State University President Michael Crow—that focuses on a combination of innovation and scale to meet society's growing demands.

With our emphasis on access and our capacity as the nation's second-largest public university, behind ASU, UCF has the potential to lead a new wave in higher education, one that we have built up over the years of providing pathways to education through partnership such as our 2+2 DirectConnect to UCF program with six

Florida State College institutions, or our growing online education offerings.

It is because of these scalable innovations that Ithaka S+R in 2015 claimed we had broken the so-called iron triangle “by reducing cost, improving quality, and enhancing access simultaneously.”<sup>†</sup>

Like our peer innovators at ASU and other members of the University Innovation Alliance, UCF chooses to be known for whom it includes, rather than whom it excludes.

### SCALE AND EXCELLENCE

It is these values that have guided us to this point and that help us embark on the next twenty years. While other universities can claim to provide high-quality, intimate education at high costs or convenient distance education without access to student support services, UCF chooses to be an institution that proves big can be good, and even better. And it is this combination of attributes that allows us to have the largest impact on our students and the community we serve. As this plan took shape we began to express this relationship as:

$$\text{Scale} \times \text{Excellence} = \text{Impact}$$

When we say scale and excellence, what does that mean? With this framework, we believe that we can harness the strength of our size—our resources, our student body, our technology, our educational pathways, and more—with a constant pursuit of excellence that is manifested in record SAT and GPAs for our incoming freshman class, record numbers of international scholars, nationally ranked academic programs, and cutting-edge research. Taken together as “scale x excellence,” the result of this multiplier is “impact” across our community, nation, and the world.

Whether it is tens of thousands of community service hours or interdisciplinary teams of faculty members working through our greatest scientific and societal challenges, UCF believes that using scale and excellence will leave the greatest mark on students and society.

It is much less difficult to scale quickly, providing mass goods or serving a large number of people, without a high measure of quality. It is equally possible to

be a small institution that attracts only the best and brightest among us. Most difficult is finding a way to be both big and good and do so in such a way that offers a new model for unleashing previously untapped potential and providing pathways for those who want to succeed.



<sup>†</sup> Kurzweil, Martin, and Jessie Brown. “Breaking the Iron Triangle at The University of Central Florida.” Ithaka S+R. August 26, 2015. <http://sr.ithaka.org/?p=241922>.

## OUR IMPACT

---

**We use the power of scale and the pursuit of excellence to solve tomorrow's greatest challenges and to make a better future for our students and society. Through learning, discovery, and partnerships, we transform lives and livelihoods.**

## OUR PROMISE

---

**Harness the power of scale** to transform lives and livelihoods.

**Attract and cultivate exceptional and diverse faculty, students, and staff** whose collective contributions strengthen us.

**Deploy our distinctive assets** to solve society's greatest challenges.

**Create partnerships at every level** that amplify our academic, economic, social, and cultural impact and reputation.

**Innovate academic, operational, and financial models** to transform higher education.

## OUR CHARGE

---

UCF will become **the recognized leader** among 21st century universities whose transformational impact is measured by these five- and twenty-year objectives:

- **Lead** large Florida metropolitan areas in percentage of bachelor's degree attainment, reaching **top quartile** nationally by 2035
- **Double** national and international recognition of faculty and student excellence, and **quadruple** recognition by 2035
- **Double** research awards, becoming a **top 50** research university by 2035
- Generate **\$10 billion** in economic, social, and cultural impact, growing to **\$25 billion** by 2035
- Attract **\$100 million** in new funding from sources other than students, families, and taxpayers, becoming **20%** of total educational funding by 2035



## METRICS AND STRATEGIES

The following sections identify more granular metrics and supporting strategies that will guide the leadership of the university toward fulfillment of its charge. Unless otherwise noted, all metrics are annual measures and are expected to be achieved within five years (by the end of academic year 2020-21). Metrics marked with an asterisk (\*) are State University System of Florida Preeminence Metrics used to calculate achievement of preeminent status, which brings with it additional state funding.

Each section also identifies those roles that will have lead responsibility for achieving the metrics. The top position listed is typically a direct report to the president, supported by the other roles listed. Additional individuals and functions may be enlisted in achieving the goals, but the accountability will lie with the positions identified here.

The following chart summarizes selected Key Metrics embodied in our plan.

CURRENT	KEY METRIC	2021
2nd	Rank among Florida MSA's of percentage of population with a bachelor's degree	1st
9th	Rank among Orlando EDC peer regions of percentage of population with a bachelor's degree	5th
4.0/1850	Average first-year student GPA and SAT	4.0/1870
11	Public university rank of National Merit Scholars	Top 10
89%	First-year retention rate	92%
70%	Six-year graduation rate	75%
8,029	Number of graduate students	10,000
52	Post-doctoral research appointees	200
1	National Academy members	6
62%	Percentage of tenured or tenure-track faculty	65%
\$133 million	Research awards	\$250 million
64	Endowed professorship and chairs	80
15,000	Alumni annual giving donors	30,000
\$151 million	UCF Foundation endowment	\$175 million





1

## HARNESS THE POWER OF SCALE TO TRANSFORM LIVES AND LIVELIHOODS



Only slightly more than 50 years old, UCF has aligned itself from the beginning with the region in which it lives. Anchored in technology innovation to fuel space exploration, rooted in the emerging tourist destination that became a global brand, and respected as an active intellectual and talent-generation partner as Central Florida underwent rapid decade-by-decade growth, UCF reached its half-century mark as one of the five largest universities in the nation. It is now second.

While higher education institutions have wrestled with the presumed choice between size and quality, UCF focused its mission on serving the unique needs of the region, a focus which demanded both scale and quality. In pursuing the five goals defined by UCF President John Hitt when he was inaugurated in 1992, the university demonstrated that it is possible to both big and effective. It is on this unique and strong foundation that the next 50 years will be built.

In pursuing its dual role as engaged community partner and forward-leaning global model, UCF can and must leverage its size and quality to transform the lives and livelihoods of those it touches. And it touches many. The undergraduate student body of the entire Ivy League is only slightly larger than UCF's population. No other organization in the region can have as much impact on the future of its population, over multiple generations, than UCF.

Through partnerships with public school systems, the state college system, and other committed educational institutions, UCF can significantly raise the post-secondary degree attainment level of the region and the state. The DirectConnect 2+2 program pioneered by UCF and its state college partners has already proven what we can do. The multi-generational impact of successful completion of a degree by first-generation students is well understood; few institutions have such an ability to impact their regions.

That impact will depend on deliberate strategies to attract students across all levels of family income and help them successfully complete their college experience. And the ultimate impact of the university, both in learning and research, will depend on expansion of its graduate programs.

Finally, UCF's scale will continue to produce alumni who must be engaged in multiple ways with the university that helped shape their lives. They represent a powerful force for good when harnessed effectively.

This plan is built on UCF's track record of changing the higher education conversation from having to make a choice between big or good to recognizing the power of combining scale and excellence to maximize impact.

DEGREE ATTAINMENT	
Metrics	<ul style="list-style-type: none"> <li>• <b>Lead large Florida metropolitan areas in the percentage of the population with a bachelor's degree or higher.</b></li> <li>• Lead the region toward achieving a top five ranking among Orlando EDC-defined aspirational peer metropolitan areas in the percentage of college graduates (age 25+), as well as Young and Talented cohort (age 25-34) with a bachelor's degree or higher.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>• Develop and implement a comprehensive strategy with our DirectConnect partners and public school systems to achieve regional metrics, including both total degree attainment and demographic and socioeconomic composition of graduates (see Access metrics and strategies).</li> <li>• Develop strategies with the Orlando EDC and the broader business and employer community that increase bachelor's and graduate degree attainment in fields aligned with current and future industry growth in the region.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Vice President for Student Development and Enrollment Services</li> <li>• Vice President for Regional Campuses</li> <li>• Deans and Department Heads</li> </ul>

ACCESS	
Metrics	<ul style="list-style-type: none"> <li>• Enroll a student population whose family incomes reflect the distribution of the region.</li> <li>• Enroll a student population that reflects the demographic distribution of the region.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>• Develop partnerships with regional public school systems and DirectConnect institutions to provide effective pathways for economically and demographically diverse, and most at-risk populations.</li> <li>• With our regional education partners, identify targeted professions and develop a deliberate strategy to enhance the diversity of our graduates who pursue careers in those fields.</li> <li>• Use the UCF Downtown campus to develop and pilot innovative strategies for recruiting economically and demographically diverse student populations.</li> <li>• Aggressively identify and apply underutilized scholarships in support of broader student access and success.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Vice President for Student Development and Enrollment Services</li> <li>• Vice Provost for Regional Campuses</li> <li>• Deans and Department Heads</li> </ul>

UNDERGRADUATE STUDENT SUCCESS	
<b>Metrics</b>	<ul style="list-style-type: none"> <li>• First-year retention of 92%.*</li> <li>• Six-year graduation rate of 75%.*</li> <li>• Transfer student graduation rate of 75%.</li> <li>• 100% of undergraduates participate in a positive, high impact student experience either on or off campus.</li> <li>• Increase student participation in internships and co-ops by 50%.</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Develop a university-wide strategy to leverage the experience and resources offered by our size to ensure a high-quality, individualized student experience within a large institution. Maximize the use of technology to support and enhance that student experience.</li> <li>• In collaboration with our college partners, implement the strategies defined in Foundations of Excellence to support the success of our transfer students.</li> <li>• Enhance or refine student support programs using evidence-based practices and information from student assessment surveys.</li> <li>• Develop high impact student experiences in which the value of that experience is reported to increase over time. Apply lessons learned in the Burnett Honors College to achieve full participation in high impact experiences. Measure impact longitudinally via the Gallup-Purdue survey.</li> <li>• Track alignment of perceived value of certain high impact experiences with specific university goals delineated in this plan and refine the experience offerings.</li> <li>• Develop fundraising strategies to support the availability of effective high impact experiences for students.</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Vice President for Student Development and Enrollment Services</li> <li>• Vice Provost for Teaching and Learning and Dean of Undergraduate Studies</li> <li>• Vice Provost for Faculty Excellence and International Affairs and Global Strategies</li> <li>• Deans and Department Heads</li> <li>• Vice President for Advancement</li> </ul>

GRADUATE STUDENT PROMINENCE	
Metrics	<ul style="list-style-type: none"> <li>• <b>Double the number of graduate students receiving national or international recognition.</b></li> <li>• Expand to 10,000 graduate students, a number which includes relevant professional degrees and graduate programs.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>• Set annual metrics by program that embrace size, quality, and mix of relevant professional degrees and research-based graduate degrees.</li> <li>• Develop a proactive and inclusive strategy for graduate student support, awards, and recognition achievement, including a website with links to awards, new financial support strategies, faculty and peer mentoring, and other new initiatives.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Vice President for Research and Dean of Graduate Studies</li> <li>• Deans and Department Heads</li> </ul>

ALUMNI ENGAGEMENT	
Metrics	<ul style="list-style-type: none"> <li>• Increase alumni participation rates in UCF and alumni events from 8,000 to 16,000.</li> <li>• Increase annual alumni giving donors from approximately 15,000 to 30,000.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>• Develop UCF Advancement, and especially the Office of Alumni Engagement and Annual Giving plan, to achieve engagement metrics for reaching constituencies beyond the alumni to include friends, parents, and current students.</li> <li>• Apply lessons from the First Destination Survey on college experiences to inform alumni engagement strategies.</li> <li>• Develop joint strategies among Advancement, Alumni Engagement and Annual Giving, Athletics, Community Relations, and other university offices to leverage athletics and other events and programs as critical engagement tools.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>• Vice President for Advancement</li> <li>• Senior Associate Vice President for Alumni Engagement and Annual Giving</li> <li>• Vice President and Director of Athletics</li> <li>• Deans and Department Heads</li> </ul>

## 2

## ATTRACT AND CULTIVATE EXCEPTIONAL AND DIVERSE FACULTY, STUDENTS, AND STAFF WHOSE COLLECTIVE CONTRIBUTIONS STRENGTHEN US



UCF's rapid growth and consistent progress toward its aspirational vision have attracted high-quality students, faculty and staff members over the past several decades. Believing that the magnitude of its future impact will derive from leveraging its scale in combination with a relentless pursuit of excellence, the university will focus on making UCF a national and global magnet for exceptional talent, attracted to an inclusive environment that celebrates its differences.

We will build on the experience of those who have established UCF's reputation to date, continue to cultivate and expand their contributions and aggressively attract the next generation of exceptional and diverse students, faculty and staff members who will be critical to fulfilling our shared vision for the future. Recognizing that talent attracts talent and that reputation is important to retaining and recruiting the best students, faculty and staff members, we will continue to invest strategically to make UCF an outstanding place to learn and to work, and ensure that its reputation is more broadly known and appreciated.

The prominence of our students, faculty and staff members is at the heart of our pursuit of excellence, and we will be diligent in measuring the quality of our people and developing innovative strategies to ensure that UCF becomes a leading magnet for the best and brightest talent nationally and globally.

Believing that excellence and diversity go together, we will focus all our efforts on attracting and retaining exceptional people who bring a diverse range of backgrounds, perspectives, and contributions to the university community.

The tenured and tenure-track composition of our faculty is a critical determinant of our excellence and impact, as is the ratio of students to faculty members. We will focus on those characteristics of the university and measure our progress against the defined metrics included in our plan. To retain and attract the best talent, we must be deliberate in making UCF an attractive and highly valued place to work, and we will pursue innovative strategies to ensure that is the case in the future.

All of the stakeholders who contributed to this plan believe that our strengths and areas of excellence far surpass the reputation UCF has earned. Our youth and rapid growth are primary reasons for this lack of awareness, but our plan calls for more aggressive investment in new communications strategies to ensure that UCF becomes much better known throughout the nation and the world. That story, we believe, will be anchored in the students, faculty, and staff members who are UCF.

FACULTY PROMINENCE	
Metrics	<ul style="list-style-type: none"> <li>• <b>Double the number of faculty members receiving national and international recognition in their fields.</b></li> <li>• Increase the number of National Academy members on the faculty to six.*</li> <li>• Reach 1,200 full-time tenured and tenure-track faculty members.</li> <li>• At least 65% of all faculty members with assigned instructional duties are tenured or tenure-track.</li> <li>• Increase the number of philanthropically endowed professorships and chairs from 64 to 80.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>• Develop a university-wide plan to provide support to professors to increase national recognition in their respective fields as defined and measured by each college.</li> <li>• Expand upon current professional development and training opportunities to help faculty members become more successful in achieving tenure and promotion at UCF.</li> <li>• Using external and internal data analytics, assess national and international faculty recognition.</li> <li>• Develop a deliberate and focused recruiting plan to attract the next generation of top faculty talent, including senior, eminent faculty members.</li> <li>• Identify key obstacles that affect retention and recruitment of highly prized faculty members and develop clear plans to minimize the impact of those obstacles.</li> <li>• Develop a plan to ensure that eminent faculty members are given full consideration for membership by the national academy or equivalent body in their discipline.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Vice Provost for Faculty Excellence and International Affairs and Global Strategies</li> <li>• Deans and Department Heads</li> <li>• Assistant Vice President, Institutional Knowledge Management</li> <li>• Vice President for Communications and Marketing</li> <li>• Vice President for Advancement</li> </ul>

FACULTY AND STAFF DIVERSITY AND INCLUSIVENESS	
Metrics	<ul style="list-style-type: none"> <li>Achieve 25% in employment of under-represented groups among tenured and tenure-track new hires who are retained five or more years.</li> <li>Achieve 30% in gender diversity in STEM fields among tenured and tenure-track new hires who are retained five or more years.</li> <li>Achieve 25% in employment of under-represented groups among full-time administrative and professional new hires who are retained five or more years.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>Develop a university-wide plan including mentoring and financial support for recruitment and retention to achieve metrics.</li> <li>Develop an innovative strategy to identify and tap the pipeline for graduating Ph.D.s in underrepresented groups at high quality institutions.</li> <li>Develop an internal mentoring process to retain faculty and staff members from underrepresented groups at UCF.</li> <li>Develop an internal mentoring process to develop and retain underrepresented postdoctoral scholars as a pipeline to earning faculty positions.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>Provost</li> <li>Vice Provost for Faculty Excellence and International Affairs and Global Strategies</li> <li>Chief Diversity Officer, Office of Diversity and Inclusion</li> <li>Deans and Department Heads</li> </ul>

STUDENT PROMINENCE	
Metrics	<ul style="list-style-type: none"> <li>Average GPA of 4.0 and SAT of 1870 for incoming fall freshmen.*</li> <li>Attract 75 National Merit Scholars and 30 National Hispanic Scholars.</li> <li>Double the number of students receiving national or international recognition.</li> <li>Increase the number of students receiving Rhodes scholarships, Fulbright scholarships, and other selected prestigious national awards by 25%</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>Develop an innovative undergraduate recruitment plan that achieves the incoming student metrics.</li> <li>Develop a student development and support strategy to achieve the recognition and prestigious national awards metrics.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>Provost</li> <li>Vice President for Student Development and Enrollment Services</li> <li>Dean of the Burnett Honors College</li> <li>Vice President for Communications and Marketing</li> <li>Deans and Department Heads</li> </ul>



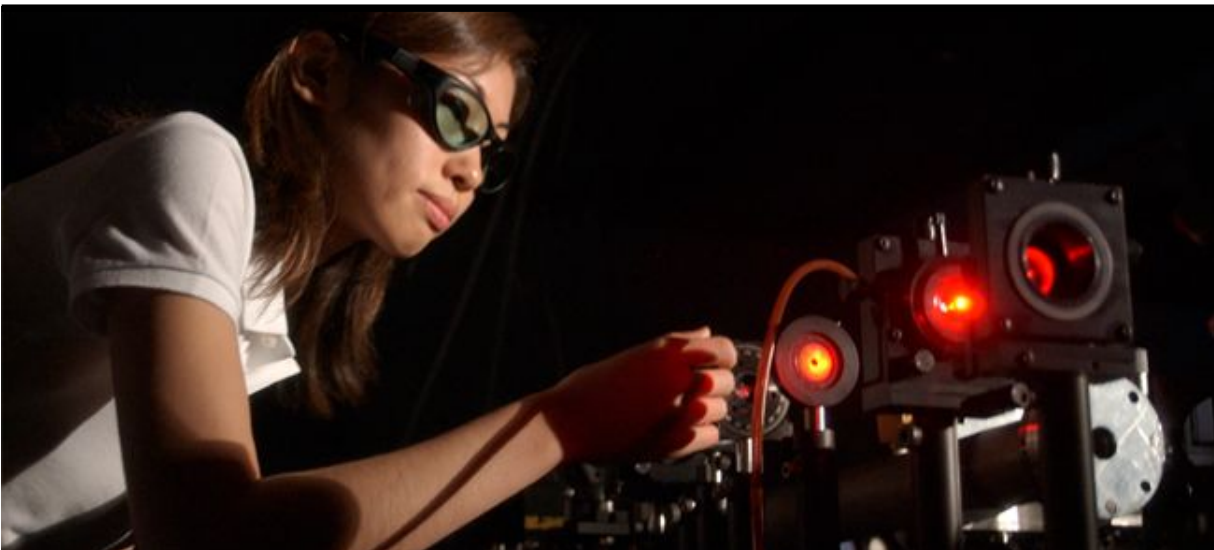
STUDENT DIVERSITY AND INCLUSIVENESS	
Metrics	<ul style="list-style-type: none"> <li>• Increase by 10% retention and progression of specific diverse student cohorts across all academic disciplines.</li> <li>• Increase by 10% degree attainment of specific diverse student cohorts across all academic disciplines.</li> <li>• Reduce the percent of diverse undergraduates seeking employment but not starting their job search prior to graduation.</li> <li>• Increase the percent of diverse undergraduate student populations participating in high impact practices.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>• Establish a baseline of diverse undergraduate student cohort retention, progression, and degree attainment in each academic discipline.</li> <li>• Identify, assess, and enhance existing programs aimed at retention, support and student success for diverse groups, and establish baselines and five year targets for all metrics.</li> <li>• Develop a proactive and inclusive strategy to support attainment of awards, recognitions, and high achievements of diverse student populations.</li> <li>• Infuse awareness of diversity, inclusion, and social justice into existing marketing and communication strategies.</li> <li>• Create a welcoming campus environment and develop additional programs and services to facilitate retention and graduation of diverse student populations, including effective pathway programs in partnership with our Direct Connect institutions.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Vice President for Student Development and Enrollment Services</li> <li>• Vice Provost for Teaching and Learning and Dean of Undergraduate Studies</li> <li>• Chief Diversity Officer, Office of Diversity and Inclusion</li> <li>• Deans and Department Heads</li> </ul>

WORK ENVIRONMENT	
Metrics	<ul style="list-style-type: none"> <li>• Achieve 90% satisfaction rating from faculty and report consecutive positive gains in the COACHE survey priority areas of personal and family policies; nature of work in research, teaching, and service; promotion; departmental leadership; and appreciation and recognition.</li> <li>• Rank in the top 10% of large Orlando employers as a best place to work.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>• Continue strategy development work underway based on COACHE metrics and track progress against these priority areas and overall satisfaction rating of faculty.</li> <li>• Develop a strategy to identify and recruit partners or spouses of new hires and target high performers among new staff hires.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Vice Provost for Faculty Excellence and International Affairs and Global Strategies</li> <li>• Human Resources</li> <li>• Deans and Department Heads</li> </ul>

EXTERNAL PERCEPTIONS	
Metrics	<ul style="list-style-type: none"> <li>Achieve Net Promoter Score of 20 indicating a strong likelihood to recommend UCF to others. (<a href="#">Link</a> to NPS calculation method.)</li> <li>Exceed initial benchmark data on aided and unaided brand awareness among our service area and nationally by 10% and 5% respectively.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>Develop a comprehensive, multi-year branding strategy that broadens positive awareness and perceptions of UCF among designated target audiences and achieves the metrics.</li> <li>Invest in the approved branding strategy at a level to achieve metrics.</li> <li>Achieve all of the strategic plan metrics associated with faculty, student, and program excellence, upon which our reputation and awareness will be built.</li> <li>Continue to develop a nationally recognized athletics program that builds awareness, recognition, alumni, and fan participation, and university pride and loyalty.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>Vice President for Communications and Marketing</li> <li>Vice President for Advancement</li> <li>Vice President and Director of Athletics</li> <li>Provost</li> <li>Deans and Department Heads</li> </ul>



# 3 DEPLOY OUR DISTINCTIVE ASSETS TO SOLVE SOCIETY'S GREATEST CHALLENGES



UCF's history and future are tightly interwoven with the attributes of the region in which the institution is located. Its unique character—past, present and future—celebrates the strengths and is committed to finding solutions to the challenges that face metropolitan Orlando and the state of Florida. The university is fortunate to exist within a region and state that are expected to experience continued significant growth, are aggressively diversifying into new knowledge-based industries, and reflect (earlier than most regions of the country) the projected demographic composition of the nation as a whole in the decades ahead.

This plan guides the university to an increasingly pivotal role in leveraging its unique assets, and those of the region, to solve society's greatest challenges. We believe it is possible, and in fact imperative, to strike a balance between serving our region and the broader world. In some cases, that will involve targeted local or global efforts. In others, it will include developing successful solutions in our region that can be scaled nationally or globally for maximum impact.

This plan endorses greater social and cultural engagement in the community. We believe that the university has the responsibility to play an active leadership role with our partners to improve the region in which we live.

In addition, we will apply focused effort on significant social challenges with a commitment to achieve meaningful improvement. Other such efforts will follow.

As UCF aspires to be recognized as a top-tier institution, it must accelerate the growth of its research enterprise in both people and funded research expenditures. Specific metrics and strategies are outlined in this plan, with more detailed planning required and supported by intentional investment.

One of the three strategic planning commissions was focused on the dimension of Distinctive Impact, which we recognize as critical to defining the UCF of the future. By building on established areas of excellence and defining and investing in promising new areas yet to be defined, the university can continue to expand its reputation and its impact. UCF's recent investments in research and teaching clusters and transdisciplinary collaborations hold greater promise than defining distinctive impact in 20th century terms around traditional academic silos of disciplines and departments. Defining and developing distinction in solving grand challenges will be a productive approach.

COMMUNITY ENGAGEMENT	
Metrics	<ul style="list-style-type: none"> <li>Define by 12/31/16 and launch at least one major regional initiative that achieves measurable improvement in a significant community challenge (such as hunger, homelessness, quality of life, public health) and achieve a defined set of annual metrics that demonstrate meaningful progress.</li> <li>Engage all students in at least one service learning activity annually.</li> <li>Involve all faculty and staff in at least one community engagement activity annually.</li> <li>Increase approved service-learning courses by 50%.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>President's designee will convene a group of UCF leaders and community partners to serve as a community engagement council to select one or more targeted community challenges and develop metrics and coordinated strategies to drive meaningful impact on the region.</li> <li>Leverage knowledge and experience from across the university (including students and alumni), taking advantage of our scale and unique ability to effect change. Apply lessons learned in the Burnett Honors College to achieve full participation in community engagement experiences.</li> <li>Report on progress regularly and add new initiatives based on success and capacity to invest.</li> <li>Serve as a model in developing solutions that other regions can replicate.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>Provost</li> <li>Vice President for Student Development and Enrollment Services</li> <li>Vice Provost for Teaching and Learning and Dean of Undergraduate Studies</li> <li>Director, Office of Experiential Learning</li> <li>Deans and Department Heads</li> </ul>

EXPAND AREAS OF DISTINCTIVE IMPACT	
Metrics	<ul style="list-style-type: none"> <li>Convene a transdisciplinary team to define targeted grand challenges that leverage our existing strengths across disciplines and build collaborative five-year strategies with partners by 12/31/16, including a high level twenty-year roadmap.</li> <li>Achieve milestones and metrics as defined in the grand challenges plans.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>Invest human and financial resources to solve defined grand challenges that leverage our existing strengths across disciplines, differentiate UCF from other institutions, and respond to the changing local, national, and global needs of society.</li> <li>Adopt a culture of creative disruption to push the boundaries of scholarship, science, and technology while also pursuing knowledge for its own sake.</li> <li>Remain open and responsive to new, creative, and possibly disruptive hires, organizational structures, and partnership opportunities while continuously identifying and responding to grand challenges that merit investment.</li> <li>Use external and internal data analytics to assess how programs or fields compare to peer and aspirational peer universities.</li> <li>Promote and receive public recognition for leadership in addressing grand challenges.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>Provost</li> <li>Vice President for Research and Dean of Graduate Studies</li> <li>Vice Provost for Faculty Excellence and International Affairs and Global Strategies</li> <li>Assistant Vice President, Institutional Knowledge Management</li> <li>Deans and Department Heads</li> <li>Vice President for Communications and Marketing</li> </ul>

RESEARCH ENGAGEMENT	
Metrics	<ul style="list-style-type: none"> <li>Achieve level at which at least 25% of graduate degrees awarded are research-focused.</li> <li>Reach at least 200 post-doctoral research appointees.*</li> <li>Increase the number of projects presented at the Showcase of Undergraduate Research Excellence by 50%.</li> <li>Increase undergraduate participation in some form of research by 50%.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>Develop a university-wide plan, with active participation by the Undergraduate Research Council, that identifies strategies by college and department to achieve the metrics. Build on the success of the Honors in the Major program within the Burnett Honors College.</li> <li>Include stipends for graduate students and postdoctoral scholars in all proposals.</li> <li>Revitalize the post-doctoral website and management responsibility.</li> <li>Cultivate fundraising opportunities for undergraduate research presentations.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>Provost</li> <li>Vice President for Research and Dean of Graduate Studies</li> <li>Vice Provost for Teaching and Learning and Dean of Undergraduate Studies</li> <li>Director, Office of Undergraduate Research</li> <li>Deans and Department Heads</li> </ul>

RESEARCH AND COMMERCIALIZATION COMMITMENT	
Metrics	<ul style="list-style-type: none"> <li>• <b>Double research awards from \$133M to at least \$250M and achieve SUS preeminence metric for research expenditures.</b></li> <li>• Commit to and promote a robust portfolio of research, scholarship, and creative activities across all disciplines that contributes to the creation of new knowledge, even if not easily quantifiable.</li> <li>• Win ten proposals per year exceeding \$1M, five of which exceed \$3M.</li> <li>• Create 16 start-up companies annually and execute 36 licenses and options for UCF intellectual property.</li> <li>• Achieve 200 patents awarded over three years.*</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>• Continue to add research and entrepreneurial faculty members across the university who are funded by contracts and grants, consistent with a multi-year plan by department and program to achieve our research expenditures metric.</li> <li>• Focus on and invest in biomedical research as an essential contributor to expanding the university's research scale and impact.</li> <li>• Develop research leadership through training and incentives needed to tackle and win large funding opportunities, strengthen grant writing capabilities, and provide support for large, collaborative proposals (internal and multi-institutional).</li> <li>• Develop a proactive plan to anticipate and influence federal research priorities from NIH, NSF, and other large grant-making organizations.</li> <li>• Create ad hoc, multidisciplinary groups of faculty and staff members to support the grand challenges initiatives by continuing to invest in faculty clusters.</li> <li>• Recognize and promote research impact, including new knowledge advancement across all disciplines, whether quantifiable or not. Expand the research dashboard to include strategic plan metrics.</li> <li>• Develop joint strategies between the Research Foundation and the UCF Foundation to increase collaboration on approaching philanthropic organizations for research support.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Vice President for Research and Dean of Graduate Studies</li> <li>• Deans and Department Heads</li> <li>• Assistant Vice President for Corporate and Foundation Relations</li> </ul>

## 4

## CREATE PARTNERSHIPS AT EVERY LEVEL

THAT AMPLIFY OUR ACADEMIC, ECONOMIC, SOCIAL AND CULTURAL IMPACT AND REPUTATION



Central to UCF's trajectory over the past two decades has been the pursuit of President's Hitt goal to be America's leading partnership university. The university's ability to expand its size and impact has depended on a culture of collaboration that has forged highly effective academic, industry, and public-sector partnerships. The fulfillment of this plan will require building on those collaborations and establishing many more—both within the region and around the world.

Lake Nona Medical City, the highly regarded DirectConnect program, Central Florida's modeling, simulation and training cluster, ICAMR, and UCF Downtown are among the many examples of impactful partnerships that UCF has helped lead in recent years. The university's role as the intellectual anchor in each of these bold initiatives, with the complementary assets contributed by its partners, has in each case established a foundation for impact that will continue to be played out for many years into the future.

The partnerships of the future, as envisioned by our plan, will integrate students and faculty even more tightly into the planning and execution of those collaborations.

Transformational student experiences, engagement with the community, and service learning opportunities will more tightly align the university's graduates with the talent needs of our region and beyond. Expanding our collaborative research initiatives with other academic institutions, industry, and public-sector organizations will amplify the impact of our discovery mission and enhance our reputation. As the intellectual anchor in existing and new innovation clusters, UCF with its partners will effectively leverage its scale and excellence for maximum impact.

While many of those partnerships will focus on technology innovation within the broader STEM fields as Central Florida and the world continue the transformation to a knowledge-driven economy, UCF has a critical leadership role to play in enhancing the cultural and social future of our region. This plan calls for UCF to take an even more active role in addressing the most critical social challenges faced by the region and employing the talent and experience contained within the institution in a focused way with our partners. As Central Florida serves as a microcosm of where the nation is headed socially and demographically, success in these initiatives can serve as a model for other communities and regions.



RESEARCH COLLABORATIONS	
Metrics	<ul style="list-style-type: none"> <li>• Generate 30% of externally funded research expenditures through collaborations with other institutions.</li> <li>• Generate 60% of externally funded research through collaborations within UCF.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>• Develop a university-wide strategy to develop new internal and external research collaborations, with objectives and strategies provided by college and department.</li> <li>• Identify and eliminate disincentives or obstacles for collaborative research, both within UCF and outside.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Vice President for Research and Dean of Graduate Studies</li> <li>• Deans and Department Heads</li> </ul>

INTELLECTUAL ANCHOR FOR INDUSTRY CLUSTERS	
Metrics	<ul style="list-style-type: none"> <li>• <b>Actively engage in the region to generate \$10 billion in annual economic impact</b> through ongoing university activities, partnerships in diversifying the region's economy, and industry cluster creation and growth.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>• Serve as the intellectual anchor for strategic industry innovation clusters that drive regional transformation and economic impact, including the hospitality industry anchored by the Rosen College, Lake Nona Medical City, International Consortium for Advanced Manufacturing Research (ICAMR), UCF Downtown, and future opportunities.</li> <li>• Actively engage with partners to identify new transformative opportunities to which UCF can contribute.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>• Provost</li> <li>• Vice President for Research and Dean of Graduate Studies</li> <li>• Deans and Department Heads</li> </ul>

NATIONAL AND GLOBAL IMPACT	
Metrics	<ul style="list-style-type: none"> <li>Enter into three significant partnerships with highly regarded national organizations in support of top university initiatives, including community engagement, grand challenges, and enhancing our distinctive impact and reputation.</li> <li>Enter into two significant partnerships with highly regarded international organizations in support of top university initiatives, including community engagement, grand challenges, and enhancing our distinctive impact and reputation.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>Establish strategic partnerships with globally recognized organizations aligned with each of the current and future areas of distinctive impact.</li> <li>Include defined partnerships as part of both community engagement and grand challenges initiatives.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>Provost</li> <li>Vice President for Research and Dean of Graduate Studies</li> <li>Vice President for Communications and Marketing</li> <li>Assistant Vice President for Corporate and Foundation Relations</li> <li>Deans and Department Heads</li> </ul>

ARTS AND CULTURE IMPACT	
Metrics	<ul style="list-style-type: none"> <li>Develop a comprehensive arts and culture community engagement plan that defines qualitative goals that convey cultural impact on the community by 6/30/17.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>Convene a university and community council to develop a UCF arts and culture engagement plan that defines goals and strategies for enhancing the university's cultural impact on the community.</li> <li>Leverage UCF Downtown for arts and culture engagement with the community and consider each of the regional campuses in the plan.</li> <li>Maximize the cultural reach and impact of WUCF-TV and WUCF-FM within the region.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>Provost</li> <li>Dean of the College of Arts and Humanities</li> <li>Vice President for Communications and Marketing</li> </ul>



# 5 INNOVATE ACADEMIC, OPERATIONAL, AND FINANCIAL MODELS TO TRANSFORM HIGHER EDUCATION



Because of its youth, scale, location, and track record of operational innovation and efficiency, UCF occupies a unique position among American universities to define a new model of 21st-century higher education. As a relatively young institution, UCF is not bound to conventions of the past and it has the size and experience to innovate, test, and implement new ideas quickly and at scale. With its partners in the University Innovation Alliance, UCF can and should define an updated standard by which universities are judged.

As public policy regarding higher education financing shifts, UCF must be innovative in diversifying its funding sources. A newer university rarely has the benefit of a large endowment, but one can and should be developed over time. Thinking creatively about other sources of funding independent of students, their families, and taxpayers will be critical to UCF and to all research universities. UCF compares very favorably to its peers in the efficiency with which it educates its students, and it will need to continue to lead the pack in cost management while fulfilling its education and research missions in a high-quality way.

One of the most important enablers of higher education, which didn't exist in previous waves of university evolution, is the rapidly changing toolset powered by information technology.

Applying those tools to enhance learning, accelerate research, support global partnerships, and extend the reach and impact of the university is an enormous opportunity for UCF. This plan calls for building on UCF's leadership in the effective creation and adoption of learning technologies to demonstrate how universities can leverage scale to lift a larger number of lives within a geographical region and beyond.

The strategic and efficient use of university facilities must continue to be a major focus, particularly in the face of evolving teaching methodologies. UCF will continue its commitment to offer face-to-face learning opportunities, while innovating hybrid models that leverage technology to enhance the quality, availability, and flexibility of course offerings. Evolving toward more flexible space will be an important component of the strategy, as will thoughtful decisions about new campus locations.

Finally, the plan reflects the importance given to ensuring that the university strengthens its commitment to healthy environments and sustainable practices in everything it undertakes. As a respected partner and leader in the region, it must serve as a model in developing and embracing health and sustainability innovations that can positively affect the university and the community in which it lives.

NEW STANDARD LEADERSHIP	
Metrics	<ul style="list-style-type: none"> <li>Achieve top 10 ranking in updated, 21st century university survey.</li> <li>Elevate the list of institutions that identify UCF as a peer or aspirational peer.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>In partnership with the University Innovation Alliance (UIA) and perhaps a globally prominent foundation, develop a new university ranking system that recognizes a more current set of attributes by which leading 21st-century universities should be evaluated.</li> <li>Continue active participation in the Florida Consortium of Metropolitan Research Universities to magnify the impact of each of the institutions, and develop clear measurements of success for the consortium.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>President</li> <li>Provost</li> </ul>

FUNDING DIVERSIFICATION	
Metrics	<ul style="list-style-type: none"> <li><b>Increase new sources of funding by \$100 million.</b></li> <li>Develop a 20-year university-wide plan for growth of non-philanthropy new funding sources by 12/31/16.</li> <li>Build the UCF Foundation endowment to \$175 million, with a continuing plan to achieve the state preeminence endowment metric.*</li> <li>Successful completion of the current \$500 million comprehensive philanthropic campaign.</li> <li>Increase alumni giving donor count to at least 30,000.</li> <li>Increase annual \$500,000+ donors from a campaign annual average of 16 to a sustainable average of 30+.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>Develop a university-wide plan to model and fulfill the funding diversification objectives with ownership clearly defined.</li> <li>Within the strategy consider revenue options such as continuing education, expanded commercialization yield, expanded clinical services, innovative corporate partnerships and sponsorships, and new enterprise formation.</li> <li>Leverage the growth and aging of our alumni base to increase philanthropic participation.</li> <li>Expand UCF Health as a significant driver of improved health in the region and additional new funding for the university.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>Chief Financial Officer</li> <li>Provost</li> <li>Vice President for Advancement</li> <li>Vice President for Research and Dean of Graduate Studies</li> <li>Vice President for Medical Affairs</li> </ul>

COST MANAGEMENT	
Metrics	<ul style="list-style-type: none"> <li>Develop metrics for fiscal stewardship within each department and academic unit.</li> <li>Each auxiliary organization will develop a plan by 12/31/16 to achieve eventual self-sustainability (UCF Athletics, UCF Foundation, UCF Research Foundation), and then measure against annual metrics defined in that plan.</li> <li>Achieve an average student loan debt of UCF graduates that is 10% below the national average for public institutions and a student default rate under 4%.</li> <li>Achieve top 25 university “best value” ranking according to Kiplinger or equivalent publication.</li> <li>Lower the UCF Foundation’s cost to raise a dollar from 33 cents at the beginning of the IGNITE Campaign to 20 cents.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>Continue driving fiscal stewardship across all units, with clear metrics and strategies.</li> <li>Develop multi-year plans by each auxiliary organization to reach self-sustainability.</li> <li>Identify new sources of financial aid for students and expand financial literacy programs such as Centsible Knights to help students understand debt loan management.</li> <li>Develop a communications strategy to build public and legislative awareness of UCF value.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>Vice President for Administration and Finance</li> <li>Provost</li> <li>UCF Athletics, UCF Foundation, UCF Research Foundation Leadership</li> <li>Vice President for Communications and Marketing</li> </ul>

TECHNOLOGY INNOVATION	
Metrics	<ul style="list-style-type: none"> <li>Achieve broader recognition for distributed learning leadership as demonstrated by at least three national or international awards or widely circulated publications.</li> <li>Define and achieve metrics associated with the implementation of our online student success systems.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>Leverage the use of technology in the reduction of cost per degree and university operating costs.</li> <li>Continue to lead and be recognized for innovating in the effective use of technology for distributed learning.</li> <li>Assume leadership in national organizations dedicated to technology advancement at universities.</li> <li>Quantify student gains, such as using technology in Adaptive Learning Games and Student Learning Games.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>Provost</li> <li>Vice President for Information Technologies and Resources</li> <li>Associate Vice President for Distributed Learning</li> <li>Deans and Department Heads</li> </ul>

FACILITIES	
Metrics	<ul style="list-style-type: none"> <li>Define and achieve a new standard in facility efficiency (sq. ft. per student, per employee).</li> <li>Develop a new standard for teaching facility design with measurable improvement in pedagogical effectiveness.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>With the exception of highly specialized uses, design all new space and all renovations to be flexible and capable of accommodating the needs of multiple disciplines and new faculty.</li> <li>Develop an approach for allocation of facilities based upon merit-based criteria such as student credit hours generated or research productivity).</li> <li>Blend space effectively between co-curricular and curriculum-based activities.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>Vice President for Administration and Finance</li> <li>Provost</li> <li>Vice Provost for Teaching and Learning and Dean of Undergraduate Studies</li> </ul>

HEALTH AND SUSTAINABILITY	
Metrics	<ul style="list-style-type: none"> <li>Recognition as a top 50 healthiest campus.</li> <li>Define and achieve favorable sustainability comparison against other analogous and aspirational universities.</li> </ul>
Strategies	<ul style="list-style-type: none"> <li>Enhance our health and wellness programs for students and develop a robust program for faculty and staff members, leveraging the capabilities of UCF Health and other university expertise.</li> <li>Continue to adhere to commitment to LEED standards for all new construction.</li> <li>Develop aggressive energy conservation strategies, with measurements by unit.</li> </ul>
Lead	<ul style="list-style-type: none"> <li>Vice President for Medical Affairs</li> <li>Vice President for Administration and Finance</li> <li>Vice President for Student Development and Enrollment Services</li> <li>Deans and Department Heads</li> </ul>

## WHERE WE GO FROM HERE: IMPLEMENTATION AND MEASUREMENT

---

Designed to be a living document, UCF's Collective Impact Strategic Plan will help set our trajectory for the next 20 years by identifying short- and long-term ambitions to maximize our impact through the power of scale and excellence in distinctive ways.

But a plan is only as good as what happens when the planning stops—and the real work begins. As part of this process, university leadership recognized that this strategic plan should not be a definitive document, but rather a guide for how UCF will achieve the aspirations set forth by our commissions and stakeholder groups.

As such, the implementation of our plan will rest on four key pillars: (1) transparency, (2) accountability, (3) evolution, and (4) connectivity. As each of these characteristics becomes part of the implementation plan, periodic reviews of progress by university leadership and the Board of Trustees will take place at least annually, with multiple ongoing milestones for each set of metrics and strategies. Most important will be the seamless integration of this plan into the day-to-day operation of the university, which will commence immediately.

### TRANSPARENCY

The strength of UCF's strategic plan is its inclusiveness of different voices with a stake in our university's success and its future. As part of this process, we commit to updating these groups on the progress toward goals and any obstacles we face. These updates will be accomplished through a variety of communication and engagement tools, among them a dedicated website, town hall face-to-face and virtual gatherings, implementation groups, and designated reporting periods.

### ACCOUNTABILITY

Another strength of our strategic plan is its heavy reliance on quantitative metrics. We strongly believe that what gets tracked gets done. As such, we have identified leads who will be accountable for execution of the plan and responsible for tracking the progress of each strategy and associated metrics. At least one direct report to the president is identified under each set of metrics and strategies. On a dedicated basis, these implementation teams will convene to assess progress toward goals. Additionally, they will be responsible for

reporting to a designated leader who will monitor all aspects of the plan's implementation and meet with the various designated leads to ensure ongoing execution of the plan.

### EVOLUTION

University leaders, as well as commissioners and friends of the plan, have stressed the importance of a document that is living and able to adapt to changes in the economic, social, and political environment in which UCF lives. While holding leads and others accountable to the highest standards, we should allow for adjustments and evolving conditions as we strive to maximize our collective impact. Material changes to key metrics will require approval from university leadership and the Board of Trustees.

### CONNECTIVITY

This strategic plan is not meant to live in a silo; it must connect with planning efforts and initiatives taking place across all colleges and units within the university. The plan will also connect to the community through partner organizations because collaboration is essential to achieving many of the metrics and implementing the strategies. At its core, this plan will help catalyze change and encourage a leveraging of resources, talents, and time to effect our collective impact on the region and the world.



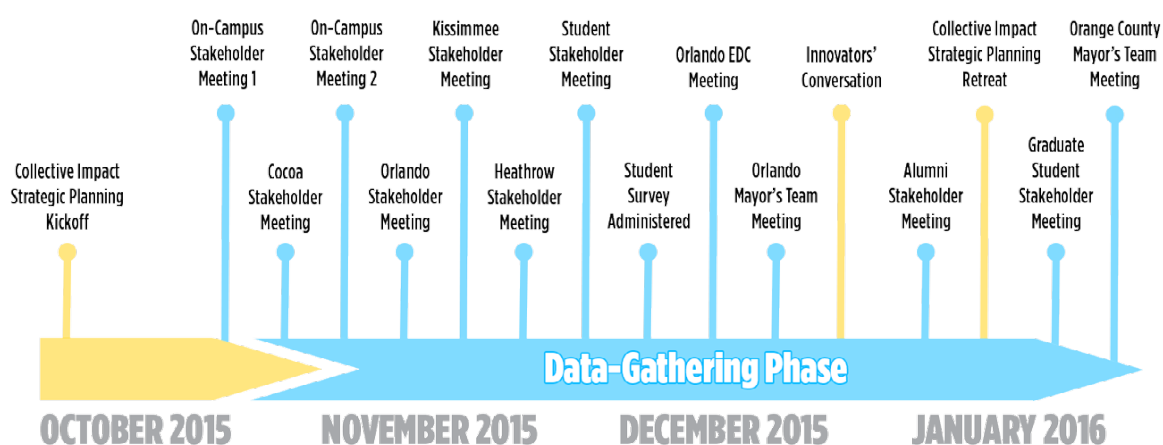


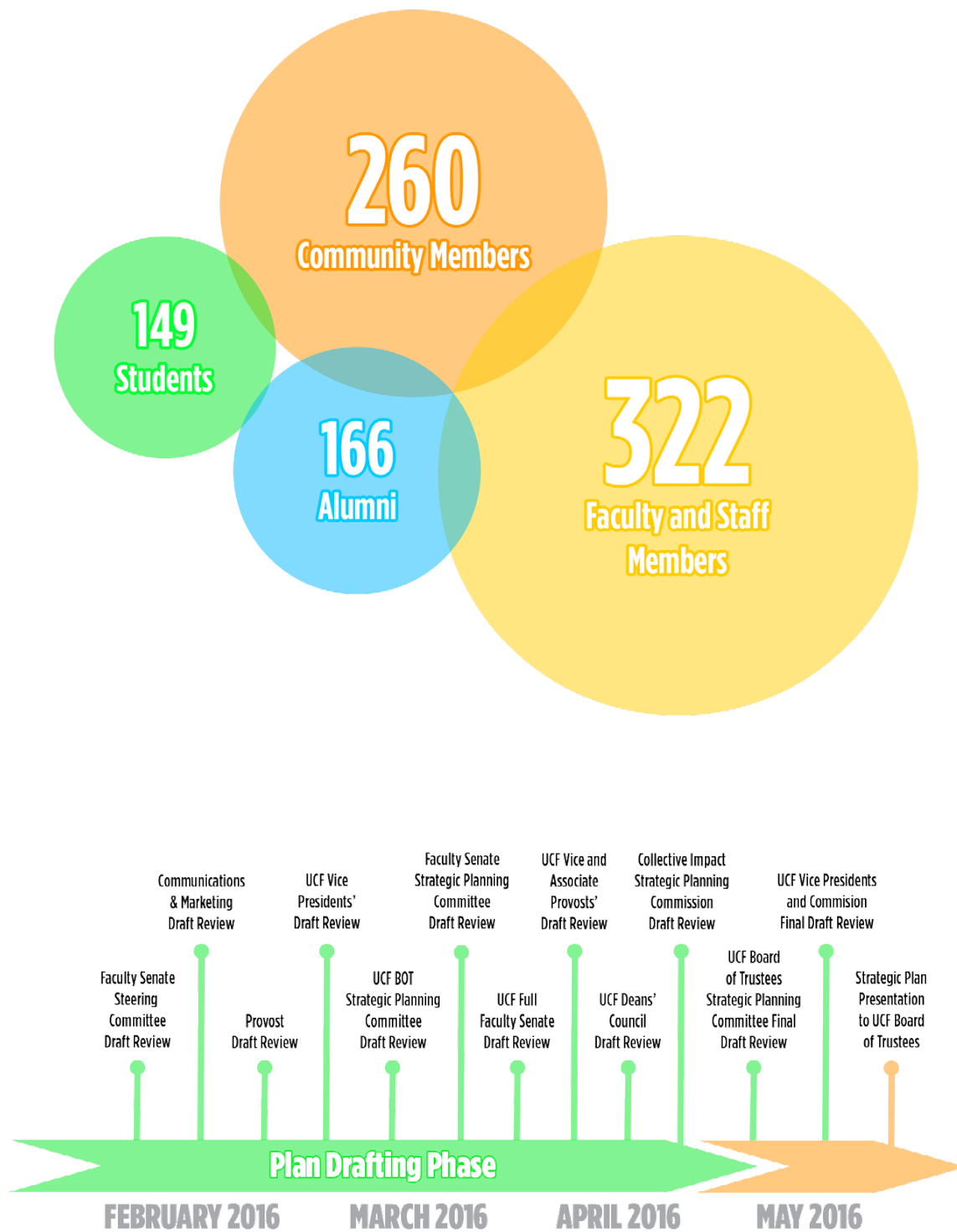
## APPENDICES: THE PROCESS

The Collective Impact Strategic Planning Commission convened for a full day in early October 2015 with discussions about how the three dimensions—philosophy, value, and distinctive impact—should guide the planning process. The assembled planning team defined the questions we wanted to answer to create a five-year road map, determined how to solicit input from our campus constituents and the Central Florida community at large, and decided how to assemble best practices from other higher education institutions.

From October 2015 to January 2016, the Commission held twelve stakeholder sessions across Central Florida, engaging more than 800 participants from UCF faculty, staff, and students; other academic institutions; businesses; and local government. In addition, responses from more than 3,000 students were captured via survey that was included in the strategic planning data-gathering process. This community feedback has helped fuel plan design and content and continued to offer direction as additional input was received from UCF leaders in the final drafting phases.

The Collective Impact Steering Committee—led by Thad Seymour, Jr., Senior Advisor to the Provost—included the co-chairs of the three commissions and representatives from the Provost’s Office, the Strategic Planning Committee of the Board of Trustees, and the Faculty Senate Strategic Planning Council. The group met regularly from January through May 2016 and provided essential insights and constructive critiques through six drafts of the plan. Each draft was reviewed by university leadership and board members, resulting in significant improvement each step of the way, and a broad consensus on the plan’s metrics and strategies.





## CONTRIBUTORS

Thank you to the many students, faculty, staff, alumni and community members that contributed to the strategic planning process through survey feedback, participation in one of the stakeholder forums, direct communication, or other methods. We would also like to thank the following individuals and organizations without whom this plan would not be possible.

### UCF BOARD OF TRUSTEES

Marcos R. Marchena, Chairman  
*Marchena and Graham, P.A.*

Ken Bradley  
*Winter Park Memorial Hospital*

Clarence H. Brown III  
*Orlando Health Foundation*

Joseph Conte  
*Consulate Health Care*

Robert A. Garvy  
*INTECH*

Ray Gilley  
*Development Authority of DeKalb County*

Keith Koons  
*University of Central Florida*

Alex Martins  
*Orlando Magic*

Beverly J. Seay  
*CAE Integrated Enterprise Solutions*

John Sprouls  
*Universal Parks & Resorts*

David Walsh  
*Mitsubishi Hitachi Power Systems, Inc.*

William Yeargin  
*Correct Craft*

Cait Zona  
*Student, University of Central Florida*

### FORMER TRUSTEE AND ADVISOR TO THE BOARD CHAIR

Alan S. Florez  
*Brown & Brown of Florida*

### UCF LEADERSHIP

John C. Hitt  
A. Dale Whittaker  
Sheryl G. Andrews  
Beth Barnes  
Paige Borden  
Patrick Burt  
Pamela S. Carroll  
Diane Z. Chase  
Tracy Clark  
Scott Cole

Helen Donegan  
Elizabeth Dooley  
Maribeth Ehasz  
José Fernández  
Michael Frumkin  
Michael Georgiopoulos  
Deborah German  
Joel Hartman  
Grant J. Heston  
Daniel C. Holsenbeck  
Tom Hope  
Paul Jarley  
Michael Johnson  
Nancy L. Marshall  
William F. Merck  
Michael J. Morsberger  
Tom O'Neal  
Abraham Pizam  
Fernando Rivera  
Bahaa Saleh  
Rick Schell  
Greg Schuckman  
William T. Self  
Mubarak Shah  
M.J. Soileau  
Mary Lou Sole  
Alvin Y. Wang

### UCF COLLECTIVE IMPACT STAFF

Thaddeus Seymour, Jr.  
Christine Dellert  
Lisa Guion Jones  
Ronnie Korosec  
Kristy McAllister  
Eileen Ryan

### UCF COLLECTIVE IMPACT COMMISSION

*Philosophy Dimension*  
Jeffrey M. Fleming, co-chair  
*Ninth Circuit Judge, Ret.*

Lisa Dieker, co-chair  
*University of Central Florida*  
Thomas Bryer  
*University of Central Florida*  
Carolyn Fennell  
*Greater Orlando Aviation Authority*  
Kim Grippa  
*Daytona State College*  
Kerstin Hamann  
*University of Central Florida*  
Michael Johnson  
*University of Central Florida*  
Craig Maughan  
*Trinity Preparatory School*  
Sandy Shugart  
*Valencia College*  
Larry Tobin  
*FAIRWINDS Credit Union*  
Elizabeth Wardle  
*University of Central Florida*  
Cait Zona  
*Student, University of Central Florida*

### Value Dimension

Conrad Santiago, co-chair  
*Ameriprise Financial Services, Inc.*  
Cynthia Young, co-chair  
*University of Central Florida*  
James Beckman  
*University of Central Florida*  
Thomas Cavanagh  
*University of Central Florida*  
Michael Georgiopoulos  
*University of Central Florida*  
Paul Gregg  
*University of Central Florida*  
Barbara Jenkins  
*Orange County Public Schools*  
Alicia Keaton  
*University of Central Florida*  
Thomas Leek  
*Cobb Cole*  
Michael Manglardi  
*Martinez Manglardi*  
Robert Thompson  
*Tavistock Development*

***Distinctive Impact Dimension***

Michael Grindstaff, co-chair

*Shutts & Bowen*

Debra Reinhart, co-chair

*University of Central Florida*

Kelly Cohen

*Southern Strategy Group*

Peter Delfyett

*University of Central Florida  
and Townes Laser Institute*

Mary Ann Feldheim

*University of Central Florida*

Deborah German

*University of Central Florida*

Robert Porter

*University of Central Florida*

John Sowinski

*Consensus Communications*

Rasesh Thakkar

*Tavistock Group*

Rick Walsh

*KnobHill Group*

Linda Walters

*University of Central Florida*

**UCF FACULTY SENATE STRATEGIC  
PLANNING COUNCIL**

Lynn Hepner, chair

Deborah Bradford

Christopher Clemente

Sam Dagher

Peter Delfyett

Yoon-Seong Kim

Keith Koons

Reid Oetjen

Deborah Pope

John Schultz

Kristine Shrauger

Dipendra Singh

Steven Talbert

Darla Talley

Jun Wang

Bonnie Yegidis

Cait Zona

Vassiliki Zygouris-Coe

**ADVISOR AND MODERATOR**

Mark Brewer

*Central Florida Foundation*

**COMMUNITY PARTNERS**

City of Orlando Mayor's Office

Orange County Mayor's Office

Orlando Economic Development  
Commission

**FRIENDS**

Randy Berridge

*Florida High Tech Corridor*

Olga M. Calvet

*Palmas Services, LLC*

Michael M. Crow

*Arizona State University*

James Duderstadt

*University of Michigan*

Buddy Dyer

*Mayor of Orlando*

Teresa Jacobs

*Mayor of Orange County*

E. Ann McGee

*Seminole State College*

Dave Porter

*Orlando Economic Development Commission*

Jacob Stuart

*Central Florida Partnership*

Falecia Williams

*Valencia College*

**ORGANIZATIONS**

Ability Housing of Northeast Florida

C3Research

Career Source Central Florida

Carter Hospitality

City of Saint Cloud

CFE Credit Union

C.T. HSU + Associates

D&A Building Services

Daytona State College

Downtown Orlando Partnership

Dr. Phillips Center for the Performing  
Arts

Early Learning Coalition  
of Orange County

Eleet Technologies

Experience Orlando

Florida Business Interiors

Florida Department of Health  
in Orange County

Florida Hospital

Florida High Tech Corridor

Geotechnical and Environmental  
Consultants

Guardian Care Nursing  
& Rehabilitation Center

Heart of Florida United Way

IDEAS Orlando

International Consortium for  
Advanced Manufacturing Research

Junior League of Greater Orlando

LandDesign

Lockheed Martin

Lynx

Marriott Residence Inn

Downtown Orlando

NAI Realvest

Nemours Children's Hospital

Orange County Government

Orange County Library

Orange County Public Schools

Orlando Health

Orlando Tech Association

Orlando Trep

Osceola County Public Schools

Prismatic

PSI USA

Roman Catholic Diocese of Orlando

Sanford Burnham Prebys Medical

Discovery Institute

Seminole County Public Schools

Seminole State College

Smith Equities

Technical Education Center Osceola

Universal Orlando

Valencia College

Validity Solutions

Welbro Building Corporation, Inc.

Wharton Smith, Inc.



**ITEM: INFO-2**

**University of Central Florida  
BOARD OF TRUSTEES**

**SUBJECT: Board Committee and Direct Support Organization Assignments**

**DATE: May 31, 2016**

---

**PROPOSED BOARD ACTION:**

Information only.

**BACKGROUND INFORMATION:**

The board may establish committees to assist in carrying out its responsibilities. The board chair will determine the membership of the committees and its chairs and the assignments to the direct support organizations.

---

**Supporting documentation:** University of Central Florida Board of Trustees  
Committee and Direct Support Organization Assignments

**Prepared by: Rick Schell, Vice President and Chief of Staff**

**Submitted by: Marcos Marchena, Chairman, Board of Trustees**

# University of Central Florida

## Board of Trustees

### Committee Assignments

#### May 2016

<u>Advancement</u>	<u>Audit, Operations Review, Compliance, and Ethics</u>	<u>Compensation and Labor, Ad Hoc</u>	<u>Educational Programs</u>
Minimum of five members	Minimum of three members	Minimum of three members	Minimum of five members
Development and alumni relations, public and governmental relations, marketing, communications, and admissions	Financial practices and management, internal controls, and standards of conduct for university and affiliates	Conduct periodic compensation and assessment reviews of the president and develop recommendations to the board for its consideration; review and approve discretionary compensation plans and deferred compensation plans, if any, for senior executives of the university, and oversee the collective bargaining responsibilities of the board	Academic and student life, components of the university, athletics, and strategic planning
Clarence Brown, Chair Joseph Conte, Vice Chair Ken Bradley Chris Clemente Alex Martins	Beverly Seay, Chair Ken Bradley, Vice Chair Keith Koons David Walsh William Yeargin	John Sprouls, Chair David Walsh, Vice Chair Clarence Brown Joseph Conte Ray Gilley	Robert Garvy, Chair Beverly Seay, Vice Chair Ken Bradley Chris Clemente Keith Koons
Marcos Marchena (Ex Officio)	Marcos Marchena (Ex Officio)	Marcos Marchena (Ex Officio)	Marcos Marchena (Ex Officio)
Staff: Dan Holsenbeck Grant Heston Michael Morsberger	Staff: Rhonda Bishop Robert Taft	Staff: Scott Cole Shelia Daniels	Staff: Dale Whittaker



<b><u>Finance and Facilities</u></b>	<b><u>Nominating and Governance</u></b>	<b><u>Strategic Planning</u></b>	<b><u>Direct Support Organizations</u></b>
<p>Minimum of five members</p> <p>Budget, finance and accounting, financial services, purchasing, business services, DSO oversight, human resources, environmental health and safety, facilities planning, landscape and natural resources, physical plant, police department, business services, and parking and transportation services</p>	<p>Minimum of five members</p> <p>Trustee assessment, trustee nominations, election procedures, presidential search procedures, and governance</p>	<p>Minimum of five members</p> <p>Provide support and guidance regarding strategic planning and the implementation of strategic plans</p>	<p>Athletics–Marcos Marchena</p> <p>Convocation–Beverly Seay</p> <p>Finance–Alex Martins</p> <p>Foundation–Marcos Marchena</p> <p>Research Foundation–Joseph Conte</p> <p>Stadium–Robert Garvy</p>
<p>Alex Martins, Chair</p> <p>Robert Garvy, Vice Chair</p> <p>Chris Clemente</p> <p>Keith Koons</p> <p>John Sprouls</p> <p>David Walsh</p> <p>William Yeargin</p>	<p>William Yeargin, Chair</p> <p>Alex Martins, Vice Chair</p> <p>Ray Gilley</p> <p>Beverly Seay</p> <p>John Sprouls</p>	<p>Clarence Brown, Chair</p> <p>Joseph Conte, Vice Chair</p> <p>Chris Clemente</p> <p>Robert Garvy</p> <p>Keith Koons</p>	<p><b><u>Other Boards</u></b></p> <p>Medical College–Clarence Brown</p>
<p>Marcos Marchena (Ex Officio)</p> <p>Staff: William F. Merck II</p>	<p>Marcos Marchena (Ex Officio)</p> <p>Staff: Scott Cole</p>	<p>Marcos Marchena (Ex Officio)</p> <p>Staff: Dale Whittaker</p>	<p>M:Board of Trustees\BOT Committee Assignments May 10, 2016</p>

**ITEM: CL-2**

**University of Central Florida  
BOARD OF TRUSTEES**

**SUBJECT: Amendment to University Regulations UCF-3.015 Promotion and Tenure of Tenured and Tenure-earning Faculty and UCF-3.0175 Promotion of Full-time Non-tenure earning, Research, and Clinical Assistant and Associate Professors**

**DATE: May 26, 2016**

---

**PROPOSED BOARD ACTION**

Approve amendments to University of Central Florida regulations UCF-3.015 and UCF-3.0175.

**BACKGROUND INFORMATION**

Florida Board of Governors Regulation 1.001 provides that “Each Board of Trustees is authorized to promulgate University Regulations in accordance with the Regulation Development Procedure adopted by the Board of Governors.”

Regulations UCF-3.015 and UCF-3.0175 are being amended to update the new name of the Office of Faculty Excellence. Additionally, UCF-3.015 is being amended to articulate tenure eligibility for tenure-earning faculty in the College of Medicine. UCF-3.0175 has minor updates including changing the language from “may” to “shall” when describing the evaluation criteria for promotion.

---

**Supporting documentation:**

Attachment A: Proposed Amended Regulation UCF-3.015 (redline)  
Attachment B: Proposed Amended Regulation UCF-3.0175 (redline)

**Prepared by:** Youndy C. Cook, Deputy General Counsel

**Submitted by:** Scott Cole, Vice President and General Counsel

## Attachment A

### UCF 3.015 - Promotion and Tenure of Tenured and Tenure-earning Faculty

#### (1) Policy.

- (a) University of Central Florida (UCF) adheres to the provisions of any applicable collective bargaining agreement regarding promotion and tenure procedures.
- (b) There shall be sufficient discipline flexibility in interpretation of the standards for promotion so that ~~individuals~~ faculty members may have a reasonable expectation of fulfilling the requirements.
- (c) A faculty member shall normally be recommended for promotion to associate professor prior to or at the same time that tenure is recommended. To save time for both faculty member and committees, the necessary materials for both will go forward simultaneously. Votes on tenure and promotion shall occur concurrently at department or unit, college, and university levels, if applicable.
- (d) The award of tenure shall provide annual reappointment until voluntary resignation, retirement, removal for just cause, or layoff.
- (e) Effect of tenure criteria modification.
  - 1. If a ~~tenure-earning faculty member not in the College of Medicine~~ ~~employee~~ has at least four (4) years of tenure-earning credit as of the effective date of a modification to the applicable tenure criteria, the employee shall be evaluated for tenure under the criteria as it existed prior to modification unless the ~~employee~~ faculty member notifies the university at least thirty (30) days prior to the commencement of the tenure consideration that he or she chooses to be evaluated under the newly adopted criteria.
  - 2. If a tenure-earning faculty member in the College of Medicine has at least six (6) years of tenure-earning credit as of the effective date of a modification to the applicable tenure criteria, the faculty member will be evaluated for tenure under the criteria as they existed prior to modification unless the faculty member notifies the university at least thirty (30) days prior to commencement of the tenure that he or she chooses to be evaluated under the newly adopted criteria.

## Attachment A

- (f) Tenure may be transferred from one unit to another with the approval of the faculty member, the dean, and the provost, as well as the chair and faculty of the new program.
- (g) Faculty serving on promotion and tenure committees charged with reviewing and making promotion recommendations shall hold rank at or above the rank to which the candidate is applying. Faculty making tenure recommendations shall hold tenure.
- (h) If at any stage in the process, a correction to the dossier is needed, or an issue arises, the provost's representative may make corrections to the dossier, or place the review of the candidate's dossier on hold until all issues related to the dossier are resolved. If the dossier is placed on hold, the candidate shall be notified within five (5) calendar days of this action.
- (i) When a candidate is serving in an administrative position at the level of chair or director or higher, or when a conflict of interest exists, the dean's office shall appoint an appropriate person to guide the candidate's promotion process.

### (2) Eligibility.

- (a) *Tenure.*

1. A tenure-earning faculty member not in the College of Medicine will normally begin the tenure application process in the spring preceding the sixth (6<sup>th</sup>) year of continuous service. However, a faculty member whose employment began in the spring semester may count tenure-earning time beginning with the following academic year. Faculty members may also choose to apply for tenure early, that is prior to the sixth year, or to use credit toward tenure given upon hire, unless they have voluntarily rescinded such credit. In certain unusual situations, the tenure clock may be extended with appropriate permission from the provost or provost's representative.

2. A tenure-earning faculty member in the College of Medicine will normally begin the tenure application process in the spring preceding the eighth (8<sup>th</sup>) year of continuous service. However, a faculty member whose employment began in the spring semester may count tenure-earning time

## Attachment A

beginning with the following academic year. Faculty members may also choose to apply for tenure early, that is prior to the eighth year, or to use credit toward tenure given upon hire, unless they have voluntarily rescinded such credit. In certain unusual situations, the tenure clock may be extended with appropriate permission from the provost or provost's representative.

- (b) *Promotion to associate professor.* Promotion from assistant to associate professor calls for excellence in teaching and substantial contributions in research, as well as, appropriate service contributions or other university duties, since appointment to UCF faculty. It is expected the candidate's research and scholarly activity have a significant impact, as normally indicated by national recognition.
- (c) *Promotion to professor.* Promotion to professor is awarded on the basis of superior achievement at the national and/or international level with the promise of continued contribution and not on the basis of longevity. The rank of professor reflects not only an individual's contributions within the institution, but also denotes a reputation as a leading scholar and researcher among one's academic peers on a national and/or international level. Substantial contributions of a continuing nature in each of the areas evaluated, beyond that expected of an associate professor, are necessary components for the achievement of the rank of professor.

### (3) Criteria

- (a) *Tenure.* Tenure is awarded upon the demonstration of highly competent and sustained performance. The recommendation of a faculty member for tenure shall signify that the president and the Board of Trustees believe that the employee will continue to make significant and sustained professional contributions to the university and the academic community.
- (b) *Promotion.* Promotion is awarded for meeting the criteria for appointment to the rank to which the candidate applies, as defined by the candidate's department or unit, by the candidate's college, and by this regulation.
- (c) *Standards for Promotion and Tenure.*

## **Attachment A**

1. Standards for promotion and tenure criteria shall take into account the mission and needs of the university and specifically address three areas: research, scholarly, and creative activities; teaching; and, service to the public, the discipline, and the university including those professional responsibilities consistent with faculty status.
2. Specific criteria for promotion and tenure are on file in each department or unit and college in the university. These criteria include items such as increased skill in teaching, demonstrated knowledge in research in candidate's discipline, increased recognition as an authority in the field, and potential for continued professional growth. Department or unit specific criteria shall be approved by a majority of the full-time tenured and tenure-earning faculty in the department or unit, the department chair or unit head, the dean, and the provost or designee.
3. If a college chooses to have criteria in addition to department or unit criteria, these criteria shall be approved by a majority of the full-time tenured and tenure-earning faculty in the college, the dean, and the provost or designee. Approved college criteria will also be available in the department or unit and in each college.
4. As a Ph.D.-granting research university, UCF places heavy emphasis on sustained and significant performance with regard to the research, scholarly, and creative activities of faculty members seeking tenure and/or promotion. Consideration shall be given to all evidence related to research, scholarly, and creative activities contained or explained in the candidate's dossier including, but not limited to, publications, grants, research presentations, and awards.
5. The university defines and evaluates instruction broadly. All types of teaching and teaching-related activities shall be considered as instruction. Assessment of instructional competency shall include evaluation of all materials provided in the candidate's dossier.

## **Attachment A**

6. Service to the candidate's department or unit, college, the university, profession, the greater Orlando area, and the public shall be included as service.

### **(4) Procedures.**

#### *(a) Overview.*

1. The promotion and tenure process shall be initiated by the faculty member in consultation with the department chair or unit head, and evaluated successively by the department or unit promotion and tenure committee, the department chair or unit head, the college promotion and tenure committee, the dean of the college, and the university promotion and tenure committee. The final decision of promotion and recommendation regarding tenure will be made by the provost and president. Tenure becomes official with final approval of the University of Central Florida's Board of Trustees.
2. Recommendations by department chairs or unit heads, deans, and all committees must be complete and concise, citing reasons for the recommendation that are based on evidence contained or explained in the candidate's dossier.
3. Rationale for all votes, including split votes, shall be explained within the promotion and tenure committees' recommendation. Abstentions are strongly discouraged in this process except in cases of conflict of interest.
4. In cases where a faculty member is in an academic unit but strongly affiliated with another unit (e.g. a center, institute, or other entity), the normal tenure and promotion process will be undertaken through the academic unit to which the faculty member belongs with written recommendations by both supervisors upon review of the candidate's materials. In cases where a faculty member has a joint appointment with two different academic units, the normal tenure and promotion process will be undertaken through the primary academic unit, but with written recommendations included in the file by both supervisors upon a review of the candidate's materials.

## Attachment A

5. Faculty may be hired with tenure when the person has held tenure at another institution of higher education or whose record would entitle them to receive tenure at UCF. Candidates for tenure upon hire must submit an application dossier to the department or unit to which he or she is applying. Tenured faculty in the department or unit will interview or evaluate the candidate and vote to recommend for or against tenure in that department or unit. The department chair or unit head shall submit his or her recommendation, the candidate's dossier, and the faculty recommendation to the dean. The dean shall forward his or her recommendation, the department or unit faculty's recommendation, the candidate's dossier, and a completed "Tenure upon Hire" form to the Office of Faculty ~~Excellence Relations~~ for provost's review. Tenure shall be awarded upon recommendation by the president and approval by the Board of Trustees.

(b) *Outside review.*

1. In consultation with the department chair or unit head, each faculty member being considered for promotion shall prepare the materials to be forwarded to reviewers by the department chair or unit head. These materials will include department or unit criteria or guidelines, college criteria if they exist, this university regulation, a current curriculum vitae, and other research documentation as deemed appropriate.
2. Outside reviewers primarily provide comments about the quality and impact of the candidate's scholarly research and creative activity within their common discipline or area of study. Normally, outside reviewers will hold the rank of full professor. The preponderance of the external letters should typically come from individuals holding tenured positions at very high research activity universities, as designated by the Carnegie Foundation.
3. The department chair or unit head and the department or unit promotion and tenure committee shall jointly nominate four (4) outside reviewers in ranked order; and the faculty member being considered for promotion



## Attachment A

shall nominate his or her own four (4) outside reviewers in ranked order. The candidate will select two (2) reviewers from the department's or unit's list. The department chair or unit head, in consultation with the department or unit promotion and tenure committee, shall select two (2) reviewers from the candidate's list.

4. Only the department chair or unit head shall make contact with each of the four (4) selected reviewers to ascertain their willingness to review the candidate's materials for promotion. Should a potential reviewer agree to undertake the review, a standard letter provided by the Office of Faculty ~~Excellence~~Relations shall be used by the department chair or unit head for the purpose of submitting or emailing a dossier to the outside reviewer. Should any decline, the department chair or unit head shall contact the next ranked candidate. If the declining reviewer is from the candidate's list, then the next reviewer on that list would be contacted; if the declining reviewer is from the department's or unit's list, then the next reviewer on that list would be contacted. If all decline, the process outlined above starts over to identify new reviewers, as necessary.
  5. Reviewers shall not participate in the following cases:
    - (i) Where a potential conflict of interest exists;
    - (ii) If, in the reviewer's judgment, personal factors might impair their objectivity regarding an individual candidate.
  6. Once the promotion and tenure review process has started, the candidate is not to have any contact with the outside reviewers until the requested review letter is received by the university.
- (c) *Candidate Dossier.* A promotion and tenure dossier shall be accompanied by the supporting materials listed below:
1. Copies of applicable department and unit promotion and tenure criteria and college criteria where applicable;
  2. The curriculum vitae sent to the outside reviewers in the spring;
  3. Current curriculum vitae, if different from above;
  4. The employee's annual performance evaluations for the last five years;

## **Attachment A**

5. Cumulative progress evaluations (inclusion of cumulative progress evaluations are optional for candidates applying for promotion to professor);
  6. An overall summary statement and individual summary statements written by the candidate describing their teaching; research, scholarly, and creative activities; and service;
  7. Materials supporting candidate's summary statement of teaching; research, scholarly, and creative activities compiled by the candidate. In terms of documentation of external research funding, only contracts and grants processed through the university's Office of Research and Commercialization, or other appropriate university entity (e.g., UCF Foundation, other foundations, or private individuals) shall be considered.
  8. Dossier additions may be made by the candidate at any time prior to the provost's recommendation and may include items such as: publication acceptances, newly funded grants, or scholarly awards received. Depending upon the timing of an addition, newly added material may not be considered by all committees.
  9. Candidates may withdraw the dossier any time before the provost's final recommendation.
- (d) *Department or unit promotion and tenure committee.*
1. A department or unit promotion and tenure committee shall be established to function as an advisory group to the department chair or unit head and consist of all tenured department or unit faculty at or above the rank being sought by candidates in the department or unit. In instances when a department or unit has fewer than three (3) full-time tenured faculty at the rank required, additional tenured faculty at the rank required may be added from other related disciplines within the college or university. The department chair or unit head, in consultation with the dean and department or unit faculty, shall identify (a) potential committee member(s) who is or are willing to serve in this role. The same committee member(s) must serve on the department or unit committee for all

## **Attachment A**

candidates seeking promotion and tenure for that cycle, in that department or unit.

2. Committee members may not serve on a department or unit promotion and tenure committee if they have been elected to represent the department or unit on the college promotion and tenure committee in the same college, the university promotion and tenure committee, or serve as a department chair or unit head in the same college. Because of the importance of the promotion and tenure process, it is expected that all promotion and tenure committee members will participate fully in the process.
3. Faculty shall not serve in any of the following instances:
  - (i) Where a potential conflict of interest exists;
  - (ii) Where serious illness would prevent the faculty member from completing the evaluation process;
  - (iii) When personal factors might impair his or her objectivity regarding an individual candidate;
  - (iv) If a committee member is outside of the greater metropolitan area; Voice and or video calls may be utilized at the discretion of the committee chair when a member cannot be physically present for department promotion and tenure committee meetings. When voice or video calls are utilized, the chair of the committee shall be delegated signature authority through an official power of attorney to vote and sign the record of attendance for the missing committee member;
  - (v) Faculty who are serving on the college promotion and tenure committee or will serve on the university promotion and tenure committee during the same cycle; or
  - (vi) Retired faculty.
4. The department chair or unit head shall call the initial meeting to organize the committee. The promotion and tenure committee chair shall be a member of the promotion and tenure committee elected by majority vote of its members and shall call the promotion and tenure committee into

## **Attachment A**

session to transact such business as required. A quorum shall consist of the attendance of all committee members, when practicable, but not less than a majority of the committee members or fewer than three persons. The department promotion and tenure committee will be professional and discriminating in the decision-making process and make its recommendations solely based on department or unit and college criteria, this regulation and the materials contained or referenced in the candidate's dossier.

- (i) Because evaluative personnel records are being discussed, only members of the department promotion and tenure committee may be present for a given meeting.
  - (ii) The use of recording devices is prohibited during department promotion and tenure meetings and deliberations.
- 5. Each department promotion and tenure committee member shall be physically present to vote on the candidate being evaluated, except in those cases as outlined above or if voice or video calls are part of the approved procedures. The vote shall occur after promotion and tenure committee discussion, and the results shall be recorded. A promotion and tenure committee member shall vote only on dossiers that he or she has personally reviewed. Each evaluation and recommendation must be accompanied by an explanation of the promotion and tenure committee's action. In the case of any split vote, there must be a written explanation of the split vote. Abstentions are strongly discouraged except in cases of conflict of interest.
- 6. The promotion and tenure committee chair shall forward to the department chair or unit head the following:
  - (i) The record of attendance of all promotion and tenure committee meetings;
  - (ii) The promotion and tenure committee's evaluation and recommendation;
  - (iii) The candidate's dossier containing all evaluation materials;

## Attachment A

- (iv) The results of the poll of the tenured faculty for a candidate for tenure; and
    - (v) If applicable, Aa sealed envelope containing the official votes of the promotion and tenure committee regarding promotion and tenure.
  - 7. The department chair or unit head shall transmit the promotion and tenure committee's evaluation and recommendation to the faculty candidate for review and potential comment.
  - 8. Evaluated faculty members may review and, if desired, provide a response to the committee's evaluation and recommendation within five (5) calendar days after receipt of notice of the department promotion and tenure committee's recommendation. Any response will become part of the candidate's dossier.
  - 9. After the five (5) days available for the candidate's optional response has passed, the department chair or unit head within seven (7) calendar days will recommend in favor of or against promotion and tenure, and forward the recommendations and comments to the candidate for review and potential comment.
  - 10. An evaluated candidate may review and, if desired, provide a response to the department chair's or unit head's evaluation and recommendation within five (5) calendar days after receipt of notice of the department chair's or unit head's recommendation. Any response will become part of the candidate's dossier.
  - 11. Once the five (5) calendar day period for optional response by the candidate has passed, the department chair or unit head shall forward the candidate's dossier to the college.
- (e) *College promotion and tenure committee.*
- 1. A college promotion and tenure committee consisting of one (1) tenured faculty member at the rank of professor from each department or unit shall be established within each college to function as an advisory group to the dean; if no tenured full professor is available in a department or unit, then

## **Attachment A**

a tenured associate professor may serve in this role but not participate or vote in discussions relating to full professors.

2. An alternate college promotion and tenure committee member must be elected in the event a regular committee member is unable to serve. Each spring, when department or unit and college promotion and tenure committees are being formed, tenured faculty in a given college shall elect an alternate college promotion and tenure member. The alternate college promotion and tenure committee member shall not serve on any department or unit committees within that college or on the university promotion and tenure committee. If the alternate is selected to serve on the college promotion and tenure committee, he or she must review all the candidate dossiers.
3. Department chairs or unit heads and ranked deans may not serve on the college promotion and tenure committee.
4. Each college promotion and tenure committee member shall serve a term of two (2) academic years. Terms shall be staggered to provide for continuity and uniformity of committee action.
5. College promotion and tenure committee members may not serve two (2) successive terms, except in departments or units with only one (1) professor eligible to serve.
6. With ample notice, vacancies on the college committee are filled by eligible faculty during the term in which they occur from the same department or unit, but only for the remainder of the departed person's term.
7. Faculty members serving on a department or unit promotion and tenure committee within the same college or the university promotion and tenure committee may not serve on the college promotion and tenure committee. They also may not participate in or attend committee discussions related to the candidates or vote on candidates' dossiers as part of the college promotion and tenure committee.

## Attachment A

8. ~~Colleges with fewer than three (3) departments or units, schools or academic units shall elect tenured full professors to serve on the college promotion and tenure committee to attain a minimum of three (3) promotion and tenure committee members. If fewer than three (3) tenured, full professors are available to serve, supplemental faculty from other colleges will be added to the college promotion and tenure committee. The dean, in consultation with the college faculty, shall identify potential candidates who are willing to serve in this role and will organize the initial committee meeting. Supplemental committee members shall be tenured professors who are elected by majority vote of tenured and tenure earning faculty of the affected departments or units; the same supplemental committee member must serve on the college committee for all candidates seeking promotion and tenure for that cycle in that college.~~
9. Faculty shall not serve in any of the following instances:
  - (i) Where a potential conflict of interest exists;
  - (ii) Where serious illness would prevent the faculty member from completing the evaluation process;
  - (iii) When personal factors might impair his or her objectivity regarding an individual candidate;
  - (iv) If a committee member is outside of the greater metropolitan area; Voice and or video calls may be utilized at the discretion of the committee chair when a member cannot be physically present for college promotion and tenure committee meetings. When voice or video calls are utilized, the chair of the committee shall be delegated signature authority through an official power of attorney to vote and sign the record of attendance for the missing committee member;
  - (v) Faculty who served on the committee within the last two years;
  - (vi) Faculty who have served on a department or unit promotion and tenure committee within the same college or will serve on the

## Attachment A

university promotion and tenure committee during the same cycle;

or

(vii) Retired faculty.

9. Colleges with fewer than three (3) departments or units, schools or academic units shall elect tenured full professors to serve on the college promotion and tenure committee to attain a minimum of three (3) promotion and tenure committee members. If fewer than three (3) tenured, full professors are available to serve, supplemental faculty from other colleges will be added to the college promotion and tenure committee. The dean, in consultation with the college faculty, shall identify potential candidates who are willing to serve in this role and will organize the initial committee meeting. Supplemental committee members shall be tenured professors who are elected by majority vote of tenured and tenure-earning faculty of the affected departments or units; the same supplemental committee member must serve on the college committee for all candidates seeking promotion and tenure for that cycle in that college.
10. The college dean shall ensure members of the college promotion and tenure committee are elected at individual department or unit meetings in the spring semester.
11. College promotion and tenure committee members shall not serve and shall be replaced by an alternate in the following cases:
  - (i) Where a potential conflict of interest exists, or
  - (ii) Where serious illness would prevent the faculty member from completing the evaluation process;
  - (iii) When personal factors might impair his or her objectivity regarding an individual candidate;
  - (iv) If a committee member is outside of the greater metropolitan area; Voice and or video calls may be utilized at the discretion of the committee chair when a member cannot be physically present for college promotion and tenure committee meetings. When voice or video calls are utilized, the chair of the committee shall be



## Attachment A

delegated signature authority through an official power of attorney to vote and sign the record of attendance for the missing committee member.

12. The college promotion and tenure committee chair shall be a member of the college promotion and tenure committee elected by a majority vote of its members, and shall call the committee into session to transact such business as required.
13. A quorum shall consist of the attendance of all promotion and tenure committee members, when practicable. However, a quorum shall not be less than seventy (70) percent of the college promotion and tenure committee members.
14. The college promotion and tenure committee will be professional and discriminating in its decision-making and will make its recommendation solely based on department or unit and college criteria, this regulation and the materials contained or referenced in the candidate's dossier.
  - (i.) Because evaluative personnel records are being discussed, only members of the college promotion and tenure committee may be present for a given meeting.
  - (ii.) The use of recording devices is prohibited during college promotion and tenure committee meetings and deliberations.
15. The college promotion and tenure committee shall complete an evaluation and recommendation based on department or unit and college criteria for each candidate for promotion and tenure.
16. Each college promotion and tenure committee member shall vote on each case considered, and the result shall be recorded. A promotion and tenure committee member must be physically present to vote and may only vote on dossiers that he or she has personally reviewed. Voice or video calls may be used at the discretion of the college promotion and committee member chair. Voice or video calls may be utilized at the discretion of the committee chair when a member cannot be physically present for promotion and tenure committee meetings. When voice or video calls are

## Attachment A

utilized, the chair of the committee shall be delegated signature authority through an official power of attorney to vote and sign the record of attendance for the missing committee member.

17. Each evaluation and recommendation must be accompanied by an explanation of the promotion and tenure committee's action, including an explanation of split votes. Abstentions are strongly discouraged except in cases of conflict of interest.
18. The college promotion and tenure committee chair shall forward to the dean the following:
  - (i.) The record of attendance of all college promotion and tenure committee meetings;
  - (ii.) The college promotion and tenure committee's evaluation and recommendation;
  - (iii.) The candidates' dossiers containing all evaluation materials; and
  - (iv.) If applicable, A sealed envelope containing the official votes.
19. The dean shall transmit college promotion and tenure committee recommendation and evaluation to each candidate for review and potential comment. Each evaluated candidate may review and, if desired, provide a written response to the committee's evaluation and recommendation within five (5) calendar days after receipt of notice of the college promotion and tenure committee's recommendation. Any response shall be contained in the candidate's application dossier.
20. Once the five (5) calendar day period for optional response by the candidate has passed, within two (2) weeks, the dean will recommend in favor of or against the candidate's application for promotion and tenure and then send his or her recommendations and comments to the candidate for review and potential comment.
21. Within five (5) calendar days, the candidate may review and respond to the dean's recommendations. Any response will become part of the candidate's application dossier.

## Attachment A

22. Once the five (5) calendar day period for optional response by the candidate has passed, the dean shall forward the candidate's dossier to the Office of Faculty ~~Excellence~~Relations.
- (f) *University promotion and tenure committee.*
1. The university promotion and tenure committee shall be established to function as an advisory group to the provost. The university promotion and tenure committee is a reporting committee of the Faculty Senate. It shall consist of one (1) tenured faculty member from each college who hold the rank of professor and who are active scholars within their discipline. If a college lacks a full professor, the college will not be represented on the university promotion and tenure committee. Department chairs or unit heads and ranked deans may not serve on the university promotion and tenure committee.
  2. Each college shall provide one university promotion and tenure committee member, who has been elected by the tenured and tenure-earning faculty of that college, to serve for staggered two-year terms. The university promotion and tenure committee chair is elected by the university promotion and tenure committee at its first meeting.
  3. Vacancies are filled during the term in which they occur from the same college for the remainder of that person's term and the person shall not have served on any other promotion and tenure committees.
  4. The provost will schedule the initial meeting to charge the university promotion and tenure committee. All members of the committee should be present. If a committee member is not able to attend, he or she must meet with the provost or designee before participating in committee work.
  5. University promotion and tenure committee members shall not serve and shall be replaced by an alternate in the following cases:
    - (i) Where a potential conflict of interest exists;
    - (ii) Where serious illness would prevent the faculty member from completing the evaluation process;

## **Attachment A**

- (iii) When personal factors might impair his or her objectivity regarding an individual candidate;
  - (iv) If a committee member is outside of the greater metropolitan area; Voice and or video calls may be utilized at the discretion of the committee chair when a member cannot be physically present for university promotion and tenure committee meetings. When voice or video calls are utilized, the chair of the committee shall be delegated signature authority through an official power of attorney to vote and sign the record of attendance for the missing committee member; or
  - (v) Retired faculty.
- 6. The university promotion and tenure committee shall review the evaluation materials of tenured or tenure-earning faculty under consideration for a change of status.
- 7. The university promotion and tenure committee will be professional and discriminating in its decision-making process and make its recommendations solely based on department or unit and college criteria, this regulation and the materials contained or referenced in the candidate's dossier.
  - (i) Because evaluative personnel records are being discussed, only members of the university promotion and tenure committee may be present for a given meeting.
  - (ii) The use of recording devices is prohibited during university promotion and tenure committee meetings and deliberations.
- 8. A quorum shall consist of the attendance of all university promotion and tenure committee members, when practicable. However, a quorum shall not be less than seventy (70) percent of the university promotion and tenure committee members.
- 9. Within six (6) weeks, the university promotion and tenure committee shall complete an evaluation and recommendation for each candidate for promotion and tenure. Each university promotion and tenure committee

## Attachment A

member, unless recused, shall vote on each case considered and the result shall be recorded. A university promotion and tenure committee member in the greater Orlando area must be physically present to vote and may vote only on dossiers that he or she has personally reviewed. Voice or video calls may be used only at the discretion of the university promotion and committee member chair.

10. Each evaluation and recommendation must be accompanied by an explanation of the university promotion and tenure committee's action, including an explanation of split votes. Abstentions are strongly discouraged except in cases of conflict of interest.
11. The university promotion and tenure committee chair shall forward to the Office of Faculty ~~Excellence~~Relations the recommendations and votes of the university promotion and tenure committee and the following:
  - (i) The record of attendance of all promotion and tenure committee meetings;
  - (ii) The university promotion and tenure committee's evaluations and recommendations;
  - (iii) Each candidate's dossier containing all evaluation materials; and
  - (iv) A sealed envelope containing the official votes.
12. Within five (5) calendar days of receiving the university promotion and tenure committee's recommendation, the Office of Faculty ~~Excellence~~Relations shall forward the university promotion and tenure committee's recommendation to each candidate for review and potential response. The evaluated candidate will then have five (5) calendar days in which to review and, if desired, provide a response to the university promotion and tenure committee's recommendations. Any response will be contained within the dossier and the dossier will then be transmitted to the provost by the Office of Faculty ~~Excellence~~Relations.
13. The following shall be forwarded to the provost:
  - (i) The record of attendance;

## **Attachment A**

- (ii) The university promotion and tenure committee's evaluation and recommendation;
  - (iii) The candidate's dossier containing all evaluation materials; and
  - (iv) A sealed envelope containing the official votes of the university committee.
- (g) *Provost Review.* The provost will review the candidate's dossier and make his or her recommendations and comments based on the materials contained or referenced in the candidate's dossier. Upon review of the candidate's information, the Provost will recommend in favor of or against the candidate's application for promotion and or tenure.
- (h) *Promotion Decision and Notification.*
  - 1. Final promotion decisions are made by the president and provost, while tenure decisions reside with the Board of Trustees. The provost presents recommendations for tenure to the university Board of Trustees. Only with affirmation by the university Board of Trustees is tenure awarded.
  - 2. Promotion and tenure become effective at the beginning of the succeeding academic year.
  - 3. If an in-unit faculty member is denied promotion and or tenure, he or she has the option of using the grievance process that is outlined within the current collective bargaining agreement.

*Authority: BOG Regulation 1.001. History–New 7-9-14. Amended 1-5-15, \_\_\_\_\_-16.*

## Attachment B

### **UCF-3.0175 Promotion of Full-time Non-tenure-earning, Research, and Clinical ~~Assistant and Associate Professors~~Faculty**

#### (1) Policy.

- (a) UCF adheres to the provisions of any applicable collective bargaining agreement, regulations, policies, and procedures regarding the promotion procedures of non-tenure-earning research and clinical faculty.
- (b) There shall be sufficient disciplinary flexibility in interpretation of the standards for promotion so that individuals may have a reasonable expectation of fulfilling the requirements.

#### (2) Nomination eligibility and criteria.

- (a) Promotion from non-tenure track assistant to non-tenure track associate professor calls for demonstration of substantial professional accomplishments beyond the doctoral or terminal degree level of the specific discipline. The amount of teaching, research or scholarly/creative activity, clinical expertise, and service shall be appropriate to the candidate's home unit and assigned duties.
- (b) The rank of professor reflects not only an individual's contributions within the institution, but also denotes a status and level of significant achievement among one's disciplinary peers on a national or international level. Substantial contributions of a continuing nature in each of the assigned areas beyond that expected of an associate professor are necessary components for the achievement of the rank of professor.
- (c) The department or unit ~~may~~shall designate criteria for evaluation in addition to those in this subsection, if approved by a majority of the full-time associate and professors in the department or unit, the department chair or unit head, the dean, and the provost or designee.
- (d) The college or unit ~~may~~shall designate criteria for evaluation in addition to those in this subsection, if approved by a majority of the full-time associate professors and professors in the college, the dean, and the provost or designee.

#### (3) General promotion procedures.

- (a) Recommendations for promotion will be initiated by the department chair or unit head and evaluated successively by the department or unit promotion committee, the department chair or unit head, the college promotion committee, the dean of the college,

## **Attachment B**

the university promotion committee, the provost, and the president. The dean of the college will initiate recommendations for promotion of department chairs or unit heads, assistant deans, and persons occupying similar positions.

- b) For faculty located in research centers or institutes within the Office of Research & Commercialization, here and below, 'college' is taken to be the Office of Research & Commercialization, 'department' is to be the research center, 'dean' is to be the Vice President of Research & Commercialization, and 'chair' is to be the center director.
- (c) It is the responsibility of the candidate to ensure that their dossier is accurate, complete, and meets established deadlines for submission.
- (d) Changes in applicant dossier.
  - 1. Materials added or alterations made to the dossier by anyone other than the candidate shall be initialed, dated, and shared with the candidate, who must be given five calendar days from time of receipt to respond to the entry before the dossier moves forward.
  - 2. Candidates may withdraw the dossier at any time prior to the provost's final action on the dossier by requesting this action in writing to the administrative level where the dossier resides at the time of the request.
- (e) Outside review. Each candidate for promotion will submit to the unit head all agreed upon relevant material, which will subsequently be sent to outside reviewers for evaluation. Outside reviewers should have achieved a position equivalent to or above that being sought by the candidate. In addition, under most circumstances, outside reviewers will not have served as the candidate's dissertation advisor, post-doctoral mentor, or close collaborative colleague.
  - 1. A panel of an even number of at least four outside reviewers shall be formed to examine the candidate's materials. To choose the outside reviewers, the department chair or unit head and the department promotion committee shall jointly nominate a panel of an even number of at least four outside reviewers. The faculty candidate shall nominate a panel of an even number of at least four persons with the goal of having half selected by the faculty candidate from the panel proposed by the department chair or unit head and promotion committee, and half selected by the department or unit head and the promotion committee



## Attachment B

from the panel proposed by the faculty candidate. It is advised that additional names from each list are ranked by the department chair or unit head and promotion committee and the faculty candidate, respectively, and designated as alternates in the event that a proposed reviewer cannot complete the evaluation. When a department chair or unit head is under consideration for promotion, the dean shall appoint a person to participate in the promotion process in their supervisory role.

2. A letter provided by Faculty ~~Relations~~Excellence, shall be used by the department chair or unit head to submit a file to outside reviewers. When a department chair or unit head is a candidate, the immediate supervisor, assigned by the dean or other appropriate administrative supervisor, shall handle the letters and application material distribution to reviewers.
  3. Outside reviewers shall be advised to base their comments on the candidate's current professional curriculum vitae; selected materials; and department, school, center, unit, college, and/or university guidelines, as available. These documents shall be provided to the reviewers by the department chair, school/center director, or unit head in consultation with the candidate.
- (f) Dossier components. When complete, promotion dossiers will be accompanied by supporting materials, various evaluative forms as listed below, and other documentation, as requested.
1. The faculty candidate's assignments and annual performance evaluations completed by the department chair or unit head for the period under consideration in formats provided by Faculty ~~Relations~~Excellence.
  2. Faculty ~~Relations~~Excellence provides the evaluation format for the recommendations completed by the department or unit promotion committee, chair or unit head, college promotion committee, dean, and university promotion committee.
  3. Verification of publications and external funding shall be provided by the faculty candidate and signed off on by the department chair or unit head.
  4. Copies of all existing university, college, and department/school/unit promotion ~~guidelines~~criteria shall be included in the dossier.

## Attachment B

(g) Department or unit promotion committee procedures.

1. Department promotion committees shall be established within each ~~academic~~ department or unit to function as an advisory group to the department chair or unit head. Each committee is charged with providing promotion recommendations to the chair, director, or unit head. Faculty members serving on the college or university promotion committees, the department chair or unit head, and the dean may not serve on the department promotion committee or participate in committee discussions related to candidates. When possible, all full-time tenured and non-tenure-earning associate professors and professors within the department/unit shall make recommendations regarding promotion to associate professor. All full-time tenured and non-tenure-earning professors shall make recommendations regarding promotion to professor. Committees shall have at least three members. In instances when this condition cannot be met, the committee composition shall be determined by the department chair/school director/unit head in consultation with the dean or vice president and with the approval of the provost or provost's designee.
2. The committee chair shall be a member of the committee elected by majority vote of its members and shall call the committee into session to transact such business as required. A quorum shall consist of the attendance of all committee members, when practicable, but not less than the majority of the committee members or fewer than three persons. At the request of the department chair or unit head, the committee shall review the evaluation materials of all faculty under consideration for promotions. The committee will be professional and discriminating in its decision making and will make its review based on consideration of the facts and supportive evidence contained in the candidate's dossier.
3. A written evaluation and recommendation of the candidate by the appropriate faculty shall be completed for each faculty member reviewed. Each committee member shall vote on each case considered, with the exception of those

## **Attachment B**

determined to have a conflict of interest or personal factors that may lead to lack of objectivity, and the result shall be recorded. A committee member does not need to be present to vote, but may only vote on files s/he has personally reviewed. . In addition to the general comments, each evaluation and recommendation must be accompanied by an explanation for any pattern of split votes or abstentions.

4. The committee chair shall forward a copy of the record of attendance, the committee's written evaluation and recommendation, and the promotion dossier to the department chair or unit head. The committee shall also designate one of its members to orally report the basis for the committee's recommendation to the department chair or unit head and to the college promotion committee, if requested by either.
5. Within five calendar days, the department chair or unit head shall notify the faculty candidate of the committee's evaluation and recommendation. Evaluated faculty members may review and, if desired, provide written comments related to the committee's evaluation and recommendation within five calendar days after receipt of the notice of the committee's report. Any such comments shall become part of the candidate's dossier.

(h) College promotion committee procedures.

1. A college promotion committee consisting of one full-time faculty member at the rank of professor, where available, from each department or unit shall be established within each college to function as an advisory group to the dean. Faculty members serving on the department or university promotion committee, department chairs and unit heads with faculty under consideration, and the dean may not serve on the college promotion committee or participate in committee discussions related to candidates. Also exempted from service are faculty who served on the committee within the last two years, unless the department or unit has only one eligible professor.
2. Each department or unit shall elect a representative to the college promotion committee. Two-year terms shall be staggered to provide for continuity and uniformity of committee action. A college with fewer than three departments or

## **Attachment B**

units shall elect a minimum of three professors to serve as the college promotion committee. Small departments or units, i.e., those with fewer than three eligible faculty members, may choose to elect a representative to the college promotion committee only when a member of the respective unit is applying for promotion, contingent upon approval from the college dean. Representatives shall be professors, where available, elected by a majority vote of full-time associate professors and professors in each department or unit. A representative who is an associate professor shall not vote on candidates seeking promotion to professor. College promotion committee members must not participate in the voting on an application if there is a conflict of interest or if personal factors might impair objectivity regarding an individual applicant.

3. The committee chair shall be a member of the committee elected by majority vote of its members and shall call the committee into session to transact such business as required. A quorum shall consist of the attendance of all committee members, when practicable, but not less than the majority of the committee members or fewer than three persons. In cases of extenuating circumstances, such as prolonged illness, an alternate member will serve.
4. The committee shall, at the request of the dean or designee, review those credentials submitted by the all faculty under consideration for promotions. The committee will be professional and discriminating in its decision-making and will make its review based on consideration of the facts and supportive evidence contained in the candidate's dossier.
5. A written evaluation and recommendation of the candidate by the voting-eligible faculty shall be completed for each faculty member reviewed. Each eligible committee member shall vote on each case considered, with exception of those determined to have a conflict of interest or personal factors that may lead to lack of objectivity, and the result shall be recorded. A committee member does not need to be present to vote, but may only vote on files s/he has personally reviewed. In addition to the general comments, each evaluation and recommendation must be accompanied by an explanation for any pattern of split votes or abstentions.

## **Attachment B**

6. The committee chair shall forward a copy of the record of attendance, the committee's written evaluation and recommendation, and the promotion dossier to the dean.
  7. Within five calendar days, the dean or designee shall notify the faculty candidate of the committee's evaluation and recommendation. Evaluated candidates choosing to provide comments on the committee's evaluation and recommendation may do so in writing within five calendar days after receipt of notice of the committee's decision, and this response shall become part of the candidate's dossier.
- (i) University promotion committee procedures.
1. The university promotion committee, a reporting committee of the Faculty Senate, shall consist of one faculty member at the rank of professor from each college and function as an advisory group to the provost. Faculty members serving on a department or college promotion committee, department chairs and unit heads with faculty under consideration and deans with faculty under consideration may not serve on the university promotion committee, participate in committee discussions related to candidates, or vote on candidate files. Also exempted from service are faculty who served on the committee within the last two years, unless a college has only one eligible professor, and those who are candidates for promotion.
  2. One faculty representative shall be elected to the university promotion committee by the associate professors and professors from each college. Two-year terms shall be staggered to provide for continuity and uniformity of committee action. Vacancies are filled during the term in which they occur from the area of the vacating member for the remainder of that person's term. University promotion committee members must not participate in the voting on a candidate if there is a conflict of interest or if personal factors might impair their objectivity regarding an individual applicant.
  3. The committee shall, upon request of the provost, review the evaluation materials of all faculty under consideration for promotions. In this review, the committee will rely upon the same criteria used by the department and college

## **Attachment B**

promotion committees. It will be professional and discriminating in its decision-making and will make its review based on consideration of the facts and supporting evidence in the dossier, including the evaluations and recommendations contained therein.

4. The committee chair shall be a member of the committee elected by majority vote of its members and shall call the committee into session to transact such business as required. A quorum shall consist of the attendance of all committee members, when practicable, but not less than the majority of the committee members. In cases of extenuating circumstances, such as prolonged illness, an alternate member will serve.
  5. A written evaluation and recommendation shall be completed for each faculty member reviewed. Each eligible committee member shall vote on each case considered, with exception of those determined to have a conflict of interest or personal factors that may lead to lack of objectivity, and the result shall be recorded. A committee member does not need to be present to vote, but may only vote on files s/he has personally reviewed. In addition to the general comments, each evaluation and recommendation must be accompanied by an explanation for any pattern of split votes or abstentions.
  6. The committee chair shall forward a copy of the record of attendance, the committee's written evaluation and recommendation, and the promotion dossier to Faculty Relations.
  7. Within five calendar days, the provost's designee shall notify the faculty candidate of the committee's evaluation and recommendation. Evaluated candidates choosing to provide comments on the committee's evaluation and recommendation may do so in writing within five calendar days after receipt of notice of the committee's report, and this response shall become part of the candidate's application.
- (j) Promotion decision and notification.
1. All candidates, whose applications are not withdrawn, will be reviewed by the provost and president. Final decisions shall be made by the president and rendered in writing.

## **Attachment B**

2. Promotions normally become effective at the beginning of the succeeding academic year.

*Authority: BOG Regulation 1.001. History-New 6-2-11. Amended 8-5-13, \_\_\_\_\_-16.*

**ITEM: EP-1**

**University of Central Florida  
BOARD OF TRUSTEES**

**SUBJECT:** 2016 Tenure Recommendations

**DATE:** May 31, 2016

---

**PROPOSED BOARD ACTION**

Approval of tenure for faculty members whose names are included on the attached list.

**BACKGROUND INFORMATION**

The UCF tenure process requires that faculty members must seek tenure by the end of their sixth year of employment. The tenure procedure requires review by the department promotion and tenure committee, the department chair, the college promotion and tenure committee, the dean of the college, the university promotion and tenure committee, the provost, and the president. Their recommendations are then submitted to the University of Central Florida Board of Trustees for final approval.

---

**Supporting documentation:** 2016 Tenure Recommendations

**Prepared by:** Cynthia Young, Vice Provost for Faculty Excellence and International Affairs  
and Global Strategies

**Submitted by:** A. Dale Whittaker, Provost and Executive Vice President



**University of Central Florida  
2016 Tenure Recommendations**

<b>Name</b>	<b>Current Rank</b>	<b>Department/School</b>
<b><i>College of Arts and Humanities</i></b>		
Ilenia Colon Mendoza	Assistant Professor	School of Visual Arts and Design
Barbara Gannon	Assistant Professor	History
Chiara Mazzucchelli	Assistant Professor	Modern Languages and Literatures
Scott Tobias	Assistant Professor	Music
<b><i>College of Business Administration</i></b>		
Shannon Taylor	Assistant Professor	Management
<b><i>College of Education and Human Performance</i></b>		
Thomas Cox	Assistant Professor	Child, Family and Community Sciences
<b><i>College of Engineering and Computer Science</i></b>		
Damian Dechev	Assistant Professor	Computer Science
Sumit Jha	Assistant Professor	Computer Science
Dingbao Wang	Assistant Professor	Civil, Environmental, and Construction Engineering
Hae-Bum Yun	Assistant Professor	Civil, Environmental, and Construction Engineering
<b><i>College of Health and Public Affairs</i></b>		
Alice Noblin	Assistant Professor	Health Management and Informatics
Jeffrey Rosky	Assistant Professor	Criminal Justice
<b><i>College of Medicine</i></b>		
Deborah Altomare	Assistant Professor	Burnett School of Biomedical Sciences
Mollie Jewett	Assistant Professor	Burnett School of Biomedical Sciences
Travis Jewett	Assistant Professor	Burnett School of Biomedical Sciences
<b><i>College of Nursing</i></b>		
Norma Conner	Assistant Professor	Nursing
<b><i>College of Sciences</i></b>		
Corey Bohil	Assistant Professor	Psychology
Zehra Basak Gurel	Assistant Professor	Mathematics
<b><i>Rosen College of Hospitality Management</i></b>		
Nan Hua	Assistant Professor	Hospitality Services

**ITEM: EP-2**

**University of Central Florida  
BOARD OF TRUSTEES**

**SUBJECT:** 2016-17 UCF Work Plan

**DATE:** May 31, 2016

---

**PROPOSED BOARD ACTION**

Approval of 2016-17 UCF Work Plan.

**BACKGROUND INFORMATION**

Florida Board of Governors Regulation 1.001 states that each board of trustees shall prepare a multi-year work plan for the Florida Board of Governors. The plan will outline the university's top priorities, strategic directions, and specific actions, as well as performance expectations and outcomes on institutional and systemwide goals. The work plan should reflect the university's distinctive mission and core institutional strengths within the context of the State University System's goals and regional or statewide needs.

---

**Supporting documentation:** 2016-17 UCF Work Plan

**Prepared by:** M. Paige Borden, Associate Provost for Academic Program Quality and  
Associate Vice President for Institutional Knowledge Management

**Submitted by:** A. Dale Whittaker, Provost and Executive Vice President

# UCF

## 2016 Work Plan



**University of Central Florida**  
*University Work Plan Presentation  
for Board of Governors June 2016 Meeting*

**DRAFT 5/25/2016**



## INTRODUCTION

*The State University System of Florida has developed three tools that aid in guiding the System's future.*

- 1) The Board of Governors' 2025 System Strategic Plan is driven by goals and associated metrics that stake out where the System is headed;*
- 2) The Board's Annual Accountability Report provides yearly tracking for how the System is progressing toward its goals;*
- 3) Institutional Work Plans connect the two and create an opportunity for greater dialogue relative to how each institution contributes to the System's overall vision.*

*These three documents assist the Board with strategic planning and with setting short-, mid- and long-term goals. The Board will use these documents to help advocate for all System institutions and foster even greater coordination with the institutions and their Boards of Trustees.*

*Longer-term goals will inform future agendas of the Board's Strategic Planning Committee. The Board's acceptance of a work plan does not constitute approval of any particular component, nor does it supersede any necessary approval processes that may be required for each component.*



## TABLE OF CONTENTS

### **1. STRATEGY**

- a. Mission Statement
- b. Vision Statement
- c. Statement of Strategy
- d. Strengths and Opportunities
- e. Key Initiatives & Investments

### **2. PERFORMANCE BASED FUNDING METRICS**

### **3. PREEMINENT RESEARCH UNIVERSITY METRICS**

### **4. KEY PERFORMANCE INDICATORS**

- a. Teaching & Learning
- b. Scholarship, Research and Innovation
- c. Institution Specific Goals

### **5. ENROLLMENT PLANNING**

### **6. ACADEMIC PROGRAM COORDINATION**

### **7. STUDENT DEBT & NET COST**

### **8. UNIVERSITY REVENUES**

### **9. TUITION, FEES AND HOUSING PROJECTIONS**

### **10. DEFINITIONS**



## MISSION STATEMENT (What is your purpose?)

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 experience-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.

## VISION STATEMENT (What do you aspire to?)

In its new strategic plan, UCF has defined Our Impact:

We use the power of scale and the pursuit of excellence to solve tomorrow's greatest challenges and to make a better future for our students and society. Through learning, discovery, and partnerships, we transform lives and livelihoods.



## STATEMENT OF STRATEGY (How will you get there?)

*Given your mission, vision, strengths and available resources, provide a brief description of your market and your strategy for addressing and leading it.*

In its new strategic plan, UCF has defined five areas of focus that collectively represent what UCF calls Our Promise:

- 1. Harness the power of scale to transform lives and livelihoods.** Serving a fast-growing region and state, UCF has demonstrated that maximizing a research university's impact is a function of both size and excellence, and will continue to pursue both to fulfill its mission.
- 2. Attract and cultivate exceptional and diverse faculty, students, and staff whose collective contributions strengthen us.** Believing that talent is at the core of its pursuit of excellence, UCF will aggressively continue to be a magnet for diverse and excellent individuals throughout the university.
- 3. Deploy our distinctive assets to solve society's greatest challenges.** UCF and the region have unique capabilities and needs, and the university will focus on finding and developing solutions for Florida and our broader world.
- 4. Create partnerships at every level that amplify our academic, economic, social, and cultural impact and reputation.** Continuing its commitment to being "America's leading partnership university," UCF will extend its impact through local, national, and international partnerships and continue to build its reputation for excellence.
- 5. Innovate academic, operational and financial models to transform higher education.** As a younger institution with fewer historical constraints, UCF has and will continue to develop new models for how to provide high quality education and research to meet today's needs that can become models for others.

## STRENGTHS AND OPPORTUNITIES (within 3 years)

*What are your core capabilities, opportunities and challenges for improvement?*

**Strengths:** High student retention, progression, and graduation rates; M.D. program and supporting initiatives, including new bio-related programs; graduate study and research in traditional and emerging disciplines; 2+2 DirectConnect to UCF program; university efficiencies in utilities, maintenance, and property management; and ample opportunities for academic community engagement and partnerships.

**Opportunities:** Develop the recently approved UCF Downtown campus to create a hub for digital media, communications, and community, as well as public affairs and health; increase quality and efficiencies of student success by means of the University Innovation Alliance and the Florida Consortium for Metropolitan Research Universities; add tenure-track and tenured faculty members to enhance educational quality and research impact.

**Challenges:** High student-to-faculty ratio, constrained academic and research space, and high transfer population resulting in a greater proportion of major-specific course offerings that are more costly than general education course work.



## KEY INITIATIVES & INVESTMENTS *(within 3 years)*

*Describe your top three key initiatives for the next three years that will drive improvement in Academic Quality, Operational Efficiency, and Return on Investment.*

**1 – Faculty Size and Excellence:** Hire additional full-time faculty members in areas of specific focus (e.g. STEM, areas of strategic programmatic emphasis, and emerging fields). Hiring full-time faculty members enhances the undergraduate and graduate academic experience by ensuring the availability of course offerings to meet student demand, decreasing class size, increasing student engagement, supporting undergraduate and graduate research, and stabilizing UCF's student-to-faculty ratio. An emphasis on hiring tenured and tenure-track faculty members addresses the overall mix of faculty and the recent reliance on non-tenure-track faculty members while boosting UCF's growing research promise and economic impact. 2020 target is to grow tenured and tenure-track faculty members by 25 percent and increase the percentage of full-time faculty in academic units to 65 percent.

**2 – Research and graduate activity:** Increase graduate degree program breadth, interdisciplinarity, and quality while enhancing the volume and impact of UCF research. Increasing graduate activity supports the emerging preeminence of UCF's graduate enterprise and supports the university in enhancing its Carnegie Classification as a "Doctoral University: Highest Research Activity" institution. To ensure continued growth and quality, UCF plans to expand and enhance programs in focused areas. This will include the hiring of research-intensive faculty members and essential staff members, the expansion of biomedical and clinical research, the development of additional graduate medical education programs, and the development of new health-related programs that capitalize on College of Medicine partnerships. Increasing graduate activity also furthers the volume and economic impact of UCF research, building upon the \$1.1 billion in external research grants received in the past decade. 2020 target is \$250 million in research grants.

**3 – Student Success:** Expansion of existing programs and implementation of new efforts to increase retention and graduation rates. Harnessing predictive analytics, updating current advising software, and focusing on program mapping and tracking to find appropriate pathways for student success are several of the initiatives that will allow UCF to shift from cohort-based approaches to individualized student interventions that can predict and prevent certain student failures before they happen. Expected outcomes for these efforts are increased retention and graduation rates, shortened time to degree, and reduced excess credit hours. 2020 target is to achieve a 92 percent retention rate and a 75 percent six-year graduate rate.





## PERFORMANCE BASED FUNDING METRICS

	2015 ACTUAL	2016 ACTUAL	2017 GOALS	2018 GOALS	2019 GOALS	2020 GOALS
<b>Percent of Bachelor's Graduates Enrolled or Employed (\$25,000+) within the U.S. One Year After Graduation</b>	64.3% 2012-13	64.7% 2013-14	65% 2014-15	66% 2015-16	67% 2016-17	68% 2017-18
<b>Median Wages of Bachelor's Graduates Employed Full-time in Florida One-Year After Graduation</b>	\$34,900 2012-13	\$36,200 2013-14	\$36,600 2014-15	\$37,000 2015-16	\$37,300 2016-17	\$37,600 2017-18
<b>Cost per Bachelor's Degree Costs to the University</b>	\$22,430 2010-14	\$24,190 2011-15	\$24,500 2012-16	\$24,663 2013-17	\$24,812 2014-18	\$24,988 2015-19
<b>FTIC 6 year Graduation Rate for full- and part-time students</b>	69.2% 2008-14	70.1% 2009-15	70% 2010-16	72% 2011-17	73% 2012-18	74% 2013-19
<b>Academic Progress Rate FTIC 2 year Retention Rate with GPA&gt;2</b>	85.0% 2013-14	86.6% 2014-15	88% 2015-16	89% 2016-17	90% 2017-18	91% 2018-19
<b>Bachelor's Degrees Awarded Within Programs of Strategic Emphasis</b>	48.9% 2013-14	49.7% 2014-15	50% 2015-16	51% 2016-17	52% 2017-18	53% 2018-19
<b>University Access Rate Percent of Fall Undergraduates with a Pell grant</b>	38.4% Fall 2013	39.0% Fall 2014	40% Fall 2015	40% Fall 2016	41% Fall 2017	41% Fall 2018
<b>Graduate Degrees Awarded Within Programs of Strategic Emphasis</b>	57.4% 2013-14	61.7% 2014-15	62% 2015-16	62% 2016-17	62% 2017-18	63% 2018-19
BOG METRIC: <b>Percent of Bachelor's Degrees Without Excess Hours</b>	66.9% 2013-14	69.2% 2014-15	69% 2015-16	70% 2016-17	71% 2017-18	71% 2018-19
UBOT METRIC: <b>Bachelor' Degrees Awarded Annually</b>	12,372 2013-14	12,629 2014-15	12,850 2015-16	13,100 2016-17	13,325 2017-18	13,500 2018-19

Note: Metrics are defined in appendix. For more information about the PBF model visit: [http://www.flbog.edu/about/budget/performance\\_funding.php](http://www.flbog.edu/about/budget/performance_funding.php).



## PREEMINENT RESEARCH UNIVERSITY FUNDING METRICS

	BENCH-MARKS	2016 ACTUAL	2017 GOALS	2018 GOALS	2019 GOALS	2020 GOALS
<b>Average GPA and SAT Score</b> <i>for incoming freshman in Fall semester</i>	<b>4.0 GPA 1200 SAT</b>	4.0 1261 <small>Fall 2015</small>	4.0 1263 <small>Fall 2016</small>	4.0 1265 <small>Fall 2017</small>	4.1 1267 <small>Fall 2018</small>	4.1 1270 <small>Fall 2019</small>
<b>Public University National Ranking</b> <i>in more than one national ranking</i>	<b>Top 50</b>	1 <small>2016</small>	2 <small>2017</small>	2 <small>2018</small>	3 <small>2019</small>	3 <small>2020</small>
<b>Freshman Retention Rate</b> <i>Full-time, FTIC</i>	<b>90%</b>	89% <small>2014-15</small>	89% <small>2015-16</small>	90% <small>2016-17</small>	91% <small>2017-18</small>	92% <small>2015-16</small>
<b>6-year Graduation Rate</b> <i>Full-time, FTIC</i>	<b>70%</b>	70.4% <small>2009-15</small>	70% <small>2010-16</small>	72% <small>2011-17</small>	73% <small>2012-18</small>	74% <small>2013-19</small>
<b>National Academy Memberships</b>	<b>6</b>	1 <small>2016</small>	2 <small>2017</small>	3 <small>2018</small>	4 <small>2019</small>	6 <small>2020</small>
<b>Science &amp; Engineering Research Expenditures (\$M)</b>	<b>\$200 M</b>	\$170 <small>2014-15</small>	\$174 <small>2015-16</small>	\$182 <small>2016-17</small>	\$189 <small>2017-18</small>	\$202 <small>2018-19</small>
<b>Non-Medical Science &amp; Engineering Research Expenditures (\$M)</b>	<b>\$150 M</b>	\$168 <small>2014-15</small>	\$171 <small>2015-16</small>	\$176 <small>2016-17</small>	\$181 <small>2017-18</small>	\$184 <small>2018-19</small>
<b>National Ranking in S.T.E.M. Research Expenditures</b> <i>includes public &amp; private institutions</i>	<b>Top 100</b> <small>in 5 of 8 disciplines</small>	7 <small>2013-14</small>	7 <small>2014-15</small>	7 <small>2015-16</small>	7 <small>2016-17</small>	7 <small>2017-18</small>
<b>Patents Awarded</b> <i>over 3 year period</i>	<b>100</b>	179 <small>2013-15</small>	208 <small>2014-16</small>	217 <small>2015-17</small>	229 <small>2016-18</small>	240 <small>2017-19</small>
<b>Doctoral Degrees Awarded Annually</b>	<b>400</b>	423 <small>2014-15</small>	445 <small>2015-16</small>	455 <small>2016-17</small>	465 <small>2017-18</small>	475 <small>2018-19</small>
<b>Number of Post-Doctoral Appointees</b>	<b>200</b>	55 <small>Fall 2012</small>	52 <small>Fall 2013</small>	64 <small>Fall 2014</small>	68 <small>Fall 2015</small>	85* <small>Fall 2016</small>
<b>Endowment Size (\$M)</b>	<b>\$500 M</b>	\$151 <small>2014-15</small>	\$169.1 <small>2015-16</small>	\$181.6 <small>2016-17</small>	\$193.6 <small>2017-18</small>	\$200.0 <small>2018-19</small>
<b>NUMBER OF METRICS ABOVE THE BENCHMARK</b>		<b>6</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>10</b>

Note: Metrics are defined in appendix. For more information about Preeminent state research universities, see 1001.7065 Florida Statutes.

\* UCF projects 180 post-doctoral appointees by Fall 2019.



## KEY PERFORMANCE INDICATORS

### Teaching & Learning Metrics (from 2025 System Strategic Plan that are not included in PBF or Preeminence)

	2015 ACTUAL	2016 ACTUAL	2017 GOALS	2018 GOALS	2019 GOALS	2020 GOALS
2. <b>Freshmen in Top 10% of Graduating High School Class</b>	31% Fall 2014	33% Fall 2015	34% Fall 2016	35% Fall 2017	36% Fall 2018	37% Fall 2019
3. <b>Professional Licensure &amp; Certification Exam Pass Rates Above Benchmarks</b>	4 of 5 2013-14	5 of 5 2014-15	5 of 5 2015-16	5 of 5 2016-17	5 of 5 2017-18	5 of 5 2018-19
4. <b>Time to Degree</b> <i>Mean Years for FTICs in 120hr programs</i>	4.6 2013-14	4.4 2014-15	4.3 2015-16	4.2 2016-17	4.1 2017-18	4.1 2018-19
5. <b>Four-Year FTIC Graduation Rates</b> <i>full- and part-time students</i>	40% 2010-14	40% 2011-15	42% 2012-16	43% 2013-17	44% 2014-18	45% 2015-19
8. <b>Bachelor's Degrees Awarded</b> <i>First Majors Only</i>	12,372 2013-14	12,629 2014-15	12,850 2015-16	13,100 2016-17	13,325 2017-18	13,500 2018-19
9. <b>Graduate Degrees Awarded</b> <i>First Majors Only</i>	2,918 2013-14	2,673 2014-15	2,770 2015-16	2,800 2016-17	2,825 2017-18	2,950 2018-19
10. <b>Bachelor's Degrees Awarded to African-American &amp; Hispanic Students</b>	30% 2013-14	31% 2014-15	32% 2015-16	33% 2016-17	34% 2017-18	35% 2018-19
11. <b>Adult (Aged 25+) Undergraduates Enrolled</b>	21% Fall 2013	21% Fall 2014	21% Fall 2015	22% Fall 2016	22% Fall 2017	23% Fall 2018
12. <b>Percent of Undergraduate FTE in Online Courses</b>	28% 2013-14	30% 2014-15	31% 2015-16	32% 2016-17	33% 2017-18	35% 2018-19
16. <b>Percent of Bachelor's Degrees in STEM &amp; Health</b>	30% 2013-14	33% 2014-15	34% 2015-16	35% 2016-17	36% 2017-18	36% 2018-19
18. <b>Percent of Graduate Degrees in STEM &amp; Health</b>	41% 2013-14	44% 2014-15	45% 2015-16	45% 2016-17	46% 2017-18	46% 2018-19
<b>IMPROVING METRICS</b>		<b>8</b> of 11	<b>9</b> of 11	<b>9</b> of 11	<b>9</b> of 11	<b>7</b> of 11



## KEY PERFORMANCE INDICATORS (continued)

### Scholarship, Research and Innovation Metrics (from the 2025 System Strategic Plan) **ONLY RESEARCH UNIV**

	2015 ACTUAL	2016 ACTUAL	2017 GOALS	2018 GOALS	2019 GOALS	2020 GOALS
20. Faculty Awards	7 2012	6 2013	12 2014	14 2015	15 2016	18 2017
22. Total Research Expenditures (\$M)	\$185.6 2013-14	\$215.5 2014-15	\$218 2015-16	\$226 2016-17	\$238 2017-18	\$250 2018-19
23. Research Expenditures Funded from External Sources	46% 2013-14	50% 2014-15	53% 2015-16	54% 2016-17	55% 2017-18	56% 2018-19
25. Licenses/Options Executed	17 2012-13	23 2013-14	31 2014-15	33 2015-16	34 2016-17	36 2017-18
26. Number of Start-up Companies Created	3 2012-13	8 2013-14	10 2014-15	12 2015-16	14 2016-17	16 2017-18
<b>IMPROVING METRICS</b>		<b>4</b> of 5	<b>5</b> of 5	<b>5</b> of 5	<b>5</b> of 5	<b>5</b> of 5

### Institution Specific Goals (optional)

To further distinguish the university's distinctive mission, the university may choose to provide additional narrative and metric goals that are based on the university's own strategic plan.

*College of Medicine. Continue development of the necessary infrastructure to ensure success of the College of Medicine M.D. program. As the third M.D. class graduates, UCF seeks to achieve critical milestones including maintaining full accreditation from the Liaison Committee on Medical Education, graduation and residency placement of future classes, expansion of the COM Faculty Practice to cover all non-faculty costs in 2016-17, a fully-enrolled medical education program with 480 students in 2016-17, expansion of the Graduate Medical Education Program (residency and/or fellowship programs), and creation of collaborative research and graduate programs with other units and colleges of the university and medical city partners.*

	2015 ACTUAL	2016 ACTUAL	2017 GOALS	2018 GOALS	2019 GOALS	2020 GOALS
M.D. Enrollment	420 2014-15	460 2015-16	480 2016-17	480 2017-18	480 2018-19	480 2019-20
UCF Health Faculty Practice (percent of non-faculty costs covered by practice revenue)	55% 2014-15	56% 2015-16	81% 2016-17	94% 2017-18	100% 2018-19	100% 2019-20

## 2016 UNIVERSITY WORK PLAN



## UNIVERSITY OF CENTRAL FLORIDA

Pending BOT Approval - Draft 05/25/2016

## ENROLLMENT PLANNING

Planned Headcount Enrollment by Student Type *(for all students at all campuses)*

	FALL 2013 ACTUAL	FALL 2014 ACTUAL	FALL 2015 ACTUAL	FALL 2016 PLAN	FALL 2017 PLAN	FALL 2018 PLAN	FALL 2019 PLAN
<b>UNDERGRADUATE</b>							
FTIC	24,239	24,690	25,209	25,807	26,267	26,727	27,211
AA Transfers <sup>1</sup>	21,332	21,691	22,222	22,461	22,632	22,890	23,387
Other <sup>2</sup>	5,474	5,886	6,643	6,722	6,773	6,850	6,999
<b>Subtotal</b>	<b>51,045</b>	<b>52,267</b>	<b>54,074</b>	<b>54,990</b>	<b>55,672</b>	<b>56,467</b>	<b>57,597</b>
<b>GRADUATE<sup>3</sup></b>							
Master's	5,705	5,415	5,663	5,931	6,079	6,198	6,344
Research Doctoral	1,707	1,757	1,724	1,816	1,922	2,006	2,086
Professional Doctoral	591	634	625	658	697	727	756
<b>Subtotal</b>	<b>8,003</b>	<b>7,806</b>	<b>8,012</b>	<b>8,405</b>	<b>8,698</b>	<b>8,931</b>	<b>9,186</b>
<b>UNCLASSIFIED</b>							
H.S. Dual Enrolled	27	27	42	45	48	52	55
Other <sup>4</sup>	695	721	888	750	963	1,048	1,088
<b>Subtotal</b>	<b>722</b>	<b>748</b>	<b>930</b>	<b>795</b>	<b>1,011</b>	<b>1,100</b>	<b>1,143</b>
<b>TOTAL</b>	<b>59,770</b>	<b>60,821</b>	<b>63,016</b>	<b>64,190</b>	<b>65,381</b>	<b>66,498</b>	<b>67,926</b>

Notes: This table reports the number of students enrolled at the university by student type categories. The determination for undergraduate, graduate, and unclassified is based on the institutional class level values. Unclassified refers to a student who has not yet been formally admitted into a degree program but is enrolled. The student type for undergraduates is based on the Type of Student at Time of Most Recent Admission. The student type for graduates is based on the degree that is sought and the student CIP code. (1) Includes AA Transfers from the Florida College System. (2) Undergraduate – Other includes Post-Baccalaureates who are seeking a degree. (3) Includes Medical students. (4) Unclassified – Other includes Post-Baccalaureates who are not seeking a degree.

Planned FTE Enrollment by Method of Instruction *(for all students at all campuses)*

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 PLAN	2016-17 PLAN	2017-18 PLAN	2018-19 PLAN
<b>UNDERGRADUATE</b>							
Distance (80-100%)	12,433	12,807	13,559	14,525	15,085	15,454	15,909
Hybrid (50-79%)	3,054	3,208	3,644	4,158	4,404	4,542	4,712
Traditional (0-50%)	30,078	29,124	28,593	28,599	28,614	28,894	29,025
<b>Subtotal</b>	<b>45,565</b>	<b>45,138</b>	<b>45,796</b>	<b>47,282</b>	<b>48,104</b>	<b>48,890</b>	<b>49,645</b>
<b>GRADUATE</b>							
Distance (80-100%)	1,707	1,594	1,539	1,591	1,690	1,762	1,822
Hybrid (50-79%)	645	683	666	637	666	689	712
Traditional (0-50%)	3,540	3,461	3,313	3,304	3,445	3,569	3,684
<b>Subtotal</b>	<b>5,892</b>	<b>5,738</b>	<b>5,518</b>	<b>5,532</b>	<b>5,801</b>	<b>6,020</b>	<b>6,219</b>

Note: Full-time Equivalent (FTE) student is a measure of instructional activity that is based on the number of credit hours that students enroll. FTE is based on the standard national definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32. **Distance Learning** is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). **Hybrid** is a course where 50% to 79% of the instruction is delivered using some form of technology, when the student and instructor are separated by time or space, or both (per SUDS data element 2052). **Traditional** refers to primarily face to face instruction utilizing some form of technology for delivery of supplemental course materials for no more than 49% of instruction (per SUDS data element 2052).

## 2016 UNIVERSITY WORK PLAN



## UNIVERSITY OF CENTRAL FLORIDA

Pending BOT Approval - Draft 05/25/2016

## ENROLLMENT PLANNING (continued)

## Planned FTE Enrollment Plan by Student Level

	2014-15 ACTUAL	2015-16 ESTIMATE	2016-17 PLAN	2017-18 PLAN	2018-19 PLAN	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	Planned Annual Growth Rate*
<b>STATE FUNDABLE</b>									
<b>RESIDENT</b>									
LOWER	14,975	15,375	15,635	15,891	16,136	16,444	16,726	16,792	1.4%
UPPER	28,506	29,126	29,639	30,124	30,589	31,167	31,701	31,824	1.4%
GRAD I	3,137	3,140	3,287	3,393	3,468	3,558	3,661	3,774	2.6%
GRAD II	779	700	738	778	828	868	906	902	4.1%
<b>TOTAL</b>	<b>47,397</b>	<b>48,341</b>	<b>49,299</b>	<b>50,185</b>	<b>51,021</b>	<b>52,037</b>	<b>52,993</b>	<b>53,262</b>	<b>1.6%</b>
<b>NON RESIDENT</b>									
LOWER	736	980	997	1,013	1,029	1,048	1,066	1,070	1.4%
UPPER	875	992	1,010	1,026	1,042	1,062	1,080	1,084	1.4%
GRAD I	506	534	559	577	590	605	623	637	2.6%
GRAD II	623	662	697	735	782	820	856	852	4.1%
<b>TOTAL</b>	<b>2,740</b>	<b>3,168</b>	<b>3,263</b>	<b>3,351</b>	<b>3,443</b>	<b>3,536</b>	<b>3,625</b>	<b>3,644</b>	<b>2.2%</b>
<b>TOTAL</b>									
LOWER	15,711	16,355	16,632	16,904	17,165	17,492	17,792	17,862	1.4%
UPPER	29,382	30,119	30,649	31,150	31,631	32,229	32,781	32,909	1.4%
GRAD I	3,643	3,674	3,847	3,970	4,058	4,163	4,283	4,381	2.6%
GRAD II	1,401	1,362	1,435	1,512	1,610	1,688	1,762	1,755	4.1%
<b>TOTAL</b>	<b>50,137</b>	<b>51,510</b>	<b>52,562</b>	<b>53,536</b>	<b>54,464</b>	<b>55,573</b>	<b>56,618</b>	<b>56,906</b>	<b>1.6%</b>
<b>NOT STATE FUNDABLE</b>									
LOWER	313	446	454	461	468	477	485	487	1.4%
UPPER	390	363	369	375	381	388	395	397	1.4%
GRAD I	444	476	498	515	527	541	556	568	2.7%
GRAD II	30	20	21	22	24	25	26	26	4.1%
<b>TOTAL</b>	<b>1,176</b>	<b>1,305</b>	<b>1,343</b>	<b>1,374</b>	<b>1,400</b>	<b>1,431</b>	<b>1,462</b>	<b>1,478</b>	<b>1.9%</b>

Note: Full-time Equivalent (FTE) student is a measure of instructional activity that is based on the number of credit hours that students enroll. FTE is based on the standard national definition, which divides undergraduate credit hours by 30 and graduate credit hours by 24. Note\*: The Planned Annual Growth Rate is a compounded rate based on the following formula:  $(2021-22 \text{ value divided by the } 2016-17 \text{ value}) \text{ to the } (1/5) \text{ exponent minus one}$ .

## Medical Student Headcount Enrollments

	2014-15 ACTUAL	2015-16 ESTIMATE	2016-17 PLAN	2017-18 PLAN	2018-19 PLAN	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	Annual Growth Rate*
<b>MEDICAL DOCTORATES</b>									
RESIDENT	318	347	347	362	362	362	362	362	0.9%
NON-RESIDENT	102	113	113	118	118	118	118	118	0.9%
<b>TOTAL</b>	<b>420</b>	<b>460</b>	<b>480</b>	<b>480</b>	<b>480</b>	<b>480</b>	<b>480</b>	<b>480</b>	<b>0.9%</b>



## ACADEMIC PROGRAM COORDINATION

### New Programs For Consideration by University in AY 2016-17

The S.U.S. Council of Academic Vice Presidents (CAVP) Academic Program Coordination Work Group will review these programs as part of their on-going coordination efforts. The programs listed below are based on the 2015 Work Plan list for programs under consideration for 2016-17.

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
<b>BACHELOR'S PROGRAMS</b>						
Environmental Studies	03.0103		FAMU, FGCU, FIU, NCF	Y-25%	270	Mar-2017
Materials Science and Engineering	14.1801	STEM	UF	N	80	Mar-2017
Nonprofit Management	44.9999	-	-	Y-100%	170	Mar-2017
<b>MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS</b>						
Cognitive Sciences and Systems	30.2501	STEM	-	N		Mar-2017
Emergency and Crisis Mgmt	43.0302	-	FIU, UF	Y-100%	65	Mar-2017
Genetics Counseling	51.9999	HLTH	-	N	18	Jul-2016
Entrepreneurship	52.0701		UF, USF	N	40	Mar-2017
<b>DOCTORAL PROGRAMS</b>						
Data Analytics	27.0501	STEM	FSU, UF	N	25	Mar-2017
Integrative Anthropological Sciences	30.1701		-	N	25	Mar-2017

### New Programs For Consideration by University in 2017-19

These programs will be used in the 2017 Work Plan list for programs under consideration for 2017-18.

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
<b>BACHELOR'S PROGRAMS</b>						
Emergency Management	43.0302	-	-	N	120	Nov-2017
<b>MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS</b>						
Athletic Training	51.0913	HLTH	FIU, USF-T	N	56	Jul-2017
<b>DOCTORAL PROGRAMS</b>						
Strategic Communication and Risk	09.0000	GAP	-	N	36	Mar-2018
Aerospace Engineering	14.0201	STEM	UF	N	30	Mar-2018
Biomedical Engineering	14.05.01	STEM	FAMU, FIU, FSU, UF, USF- T	N		July-2018
Nanotechnology	15.1601	STEM	-	N		Mar-2018
Nonprofit Management	44.0401		FAU, FIU, FSU	N	40	Nov-2017





## STUDENT DEBT & NET COST

### Student Debt Summary

	2010-11	2011-12	2012-13	2013-14	2014-15
Percent of Bachelor's Recipients with Debt	49%	52%	48%	50%	52%
Average Amount of Debt <i>for Bachelor's who have graduated with debt</i>	\$19,700	\$21,400	\$23,200	\$23,400	\$21,800
NSLDS Cohort Year	2008-11	2009-12	2010-13	2011-14	2012-15 Preliminary
Student Loan Cohort Default Rate (3rd Year)	7.5%	7.1%	5.4%	4.3%	4.9%

### Cost of Attendance *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2015-16)*

	TUITION & FEES	BOOKS & SUPPLIES	ROOM & BOARD	TRANSPORTATION	OTHER EXPENSES	TOTAL
ON-CAMPUS	\$5,980	\$1,146	\$9,764	\$1,856	\$3,088	\$21,834
AT HOME	\$5,980	\$1,146	\$5,450	\$1,856	\$3,088	\$17,520

### Estimated Net Cost by Family Income *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2015-16)*

FAMILY INCOME GROUPS	FULL-TIME RESIDENT UNDERGRADUATES		AVG. NET COST OF ATTENDANCE	AVG. NET TUITION & FEES	AVG. GIFT AID AMOUNT	AVG. LOAN AMOUNT	
	HEADCOUNT	PERCENT					
Below \$40,000	7,799	33.6%	\$13,294	-\$1,971	\$7,846	\$6,812	
\$40,000-\$59,999	2,214	9.5%	\$14,760	-\$469	\$6,302	\$5,669	
\$60,000-\$79,999	1,896	8.2%	\$16,474	\$1,071	\$4,667	\$5,983	
\$80,000-\$99,999	1,574	6.8%	\$17,083	\$1,747	\$4,115	\$6,412	
\$100,000 Above	5,333	23.0%	\$17,367	\$1,891	\$3,996	\$6,510	
Not Reported	4,399	18.9%	n/a	\$3,813	\$2,107	\$9,957	
TOTAL	23,215	100%	AVERAGE	\$15,796*	\$1,014	\$4,839	\$6,891

Notes: This data only represents Fall and Spring financial aid data and is accurate as of March 31, 2016. Please note that small changes to Spring 2015 awards are possible before the data is finalized. **Family Income Groups** are based on the Total Family Income (including untaxed income) as reported on student FAFSA records. **Full-time Students** is a headcount based on at least 24 credit hours during Fall and Spring terms. **Average Gift Aid** includes all grants and scholarships from Federal, State, University, and other private sources administered by the Financial Aid Office. Student waivers are also included in the Gift Aid amount. Gift Aid does not include the parental contribution towards EFC. **Net Cost of Attendance** is the actual average of the total Costs of Attendance (which will vary by income group due to the diversity of students living on- & off- campus) *minus* the average Gift Aid amount. **Net Tuition & Fees** is the actual average of the total costs of tuition and fees (which will vary by income group due to the amount of credit hours students are enrolled) *minus* the average Gift Aid amount (see page 16 for list of fees that are included). **Average Loan Amount** includes Federal (Perkins, Stafford, Ford Direct, and PLUS loans) and all private loans. 'Not Reported' represents the students who did not file a FAFSA. The bottom-line **Total/Average** represents the average of all full-time undergraduate Florida residents (note\*: the total Net Cost of Attendance does not include students who did not report their family income data).





## UNIVERSITY REVENUES

University Revenues *(in Millions of Dollars)*

EDUCATION & GENERAL	2014-15	2015-16
<b>Main Operations</b>		
State Funds	\$ 276.2	\$ 288.0
Tuition	\$ 256.0	\$ 264.5
<b>Subtotal</b>	<b>\$ 532.2</b>	<b>\$ 552.5</b>
<b>Health-Science Center / Medical Schools</b>		
State Funds	\$ 25.8	\$ 26.1
Tuition	\$ 13.7	\$ 14.9
<b>Subtotal</b>	<b>\$ 39.5</b>	<b>\$ 41.0</b>
<b>E&amp;G TOTAL</b>	<b>\$ 571.7</b>	<b>\$ 593.5</b>
<b>OTHER BUDGET ENTITIES</b>		
Auxiliary Enterprises	\$ 162.7	\$ 171.1
Contracts & Grants	\$ 119.6	\$ 113.9
Local Funds	\$ 496.6	\$ 508.1
Faculty Practice Plans	\$ 2.3	\$ 2.8

Note: State funds include recurring and non-recurring General Revenue funds, as well as Lottery funds appropriated by the Florida Legislature. Actual tuition includes base tuition and tuition differential fee revenues for resident and non-resident undergraduate and graduate students net of waivers. Tuition also includes other revenue such as application fees, late registration fees, library fines, and miscellaneous revenues. Source: Tables 1A & 1E of the annual Accountability Report.



## UNIVERSITY TUITION, FEES AND HOUSING PROJECTIONS

<u>Undergraduate Students</u>	<u>Actual</u>			<u>Projected</u>			
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
<b>Tuition:</b>							
Base Tuition - (0% inc. for 2016-17 to 2019-20)	\$105.07	\$105.07	\$105.07	\$105.07	\$105.07	\$105.07	\$105.07
Tuition Differential <sup>5</sup>	44.20	44.20	44.20	44.20	44.20	44.20	44.20
<b>Total Base Tuition &amp; Differential per Credit Hour</b>	<b>\$149.27</b>	<b>\$149.27</b>	<b>\$149.27</b>	<b>\$149.27</b>	<b>\$149.27</b>	<b>\$149.27</b>	<b>\$149.27</b>
% Change		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Fees (per credit hour):</b>							
Student Financial Aid <sup>1</sup>	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Capital Improvement <sup>2</sup>	\$6.76	\$6.76	\$6.76	\$6.76	\$6.76	\$6.76	\$6.76
Activity & Service	\$10.79	\$11.67	\$11.67	\$11.67	\$11.67	\$11.67	\$11.67
Health	\$10.89	\$10.84	\$10.84	\$10.84	\$10.84	\$10.84	\$10.84
Athletic	\$13.44	\$14.32	\$14.32	\$14.32	\$14.32	\$14.32	\$14.32
Transportation Access	\$9.10	\$9.10	\$9.10	\$9.10	\$9.10	\$9.10	\$9.10
Technology <sup>1</sup>	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Green Fee (USF, NCF, UWF only)							
Student Life & Services Fee (UNF only)							
Marshall Center Fee (USF only)							
Student Affairs Facility Use Fee (FSU only)							
<b>Total Fees</b>	<b>\$61.30</b>	<b>\$63.01</b>	<b>\$63.01</b>	<b>\$63.01</b>	<b>\$63.01</b>	<b>\$63.01</b>	<b>\$63.01</b>
<b>Total Tuition and Fees per Credit Hour</b>	<b>\$210.57</b>	<b>\$212.28</b>	<b>\$212.28</b>	<b>\$212.28</b>	<b>\$212.28</b>	<b>\$212.28</b>	<b>\$212.28</b>
% Change		0.8%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Fees (block per term):</b>							
Activity & Service							
Health							
Athletic							
Transportation Access							
Marshall Center Fee (USF only)							
Student Affairs Facility Use Fee (FSU only)							
List any new fee proposed							
<b>Total Block Fees per term</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
% Change		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Total Tuition for 30 Credit Hours</b>	<b>\$4,478.10</b>	<b>\$4,478.10</b>	<b>\$4,478.10</b>	<b>\$4,478.10</b>	<b>\$4,478.10</b>	<b>\$4,478.10</b>	<b>\$4,478.10</b>
<b>Total Fees for 30 Credit Hours</b>	<b>\$1,839.00</b>	<b>\$1,890.30</b>	<b>\$1,890.30</b>	<b>\$1,890.30</b>	<b>\$1,890.30</b>	<b>\$1,890.30</b>	<b>\$1,890.30</b>
<b>Total Tuition and Fees for 30 Credit Hours</b>	<b>\$6,317.10</b>	<b>\$6,368.40</b>	<b>\$6,368.40</b>	<b>\$6,368.40</b>	<b>\$6,368.40</b>	<b>\$6,368.40</b>	<b>\$6,368.40</b>
\$ Change		\$51.30	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
% Change		0.8%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Out-of-State Fees</b>							
Out-of-State Undergraduate Fee	\$511.06	\$511.06	\$511.06	\$511.06	\$511.06	\$511.06	\$511.06
Out-of-State Undergraduate Student Financial Aid <sup>3</sup>	\$25.55	\$25.55	\$25.55	\$25.55	\$25.55	\$25.55	\$25.55
<b>Total per credit hour</b>	<b>\$536.61</b>	<b>\$536.61</b>	<b>\$536.61</b>	<b>\$536.61</b>	<b>\$536.61</b>	<b>\$536.61</b>	<b>\$536.61</b>
% Change		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Total Tuition for 30 Credit Hours</b>	<b>\$19,809.90</b>	<b>\$19,809.90</b>	<b>\$19,809.90</b>	<b>\$19,809.90</b>	<b>\$19,809.90</b>	<b>\$19,809.90</b>	<b>\$19,809.90</b>
<b>Total Fees for 30 Credit Hours</b>	<b>\$2,605.50</b>	<b>\$2,656.80</b>	<b>\$2,656.80</b>	<b>\$2,656.80</b>	<b>\$2,656.80</b>	<b>\$2,656.80</b>	<b>\$2,656.80</b>
<b>Total Tuition and Fees for 30 Credit Hours</b>	<b>\$22,415.40</b>	<b>\$22,466.70</b>	<b>\$22,466.70</b>	<b>\$22,466.70</b>	<b>\$22,466.70</b>	<b>\$22,466.70</b>	<b>\$22,466.70</b>
\$ Change		\$51.30	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
% Change		0.2%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Housing/Dining<sup>4</sup></b>	<b>\$9,394.00</b>	<b>\$9,300.00</b>	<b>\$9,300.00</b>	<b>\$9,300.00</b>	<b>\$9,300.00</b>	<b>\$9,300.00</b>	<b>\$9,300.00</b>
\$ Change		-\$94.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
% Change		-1.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Revenues do not include transfers.



## DEFINITIONS

### Performance Based Funding

#### Percent of Bachelor's Graduates Enrolled or Employed (\$25,000+)

*in the U.S. One Year After Graduation*

This metric is based on the percentage of a graduating class of bachelor's degree recipients who are enrolled or employed (earning at least \$25,000) somewhere in the United States. Students who do not have valid social security numbers and are not found enrolled are excluded. Note: This data now non-Florida employment data.

Sources: State University Database System (SUDS), Florida Education & Training Placement Information Program (FETPIP) analysis of Wage Record Interchange System (WRIS2) and Federal Employment Data Exchange (FEDES), and National Student Clearinghouse (NSC).

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

This metric is based on annualized Unemployment Insurance (UI) wage data from the fourth fiscal quarter after graduation for bachelor's recipients. UI wage data does not include individuals who are self-employed, employed out of state, employed by the military or federal government, those without a valid social security number, or making less than minimum wage. Sources: State University Database System (SUDS), Florida Education & Training Placement Information Program (FETPIP), National Student Clearinghouse.

#### Average Cost per Bachelor's Degree

*Costs to the university*

For each of the last four years of data, the annual undergraduate total full expenditures (includes direct and indirect expenditures) were divided by the total fundable student credit hours to create a cost per credit hour for each year. This cost per credit hour was then multiplied by 30 credit hours to derive an average annual cost. The average annual cost for each of the four years was summed to provide an average cost per degree for a baccalaureate degree that requires 120 credit hours. Sources: State University Database System (SUDS), Expenditure Analysis: Report IV.

#### Six Year FTIC Graduation Rate

This metric is based on the percentage of first-time-in-college (FTIC) students who started in the Fall (or summer continuing to Fall) term and had graduated from the same institution within six years. Source: Accountability Report (Table 4D).

#### Academic Progress Rate

*2nd Year Retention with GPA Above 2.0*

This metric is based on the percentage of first-time-in-college (FTIC) students who started in the Fall (or summer continuing to Fall) term and were enrolled full-time in their first semester and were still enrolled in the same institution during the Fall term following their first year with had a grade point average (GPA) of at least 2.0 at the end of their first year (Fall, Spring, Summer). Source: Accountability Report (Table 4B).

#### University Access Rate

*Percent of Undergraduates with a Pell-grant*

This metric is based the number of undergraduates, enrolled during the fall term, who received a Pell-grant during the fall term. Unclassified students, who are not eligible for Pell-grants, were excluded from this metric. Source: Accountability Report (Table 3E).

#### Bachelor's Degrees within Programs of Strategic Emphasis

This metric is based on the number of baccalaureate degrees awarded within the programs designated by the Board of Governors as 'Programs of Strategic Emphasis'. A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double-majors are included). Source: Accountability Report (Table 4H).

#### Graduate Degrees within Programs of Strategic Emphasis

This metric is based on the number of graduate degrees awarded within the programs designated by the Board of Governors as 'Programs of Strategic Emphasis'. A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double-majors are included). Source: Accountability Report (Table 5C).

**BOG Choice Metrics****Percent of Bachelor's Degrees Without Excess Hours**

This metric is based on the percentage of baccalaureate degrees awarded within 110% of the credit hours required for a degree based on the Board of Governors Academic Program Inventory.

Note: It is important to note that the statutory provisions of the "Excess Hour Surcharge" (1009.286, FS) have been modified several times by the Florida Legislature, resulting in a phased-in approach that has created three different cohorts of students with different requirements. The performance funding metric data is based on the latest statutory requirements that mandates 110% of required hours as the threshold. In accordance with statute, this metric excludes the following types of student credits (ie, accelerated mechanisms, remedial coursework, non-native credit hours that are not used toward the degree, non-native credit hours from failed, incomplete, withdrawn, or repeated courses, credit hours from internship programs, credit hours up to 10 foreign language credit hours, and credit hours earned in military science courses that are part of the Reserve Officers' Training Corps (ROTC) program). Source: State University Database System (SUDS).

**BOT Choice Metrics****Number of Bachelor Degrees Awarded Annually**  
UCF

This metric is the number of baccalaureate degrees granted in an academic year. Students who earned two distinct degrees in the same academic year were counted twice; students who completed multiple majors or tracks were only counted once.  
Source: State University Database System (SUDS).

**Preeminent Research University Funding Metrics****Average GPA and SAT Score**

An average weighted grade point average of 4.0 or higher and an average SAT score of 1800 or higher for fall semester incoming freshmen, as reported annually in the admissions data that universities submit to the Board of Governors. This data includes registered FTIC (student type='B','E') with an admission action of admitted or provisionally admitted ('A','P','X').

**Public University National Ranking**

A top-50 ranking on at least two well-known and highly respected national public university rankings, reflecting national preeminence, using most recent rankings, includes: Princeton Review, Fiske Guide, QS World University Ranking, Times Higher Education World University Ranking, Academic Ranking of World University, US News and World Report National University, US News and World Report National Public University, US News and World Report Liberal Arts Colleges, Forbes, Kiplinger, Washington Monthly Liberal Arts Colleges, Washington Monthly National University, and Center for Measuring University Performance.

**Freshman Retention Rate**  
(Full-time, FTIC)

Freshman Retention Rate (Full-time, FTIC) as reported annually to the Integrated Postsecondary Education Data System (IPEDS). The retention rates that are reported in the Board's annual Accountability report are preliminary because they are based on student enrollment in their second fall term as reported by the 28th calendar day following the first day of class. When the Board of Governors reports final retention rates to IPEDS in the Spring (usually the first week of April), that data is based on the student enrollment data as reported after the Fall semester has been completed. The preliminary and final retention rates are nearly identical when rounded to the nearest whole number.

## 2016 UNIVERSITY WORK PLAN



## UNIVERSITY OF CENTRAL FLORIDA

Pending BOT Approval - Draft 05/25/2016

<b>6-year Graduation Rate</b> (Full-time, FTIC)	Cohorts are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term). Percent Graduated is based on federal rate and does <u>not</u> include students who originally enroll as part-time students, or who transfer into the institution. This metric complies with the requirements of the federal Student Right to Know Act that requires institutions to report the completion status at 150% of normal time (or six years). For more information about how this data is calculated, see: <a href="http://www.flbog.edu/about/budget/docs/performance_funding/PBF_GRADUATION_and_RETENTION_Methodology_FINAL.pdf">http://www.flbog.edu/about/budget/docs/performance_funding/PBF_GRADUATION_and_RETENTION_Methodology_FINAL.pdf</a> .
<b>National Academy Memberships</b>	National Academy Memberships held by faculty as reported by the Center for Measuring University Performance in the Top American Research Universities (TARU) annual report.
<b>Science &amp; Engineering Research Expenditures (\$M)</b>	Science & Engineering Research Expenditures, including federal research expenditures as reported annually to the National Science Foundation (NSF).
<b>Non-Medical Science &amp; Engineering Research Expenditures (\$M)</b>	Total S&E research expenditures in non-medical sciences as reported to the NSF. This removes medical sciences funds (9F & 12F in HERD survey) from the total S&E amount.
<b>National Ranking in S.T.E.M. Research Expenditures</b>	The NSF identifies 8 broad disciplines within Science & Engineering (Computer Science, Engineering, Environmental Science, Life Science, Mathematical Sciences, Physical Sciences, Psychology, Social Sciences). The rankings by discipline are determined by BOG staff using the NSF WebCaspar database.
<b>Patents Awarded</b> (3 calendar years)	Total patents awarded by the United States Patent and Trademark Office (USPTO) for the most recent three calendar year period. Due to a year-lag in published reports, Board of Governors staff query the USPTO database with a query that only counts utility patents: "(AN/"University Name" AND ISD/yyyymmdd->yyyymmdd AND APT/1)".
<b>Doctoral Degrees Awarded Annually</b>	Doctoral degrees awarded annually, as reported annually in the Board of Governors Accountability Report.
<b>Number of Post-Doctoral Appointees</b>	The number of Postdoctoral Appointees awarded annually, as reported in the TARU annual report. This data is based on National Science Foundation/National Institutes of Health annual Survey of Graduate Students and Postdoctorates in Science and Engineering (GSS).
<b>Endowment Size (\$M)</b>	This data comes from the National Association of College and University Business Officers (NACUBO) and Commonfund Institute's annual report of Market Value of Endowment Assets - which, due to timing, may release the next fiscal year's data after the Board of Governors Accountability report is published.



## Key Performance Indicators

## Teaching &amp; Learning Metrics

<b>Freshmen in Top 10% of HS Graduating Class</b>	Percent of all degree-seeking, first-time, first-year (freshman) students who had high school class rank within the top 10% of their graduating high school class. As reported by the university to the Common Data Set (C10).
<b>Professional/Licensure Exam First-time Pass Rates</b>	The number of exams with first-time pass rates above and below the national or state average, as reported in the annual Accountability report, including: Nursing, Law, Medicine (3 subtests), Veterinary, Pharmacy, Dental (2 subtests), Physical Therapy, and Occupational Therapy.
<b>Average Time to Degree</b> Mean Years for FTIC in 120hr programs	This metric is the mean number of years between the start date (using date of most recent admission) and the end date (using the last month in the term degree was granted) for a graduating class of first-time, single-major baccalaureates in 120 credit hour programs within a (Summer, Fall, Spring) year.
<b>FTIC Graduation Rates</b> In 4 years (or less)	As reported in the annual Accountability report (table 4D), First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. The rate is the percentage of the initial cohort that has either graduated from or is still enrolled in the <u>same</u> institution by the fourth academic year. Both full-time and part-time students are used in the calculation. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort.
<b>Bachelor's Degrees Awarded</b>	This is a count of baccalaureate degrees awarded as reported in the annual Accountability Report (Table 4G).
<b>Graduate Degrees Awarded</b>	This is a count of graduate degrees awarded as reported in the Accountability Report (Table 5B).
<b>Bachelor's Degrees Awarded To African-American and Hispanic Students</b>	Non-Hispanic Black and Hispanic do not include students classified as Non-Resident Alien or students with a missing race code – as reported in the Accountability Report (table 4I). Students who earn two distinct degrees in the same term are counted twice – whether their degrees are from the same six-digit CIP code or different CIP codes. Students who earn only one degree are counted once – even if they completed multiple majors or tracks. Percentage of Degrees is based on the number of baccalaureate degrees awarded to non-Hispanic Black and Hispanic students divided by the total degrees awarded - excluding those awarded to non-resident aliens and unreported.
<b>Adult (Aged 25+) Undergraduates Enrolled</b> (Fall term)	This metric is based on the age of the student at the time of enrollment (not upon entry). Age acts as a surrogate variable that captures a large, heterogeneous population of adult students who often have family and work responsibilities as well as other life circumstances that can interfere with successful completion of educational objectives.
<b>Percent of Undergraduate FTE Enrolled in Online Courses</b>	Full-time Equivalent (FTE) student is a measure of instructional activity that is based on the number of credit hours that students enroll. FTE is based on the US definition, which divides undergraduate credit hours by 30. Distance Learning is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.).
<b>Percent of Bachelor's Degrees in STEM &amp; Health</b>	The percentage of baccalaureate degrees that are classified as STEM by the Board of Governors in the SUS program inventory as reported in the annual Accountability Report (Table 4H).
<b>Percent of Graduate Degrees in STEM &amp; Health</b>	The percentage of baccalaureate degrees that are classified as STEM by the Board of Governors in the SUS program inventory as reported in the annual Accountability Report (Table 5C).

**Key Performance Indicators (continued)****Scholarship, Research & Innovation Metrics**

<b>Faculty Awards</b>	Awards include: American Council of Learned Societies (ACLS) Fellows, Beckman Young Investigators, Burroughs Wellcome Fund Career Awards, Cottrell Scholars, Fulbright American Scholars, Getty Scholars in Residence, Guggenheim Fellows, Howard Hughes Medical Institute Investigators, Lasker Medical Research Awards, MacArthur Foundation Fellows, Andrew W. Mellon Foundation Distinguished Achievement Awards, National Endowment for the Humanities (NEH) Fellows, National Humanities Center Fellows, National Institutes of Health (NIH) MERIT, National Medal of Science and National Medal of Technology, NSF CAREER awards (excluding those who are also PECASE winners), Newberry Library Long-term Fellows, Pew Scholars in Biomedicine, Presidential Early Career Awards for Scientists and Engineers (PECASE), Robert Wood Johnson Policy Fellows, Searle Scholars, Sloan Research Fellows, Woodrow Wilson Fellows. As reported by the Top American Research Universities – see: <a href="http://mup.asu.edu/research_data.html">http://mup.asu.edu/research_data.html</a> .
<b>Total Research Expenditures (\$M)</b>	Total expenditures for all research activities (including non-science and engineering activities) as reported in the National Science Foundation annual survey of Higher Education Research and Development (HERD).
<b>Percent of R&amp;D Expenditures funded from External Sources</b>	This metric reports the amount of research expenditures that was funded from federal, private industry and other (non-state and non-institutional) sources. Source: National Science Foundation annual survey of Higher Education Research and Development (HERD).
<b>Licenses/Options Executed</b>	Licenses/options executed in the fiscal year for all technologies as reported in the annual Accountability Report (table 6A).
<b>Number of Start-up Companies</b>	The number of start-up companies that were dependent upon the licensing of University technology for initiation as reported in the annual Accountability Report (table 6A).





## Student Debt Summary

### Percent of Bachelor's Recipients with Debt

This is the percentage of bachelor's graduates in a given academic year who entered the university as a first-time-in-college (FTIC) student and who borrowed through any loan programs (institutional, state, Federal Perkins, Federal Stafford Subsidized and unsubsidized, private) that were certified by your institution - excludes parent loans. Source: Common Dataset (H4).

### Average Amount of Debt for Bachelor's who have graduated with debt

This is the average amount of cumulative principal borrowed (from any loan program certified by the institution) for each native, FTIC bachelor's recipient in a given academic year that graduated with debt – see metric definition above. This average does NOT include students who did not enter a loan program that was certified by the institution. Source: Common Dataset (H5).

### Student Loan Cohort Default Rate (3rd Year)

Student loan cohort default rate (CDR) data includes undergraduate and graduate students, and refers to the three federal fiscal year period when the borrower enters repayment and ends on the second fiscal year following the fiscal year in which the borrower entered repayment. Cohort default rates are based on the number of borrowers who enter repayment, not the number and type of loans that enter repayment. A borrower with multiple loans from the same school whose loans enter repayment during the same cohort fiscal year will be included in the formula only once for that cohort fiscal year. Default rate debt includes: Federal Stafford Loans, and Direct Stafford/Ford Loans – for more information see: <http://ifap.ed.gov/DefaultManagement/CDRGuideMaster.html>.

Three Year CDR			
Cohort Fiscal Year	Year Published	Borrowers in the Numerator Borrowers in the Denominator	3-Yr Time Period (Numerator) 1-Yr Time Period (Denominator)
2009	2012	Borrowers who entered repayment in 2009 and defaulted in 2009, 2010 or 2011 Borrowers who entered repayment in 2009	10/01/2008 to 9/30/2011 10/01/2008 to 9/30/2009
2010	2013	Borrowers who entered repayment in 2010 and defaulted in 2010, 2011 or 2012 Borrowers who entered repayment in 2010	10/01/2009 to 9/30/2012 10/01/2009 to 9/30/2010
2011	2014*	Borrowers who entered repayment in 2011 and defaulted in 2011, 2012 or 2013 Borrowers who entered repayment in 2011	10/01/2010 to 9/30/2013 10/01/2010 to 9/30/2011
2012	2015	Borrowers who entered repayment in 2012 and defaulted in 2012, 2013 or 2014 Borrowers who entered repayment in 2012	10/01/2011 to 9/30/2014 10/01/2011 to 9/30/2012
2013	2016	Borrowers who entered repayment in 2013 and defaulted in 2013, 2014 or 2015 Borrowers who entered repayment in 2013	10/01/2012 to 9/30/2015 10/01/2012 to 9/30/2013
2014	2017	Borrowers who entered repayment in 2014 and defaulted in 2014, 2015 or 2016 Borrowers who entered repayment in 2014	10/01/2013 to 9/30/2016 10/01/2013 to 9/30/2014
2015	2018	Borrowers who entered repayment in 2015 and defaulted in 2015, 2016 or 2017 Borrowers who entered repayment in 2015	10/01/2014 to 9/30/2017 10/01/2014 to 9/30/2015



**ITEM: EP-3**

**University of Central Florida  
BOARD OF TRUSTEES**

**SUBJECT:** Amendment to University Regulation UCF-2.032 Textbook Adoption

**DATE:** May 31, 2016

---

**PROPOSED COMMITTEE ACTION**

Approve amendments to University of Central Florida Regulation UCF-2.032.

**BACKGROUND INFORMATION**

Florida Board of Governors Regulation 1.001 provides that “Each Board of Trustees is authorized to promulgate University Regulations in accordance with the Regulation Development Procedure adopted by the Board of Governors.”

Regulation UCF-2.032 is being amended to conform the language of the regulation to statutory changes adopted this year. Specifically, the statute on which this regulation is based requires schools to address textbook affordability through various means. This year, the statute’s requirements were expanded to apply to “instructional materials.” Additional small changes are also incorporated.

---

**Supporting documentation:** Proposed Amended Regulation UCF-2.032 (redline)

**Prepared by:** Youndy C. Cook, Deputy General Counsel

**Submitted by:** Scott Cole, Vice President and General Counsel

### UCF 2.032 Textbook Adoption

(1) Pursuant to Florida Board of Governors Regulation 8.003, the University of Central Florida establishes the following procedures to minimize the cost of textbooks and instructional materials to students, while maintaining the quality of instruction and academic freedom.

(2) The term “instructional materials” means educational materials for use within a course which may be available in printed or digital format.

(23) Textbook and instructional material adoption deadlines for each term shall be no later than 35-50 days prior to the first day of class for each term.

(34) Textbook order forms will incorporate a declaration by the course instructor or academic department offering the course of:

- (a) the intent to use all required items ordered, including each individual item sold as part of a bundled package; and,
- (b) the extent to which a new edition differs significantly and substantively from earlier versions, if such are available in sufficient quantities, and whether the significance warrants the adoption of a new edition.

(45) Determination of student ability to pay for textbooks or instructional materials will be made through standard student financial aid eligibility assessment.

(56) Students with confirmed financial aid eligibility may opt into an advance purchase program to buy textbooks or instructional materials up to the approved purchase limit at the designated campus bookstore, or may apply for a short term advance for textbook or instructional material purchases.

(67) Textbook or instructional material orders placed by the adoption deadline will be posted on the bookstore website 30-45 days prior to the first day of class for each term.

(78) The posted textbook or instructional material list shall include the following information for each required and recommended textbook or instructional material:

- (a) the International Standard Book Number (ISBN); or
- (b) other identifying information which shall include, at a minimum:
  - 1. title;
  - 2. all authors listed;
  - 3. publishers;
  - 4. edition number;
  - 5. copyright date;
  - 6. published date; and,
  - 7. other relevant information necessary to identify the specific textbook or instructional materials required and recommended for each course.

(89) A request for an exception to the textbook adoption deadlines shall be submitted in writing to the Office of Academic Affairs prior to the adoption deadline and shall provide a reasonable justification for the exception. For courses and sections added to the course listing after the ~~35~~ 50 day textbook or instructional material adoption deadline, no exemption is required.

(910) Requiring the use of a textbook or other instructional material written by the instructor of the course, by a relative of the instructor, or by a team of authors which includes the instructor where the author/instructor anticipates receiving royalties from books or materials purchased by students enrolled in her/his course is considered a conflict of interest. The author/instructor must report the use of his/her educational materials under these circumstances with the action taken to mitigate the conflict of interest created in the online Potential Outside Activity, Employment, and Conflict of Interest and Commitment Disclosure (AA-21). Mitigation actions include

offering the materials to UCF students at reduced or no cost, or donating the royalties to a non-profit organization.

(4011) ~~No~~An-employee of a state university may not demand or receive any payment, loan, subscription, advance, deposit of money, service, or anything of value, present or promised, in exchange for requiring students to purchase a specific textbook or instructional material for coursework or instruction.

However, an employee may receive (subject to the requirements of the Florida Code of Ethics for Public Officers and Employees and the outside activity and conflict of interest requirements set forth in university regulations and collective bargaining agreements):

- (a) Sample copies, instructor copies, or instructional materials; these materials may not be sold for any type of compensation, especially if they are specifically marked as “free samples” or “not for resale;”
- (b) Royalties or other compensation from sales of textbooks or instructional materials that include the author/instructor’s own writing or work, ~~provided these materials are not adopted for use in a course taught by the author/instructor;~~
- (c) Honoraria for academic peer review of course materials;
- (d) Fees associated with activities such as reviewing, critiquing, or preparing support materials for textbooks or instructional materials; and,
- (e) Training in the use of course materials and learning technologies.

*Authority: BOG Regulations 1.001 and 8.003. History: New 8-24-09. Amended 8-27-15,*

\_\_\_\_\_-16.

**ITEM: FF-6**

**University of Central Florida  
Board of Trustees**

**SUBJECT:** Revision to UCF-7.130 Administration and Finance; Purchasing

**DATE:** May 31, 2016

---

**PROPOSED BOARD ACTION**

Approve the attached amendments to existing university regulation UCF-7.130 Administration and Finance; Purchasing.

**BACKGROUND INFORMATION**

Florida Board of Governors Regulation 1.001 provides that “Each Board of Trustees is authorized to promulgate University Regulations in accordance with the Regulation Development Procedure adopted by the Board of Governors.”

Regulation UCF-7.130 is being amended to add language in (6)(a) to ensure that any procurement actions occur before the contract is signed. This is to reduce university risk.

---

**Supporting documentation:** Attachment A: University Regulation UCF-7.130

**Prepared by:** Youndy C. Cook, Deputy General Counsel

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

Attachment A

**UCF-7.130 Administration and Finance; Purchasing.**

(1) The University Board of Trustees (BOT) has authority to establish a system of coordinated procurement policies, procedures, and practices to be used in acquiring commodities and contractual services required by the University. The University Purchasing Department has the duty to:

- (a) Develop purchasing procedures.
- (b) Canvass sources of supply and contracting for the purchase or lease of all commodities and contractual services for the University, in any manner, including purchase by installment- or lease-purchase contracts. Installment- or lease-purchase contracts may provide for the payment of interest on unpaid portions of the purchase price.
- (c) Recommend or advise the suspension or debarment of a contractor, in accordance with University Regulation UCF-7.124, from doing business with the University for demonstrated cause, including previous unsatisfactory performance.
- (d) Plan and coordinate purchases in volume and negotiate and execute agreements and contracts for commodities and contractual services under which the University may make purchases.
- (e) Develop an Annual Certification List to serve as a waiver of the competitive solicitation requirement for commodities/services that are frequently purchased and are available from a single source.
- (f) Evaluate and approve contracts let by the Federal Government, other states, political subdivisions, or any independent college or university or purchasing cooperative or consortium for the procurement of commodities and contractual services, when it is determined to be cost-effective and in the best interest of the University to make purchases under contracts let by such other entities.
- (g) Elect as an alternative to any provision in Board of Governor's (BOG) Regulation 18.002 to proceed with a bid solicitation or contract award process when it is set forth, in writing, that the particular facts and circumstances which demonstrate that the delay due to staying the solicitation or contract award process would be detrimental to the interests of the University. After the award of a contract resulting from a competitive solicitation in which a timely protest was received

and in which the University did not prevail, the contract may be canceled and re-awarded to the prevailing party.

- (h) Award contracts for commodities and contractual services to multiple suppliers, if it is determined to be in the best interest of the University. Such awards may be on a university, regional or multiple state university-wide basis and the contracts may be for multiple years.
- (i) Reject or cancel any or all competitive solicitations when determined to be in the best interest of the Institution.
- (j) Inspect the part of the plant or place of business to determine the capability of contract performance of a contractor or any subcontractor which is related to the performance of any contract awarded or to be awarded by the University, when specified in the agreement.

(2) Competitive Solicitations Required.

- (a) All contracts for the purchase of commodities or contractual services exceeding \$75,000 shall be awarded pursuant to a competitive solicitation, unless otherwise authorized herein.
- (b) When only one response is received to a competitive solicitation for commodities or contractual services exceeding \$75,000 the University shall review the solicitation responses to determine if a second call for a competitive solicitation is in the best interest of the University. If it is determined that a second call would not serve a useful purpose, the University shall proceed with the acquisition or cancel the acquisition.
- (c) When multiple responses that are equal in all respects are received to a competitive solicitation, the University will give preference to responses that include commodities manufactured in the state, Florida businesses, or foreign manufacturers located in the state to determine the contract award, or, if these conditions do not exist, will use toss of the coin.
- (d) The purchase of commodities and contractual services shall not be divided to avoid the requirement of competitive solicitation.
- (e) The Purchasing Department, in issuing an Invitation to Bid, Request for Proposal or Invitation to Negotiate, shall provide notice of a decision or intended decision

concerning a solicitation, or contract award by electronic posting for 72 hours, which is interpreted as three business days. (Business days do not include Saturdays, Sundays, State or University holidays, or any other days when the University is otherwise closed for business.) This notice shall contain the following statement: "Failure to file a protest in accordance with BOG regulation 18.002, or failure to post the bond or other security as required in BOG regulation 18.003, shall constitute a waiver of protest proceedings."

- (f) Advertisement. Invitations to Bid, Requests for Proposals, and Invitations to Negotiate for commodities expected to be in excess of \$150,000 and for contractual services expected to be in excess of \$75,000 shall be advertised in the Florida Administrative Weekly or the State of Florida's VBS System. The Director of Purchasing shall have the authority to waive this advertisement requirement when the number of potential bidders or proposers is limited and can otherwise be solicited, when the availability of funding so requires, or where delivery is urgent.
- (g) Bids and proposals shall remain sealed (with the exception of typical information revealed at the Bid/Proposal opening for the tabulation sheet) until notice of final contract award is given or in accordance with Florida Statute as appropriate.
- (h) In the case of extension errors, the unit price will prevail.
- (i) Withdrawal. A vendor may withdraw his or her bid or proposal in writing if done within seventy-two (72) hours of the bid or proposal opening, if the bid or proposal is clearly erroneous and it is withdrawn prior to final award or the purchase order being issued.
- (j) Bid/Proposal Evaluations – Bids/Proposals shall be evaluated based on the requirements set forth in the Invitation to Bid/ Request for Proposal, which may include criteria to determine acceptability such as inspection, testing quality, workmanship; delivery and suitability for a particular purpose. Those criteria that will affect the bid/proposal price and be considered in evaluation for award shall be objectively measured, such as all or none, discounts, transportation costs and total or life cycle costs. The Invitation to Bid or Request for Proposal shall set



forth the criteria to be used. No criteria may be used in bid/proposal evaluation that is not set forth in the Invitation to Bid or Request for Proposal.

(3) Purchase of Commodities or Contractual Services.

- (a) Purchase of Products with Recycled Content. The University encourages the purchase and use of products and materials with recycled content and post consumer recovered material.
- (b) Purchase of Private Attorney Services. Written approval from the Attorney General is not required for private attorney services acquired by the University.
- (c) Purchase of Insurance. The University has the authority to purchase insurance as deemed necessary and appropriate for the operation and educational mission of the University. Examples of insurance coverage that may be acquired by the University include (but are not limited to) insurance coverage for:
  - 1. Physical damage on vehicles and boats;
  - 2. Inland marine on property owned, leased, or loaned to or by the University;
  - 3. Building and property damage;
  - 4. Equipment losses due to theft;
  - 5. Loss of rental income;
  - 6. Excess general liability coverage;
  - 7. Professional liability;
- (d) Purchase of Printing. Printing shall be purchased in accordance with the requirements of these rules. The University may refer to the requirements of Chapter 283, F.S., and rules promulgated thereto for guidance with respect to the purchase of printing services.
- (e) Purchases from Small, Minority and Woman-Owned Business Enterprises (SMWBE). The University is an equal opportunity institution and encourages procurement contracting with SWMBE.
- (f) Purchases from Contractors Convicted of Public Entity Crimes. The University shall not accept a competitive solicitation from, or purchase commodities or contractual services from, a person or affiliate who has been convicted of a public entity crime and has been placed on the State of Florida's convicted vendor list

for a period of 36 months from the date of being added to the convicted vendor list.

- (g) Preferences for Florida-Based Vendors when Purchasing Personal Property: For purchases of tangible personal property, the Florida Legislature enacted economic development laws establishing certain conditions and circumstances which, when applicable, require the granting of price preferences to businesses whose principal place of business is the State of Florida. Pursuant to §287.084 Florida Statute, award recommendations shall make appropriate adjustments to Resident Vendor pricing when considering solicitations from Bidders having a principal place of business outside the State of Florida. Refer to Florida Statute 287.084 and BOG Regulation 18.001 for additional information regarding applicability and implementation of this section.
- (h) Purchasing actions that are not subject to the competitive solicitation process include but are not limited to:
  - 1. Emergency Purchases. When the President or his or her designee determines, in writing, that a condition exists that threatens the health or safety of person(s) or animal(s) or the preservation or protection of property or the continuance of a vital University function, the University may proceed with an emergency purchase without a competitive solicitation. The emergency purchase shall be limited to the purchase of only the type of items and quantities or for a time period sufficient to meet the immediate threat and shall not be used to meet long-term requirements.
  - 2. Sole Source Purchases. Commodities or contractual services available from a single source shall be exempted from the competitive solicitation process. Sole Source document shall be publicly posted by the Purchasing Department for three working days. Working days do not include Saturdays, Sundays, or State or University Holidays.
  - 3. Purchases from competitively bid Contracts and Negotiated Annual Price Agreements established by the State, other governmental entities, other public or private educational institutions, and any purchasing cooperative or consortium are not subject to competitive solicitation.

4. Construction Direct Purchase Program. Commodities to be incorporated into any public work (as that term is defined in Rule 12A-1.094, F.A.C.) which are procured by the University in accordance with the requirements of the University's direct purchase program are not subject to any further competitive solicitation.
- (i) Commodities and contractual services that are not subject to the competitive solicitation process include:
1. Artistic services;
  2. Academic reviews;
  3. Lectures;
  4. Accountant services, including auditor services;
  5. Legal services, including attorney, paralegal, expert witness, appraisal, lobbyist, arbitrator or mediator services;
  6. Health services, including related equipment and supplies, involving examination, diagnosis, treatment, prevention, consultation or administration of physical or mental conditions or the provision of developmental or vocational rehabilitation;
  7. Medicaid services delivered to an eligible Medicaid recipient by a health care provider who has not previously applied for and received a Medicaid provider number from the Department of Children and Family Services. This exception will be valid for a period not to exceed 90 days after the date of delivery to the Medicaid recipient and shall not be renewed;
  8. Training and education services;
  9. Advertising;
  10. Services or commodities provided by governmental agencies, another university in the State of Florida or other independent colleges and universities;
  11. Programs or continuing education events that are offered to the general public for which fees have been collected to pay all expenses associated with the program or event;

12. Purchases from firms or individuals that are prescribed by state or federal law or specified by a granting agency;
  13. Regulated utilities and government franchised services;
  14. Regulated public communications, except long distance telecommunication services or facilities;
  15. Extension of an existing contract;
  16. Renewal of an existing contract if the terms of the contract specify renewal option(s);
  17. Purchases from the Annual Certification List developed by the University;
  18. Purchases for resale;
  19. Contracts or services provided by not-for-profit support and affiliate organizations of the University, direct support organizations, health support organizations and faculty practice plans;
  20. Implementation/programming/training services available from the owner of copyrighted software or its contracted vendor;
  21. Purchases of materials, supplies, equipment, or services for instructional or sponsored research purposes when a director of sponsored research or designee certifies that, in a particular instance, it is necessary for the efficient or expeditious prosecution of a research project in accordance with sponsored research procedures or to attain the instructional objective. Sponsored research documents shall be publicly posted by the Purchasing Department for three business days.
  22. Purchases for the Florida High Tech Corridor initiative; and
  23. The acquisition of commodities or contractual services that are specifically provided for in an existing contract, grant, subcontract, letter of agreement, etc.
- (j) Participants in Contract Awards Not Subject to Competitive Solicitations.
1. No person or firm who receives a contract to perform a feasibility study for potential implementation of a subsequent contract, participates in the drafting of a competitive solicitation or specifications, or designs or

develops a program for future implementation shall be eligible to contract with the University dealing with the specific subject matter.

2. The individuals taking part in the development or selection of criteria for evaluation, the evaluation process and the contract award in any purchase shall be independent of, and have no conflict of interest in, the entities evaluated and selected and may be required to so attest in writing.

(4) Bonds.

- (a) Solicitation Security. A certified, cashier's or treasurer's check, bank draft or bid bond may be required as a condition for participating in a competitive solicitation where the University is reasonably uncertain about the contractor's ability to perform, and the expected value of the contract is in excess of \$100,000.
- (b) Payment and Performance Bonds for Commodities and Services Contracts. The Purchasing Director is authorized to require any contractor contracting with the University to provide services or commodities (including installation) to furnish a payment and performance bond, with good and sufficient securities, to the University prior to the issuance of the contract when the total contract amount is greater than \$100,000 and the University is uncertain about the contractor's ability to perform.
- (c) A bond or security required pursuant to paragraphs (a) or (b) above must be in an amount equal to 100% of the response submitted to the competitive solicitation.
- (d) Solicitation Protest Bond. Any contractor that files a formal protest pursuant to the protest procedures of BOG Regulation 18.002 and this regulation protesting a decision or intended decision pertaining to a solicitation, shall at the time of filing of the formal protest, post with the University a bond payable to the University in an amount equal to: 10% of the estimated value of the protestor's bid or proposal; 10% of the estimated expenditure during the contract term; \$10,000; or whichever is less. The bond shall be conditioned upon the payment of all costs which may be adjudged against the contractor filing the protest action. In lieu of a bond, the University may accept a cashier's check or money order in the amount of the bond.

(5) Notice and Protest Procedures for Protests Related to a University's Contract Procurement Process

- (a) The procedures set forth in BOG Regulation 18.002 shall apply exclusively to any protest that arises from any university contract procurement processes for the purchase of goods, services, leases and for construction-related competitive solicitations.
- (b) Any qualified offeror who is adversely affected by the university's decision may file a written notice of intent to protest within 72 hours after university posting of award or intent to award notice. The protesting firm must reduce its complaint to a written petition and file it with the department that issued the solicitation within ten (10) calendar days from registration of the original complaint. Failure to timely file a protest or failure to timely deliver the required bond or other security in accordance with the Board of Governors' (BOG) Regulations 18.002 and 18.003 shall constitute a waiver of protest proceedings. Additional information on protest procedures can be viewed in the above referenced BOG Regulations.

(6) Contracts.

- (a) ~~Contracts-Acquisitions~~ for the purchase of commodities or contractual services or licenses shall consist of ~~a purchase orders, except for purchases using a pCard, or prior verbal approval from the Purchasing Department, to obligate the necessary funds or bilateral agreement signed by the President of the University or designee~~ prior to the contractor being provided a notice to proceed or said contractor rendering the goods or services-being rendered by the contractor. All necessary procurement actions (i.e. competition, competition exemptions, approvals, etc.) must take place prior to signing a contract that will obligate university funds.
- (b) Any contract for the purchase of services or tangible personal property for a period in excess of one fiscal year shall include the following or an equivalent statement: "The State of Florida's and University's performance and obligation to pay under this contract is contingent upon an annual appropriation by the Legislature."
- (c) Extension of a contract shall be for a period not to exceed 12 months, shall be in writing, shall be signed by both parties, and shall be subject to the same terms and

conditions set forth in the initial contract. There shall be only one extension of a contract.

- (d) A contract may contain provisions for renewal. If the commodity or contractual service is purchased as a result of a competitive solicitation, the cost of any contemplated renewal must be included in the competitive solicitation. All contract renewals are subject to sufficient annual appropriations.
- (e) When any commodity contract requires deferred payments and the payment of interest, such contract may be submitted to the State of Florida Comptroller for the purpose of pre-audit review and approval prior to acceptance by the University. The President shall have the authority to enter into deferred payment agreements utilizing the State of Florida Comptroller's Consolidated Equipment Financing Program. No agreement shall establish a debt of the state or shall be a pledge of the faith and credit of the state; nor shall any agreement be a liability or obligation of the state except from appropriated funds.
- (f) In order to promote cost-effective procurement of commodities and contractual services, the University may enter into contracts that limit the liability of a vendor consistent with Section 672.719, F.S.
- (g) The total value of the contract is, for purposes of this regulation and university procedures, the purchase price for the initial term plus all renewal costs.
- (h) If a contractor does not furnish proof of payment to subcontractors, suppliers, or laborers within 60 days after the project is certified to be finally complete by the University, the University will pay any retainage, on a pro-rata basis, directly to the subcontractors, suppliers or laborers. In order to obtain payment, subcontractors, suppliers, or laborers who have not been paid after the 60 days have passed have an additional 30 days to submit documentation satisfactory to the University showing that they have performed work on the project, the amount due, and certifying that they have not been paid. If a contractor does not complete a project, the University will use any retainage to complete the work and then pay any balance of the retainage, on a pro-rata basis, to subcontractors, suppliers, or laborers who provide the above required documentation within 30 days after the completion of the project.

(7) Standard of Conduct. It shall be a breach of ethical standards: (a) for any employee of the University to accept, solicit, or agree to accept a gratuity of any kind, form or type in connection with any contract for commodities or services; (b) for any potential contractor to offer an employee of the University a gratuity of any kind, form or type to influence the development of a contract or potential contract for commodities or services; or (c) for any University or University direct support organization employee participating on a procurement selection committee to solicit donations from responding vendors during the selection process, except for donations or benefits expressly stated in the procurement document.

(8) Purchase of Motor Vehicles.

- (a) The term “motor vehicle” includes any automobile, truck, watercraft or other vehicle designed primarily for transporting persons, and construction vehicles or farm equipment.
- (b) The University has authority to:
  - 1. Establish standard classes of motor vehicles to be leased, purchased or used by University personnel;
  - 2. Obtain the most cost effective and efficient motor vehicles for state purposes;
  - 3. Establish and operate facilities for the acquisition, disposal, operation, maintenance, repair, storage, control and regulation of University-owned motor vehicles. Acquisition may be by purchase, lease, installment-purchase, loan or by any other legal means and may include a trade-in. All motor vehicles purchased or leased shall be of a class that will safely transport University personnel and adequately meet the minimum requirements of the University.
  - 4. Contract for specialized maintenance services.
- (c) Motor vehicles owned, leased or operated by the University shall be available for official University business only.

(9) Public Records.

- (a) Agreements may be canceled unilaterally by the University for refusal by the vendor/contractor to allow public access to all papers, documents, letters or other



material subject to the provisions of Chapter 119, Florida Statutes, and made or received by the vendor/contractor in conjunction with the Agreement.

- (b) The University is subject to the Florida Public Records laws.
- (c) Contract for Services. To the extent that Payee meets the definition of “contractor” under Section 119.0701, Florida Statutes, in addition to other contract requirements provided by law, Payee must comply with public records laws, including the requirements of Section 119.0701, Florida Statutes.

(10) Vendors Excluded from Competition. In order to ensure objective contractor performance and eliminate unfair competitive advantage, contractors that develop or draft specifications, requirements, statements of work, Invitations to Bid, Request for Proposals and/or Invitations to Negotiate shall be excluded from competing for such procurements.

*Authority: BOG Regulations 1.001, 18.001, 18.002 and 18.003. History—New 4-23-03, Amended 4-17-06, 8-6-07, 10-19-07, Formerly 6C7-7.130, Amended 7-6-09, 8-8-14, 10-29-15, \_\_\_\_-16..*

**ITEM: FF-7**

**University of Central Florida  
Board of Trustees**

**SUBJECT:** Revision to UCF-7.203 Real Property Leasing

**DATE:** May 31, 2016

---

**PROPOSED BOARD ACTION**

Approve the attached amendments to existing university regulation UCF-7.203 Real Property Leasing.

**BACKGROUND INFORMATION**

Florida Board of Governors Regulation 1.001 provides that “Each Board of Trustees is authorized to promulgate University Regulations in accordance with the Regulation Development Procedure adopted by the Board of Governors.”

The paragraph in regulation UCF-7.203, which addresses approval of lease agreements is being amended to add language clarifying that the purchasing director may give administrative approval for leases up to \$100,000. Unchanged are the requirements that all leases above the \$100,000 level require the administrative approval of the university president or the vice president of Administration and Finance, and all leases in excess of \$1,000,000 require the approval of the Board of Trustees.

---

**Supporting documentation:** Attachment A: University Regulation UCF-7.203

**Prepared by:** Youndy C. Cook, Deputy General Counsel

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

Attachment A

**UCF-7.203 Real Property Leasing.**

- (1) The University of Central Florida may lease real property for the use and benefit of approved programs of the University, according to this and other related regulations.
- (2) Exceptions. These regulations shall not apply to leases for less than 21 consecutive days.
- (3) Lease. A lease is an agreement containing the terms and conditions establishing the relationship of landlord and tenant for real property, including land and any improvement thereon. A lease agreement must be in writing and executed by an authorized university official.
- (4) Approval of Leases. Before leasing a building or any part thereof and occupying such space, a lease agreement shall be approved by the University's attorney and the President or Vice President for Administration and Finance or for leases up to \$100,000, by the Purchasing Director. ~~the President's designee~~. All lease agreements in excess of \$1,000,000 shall be approved also by the Board of Trustees or designee.
- (5) Nothing contained in these regulations shall be interpreted as circumventing any applicable statutory or regulatory requirements for life safety, construction, or disabled access
- (6) Standard Lease Agreement Terms. The University has certain standard lease agreement terms that it requires where the university leases space from a third party and where the university is the landlord. All lease agreements must have the prior approval of the Office of the General Counsel or shall be considered null and void.
- (7) Escalation Clauses Prohibited. A lease shall not contain a rental escalation clause or an open rental rate that permits an adjustment in the amount paid by the University based on the happening of a future event, such as a change in the Consumer Price Index. Any such clause in a lease shall be null and void and unenforceable. The final cost to the University for the complete term of a

lease, including the projected costs for all renewal periods, must be clearly set forth in the lease or calculable based on the terms of the lease.

(8) Right-to-Terminate Clause Required. A right-to-terminate clause shall be a part of any lease for a term exceeding one fiscal year and may not be omitted from any University lease. To comply with this provision, each lease for a term exceeding one fiscal year shall contain the following clause; “The State of Florida’s performance and obligation to pay under this lease is contingent upon an annual appropriation by the legislature.”

(9) Renewal of Leases. Any lease may contain an option to renew. Any such renewal shall be made according to the terms and conditions of the lease.

(10) Code Compliance in Leased Space.

- (a) Any privately owned building or any part thereof to be leased to the University shall comply with those portions of Chapters 553 and 633, F.S., applicable to University buildings, including but not limited to fire safety, life safety and disabled access standards.
- (b) Before construction or renovation of any state-leased building is commenced, the University shall ascertain that the proposed construction or renovation plan complies with those applicable portions of Chapters 553 and 633, F.S.
- (c) The cost of all modifications or renovations made for the purpose of bringing lease property into compliance with applicable fire safety, life safety, and disabled access standards shall be borne by the lessor unless otherwise agreed in writing by the University.

(11) Space Measurement. The measurement of leased space shall be based on the method of measurement used by the State University System for gross square feet as described in BOG Regulation 17.001.

*Authority: BOG Regulations 1.001 and 17.001. History—Renumbered and Amended 8-4-82, 3-16-03; Renumbered and Amended 8-31-09; Amended \_\_\_\_\_-16.*

**ITEM: NG-1**

**University of Central Florida  
Board of Trustees**

**SUBJECT:** Sixth Amended and Restated Bylaws of the University of Central Florida  
Board of Trustees

**DATE:** May 31, 2016

---

**PROPOSED BOARD ACTION**

Approve the Sixth Amended and Restated Bylaws.

**BACKGROUND INFORMATION**

House Bill 7029 amended section 1001.71 of the Florida Statutes to create additional requirements regarding board membership and the conduct of board meetings. The Sixth Amended and Restated Bylaws amend the current bylaws to make them compliant with these additional requirements.

---

**Supporting documentation:** Attachment A: Sixth Amended and Restated Bylaws

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

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

Attachment A

# University of Central Florida Board of Trustees

## ~~Fifth~~ Sixth Amended and Restated Bylaws

May 31, 2016  
~~September 26, 2013~~

## Table of Contents

<b>Article I</b>	<b>Statement of Purpose</b>
<b>Article II</b>	<b>The Board</b>
2.1	Corporate Name
2.2	Composition
2.3	Powers and Duties of the Board
2.4	Corporate Seal
<b>Article III</b>	<b>The Trustees</b>
3.1	Term of Office
3.2	Vacancies
3.3	Compensation
<b>Article IV</b>	<b>Officers of the Board</b>
4.1	Officers
4.2	Selection
4.3	Chair
4.4	Vice Chair
4.5	Corporate Secretary
4.6	Associate Corporate Secretary
<b>Article V</b>	<b>President</b>
5.1	Duties of the President
<b>Article VI</b>	<b>Committees</b>
6.1	Committees
6.2	Standing Committees
6.3	Executive Committee
6.4	Ad-hoc Committees
6.5	Direct Support Organizations
<b>Article VII</b>	<b>Meetings</b>
7.1	Regular Meetings
7.2	Special Meetings
7.3	Emergency Meetings
7.4	Agenda
7.5	Consent Agenda
7.6	Appearance before Board
7.7	Quorum
7.8	Rules of Procedure
<b>Article VIII</b>	<b>Miscellaneous</b>
8.1	Conflict of Interest Policy
8.2	Indemnification
8.3	Limitation of Liability
8.4	Amendments
8.5	Suspension of Bylaws
8.6	Proxies



## **ARTICLE I**

### **STATEMENT OF PURPOSE**

The University of Central Florida Board of Trustees is vested by law with all the powers and authority to administer the University of Central Florida in accordance with Article IX, Section 7 of the Florida Constitution, the laws of the State of Florida and with rules and policies of the Florida Board of Governors. In order to more effectively discharge its responsibilities and duties in connection therewith, the University of Central Florida Board of Trustees hereby adopts these bylaws.

## **ARTICLE II**

### **THE BOARD**

Section 2.1 CORPORATE NAME – The Board of Trustees is a public body corporate called the *University of Central Florida Board of Trustees*, with all the powers of a body corporate under the laws of the State of Florida. The Board of Trustees shall be hereinafter referred to as the *Board*.

Section 2.2 COMPOSITION – The Board is composed of thirteen (13) trustees, six (6) citizen members appointed by the governor, and five (5) citizen members appointed by the Board of Governors, subject to confirmation by the Senate. The president of the Student Body and chair of the Faculty Senate shall also serve as voting trustees during their terms of office.

Section 2.3 POWERS AND DUTIES OF THE BOARD – The Board shall serve as the governing body of the University of Central Florida. It shall select the president of the University of Central Florida for ratification by the Board of Governors and shall hold the president responsible for the university's operation and management, performance, fiscal accountability, and compliance with federal and state laws and rules of the Board of Governors. The Board shall have the authority to carry out all lawful functions permitted by the bylaws, its operating procedures, by rules and policies of the Board of Governors, or by law.

The Board may adopt rules and policies consistent with the university mission, with law, and with the rules and policies of the Board of Governors, in order to effectively fulfill its obligations under the law.

Section 2.4 CORPORATE SEAL – The corporate seal shall be used only in connection with the transaction of business of the Board and of the university. The secretary may affix the seal on any document signed on behalf of the corporation. Permission may be granted by the secretary for the use of the seal in the decoration of any university building or in other special circumstances. The corporate seal of the Board shall be consistent with the following form and design:

## **ARTICLE III**

## THE TRUSTEES

Section 3.1 TERM OF OFFICE – Trustees shall serve for staggered 5-year terms, as provided by law.

Section 3.2 VACANCIES – Vacancies shall be filled by appointing authority subject to confirmation by the Senate of the State of Florida.

Section 3.3 COMPENSATION – Trustees shall receive no compensation but may be reimbursed upon request for travel and per diem expenses.

## ARTICLE IV

### OFFICERS OF THE BOARD

Section 4.1 OFFICERS – The officers of the Board shall be the Chair, Vice Chair, Corporate Secretary, and the Associate Corporate Secretary. The Chair and Vice Chair shall be trustees, but no other Board officers shall be members of the Board.

Section 4.2 SELECTION – The Board shall elect its chair and vice chair from the appointed members at its first regular meeting after July 1 upon recommendation of the Nominating Committee. The chair shall serve for two years and may be reelected for one additional consecutive term. For each additional consecutive term beyond two terms, the Board, by a two-thirds vote, may elect the chair for additional consecutive two year terms.

Section 4.3 CHAIR – The duties of the chair shall include presiding at all meetings of the Board, calling special meetings of the Board, appointing committee chairs, determining the composition of all Board committees, attesting to actions of the Board, serving as spokesperson for the Board, and fulfilling other duties as assigned by the Board. The Chair shall notify the Governor or the Board of Governors, as applicable, in writing, whenever a board member has three consecutive unexcused absences from regular board meetings in any fiscal year, which may be grounds for removal by the Governor or Board of Governors, as applicable. The chair shall perform such duties in consultation with the university president.

Section 4.4 VICE CHAIR – The duty of the vice chair is to act as chair during the absence or disability of the chair. While the vice chair shall be the presumptive successor to the chair when a vacancy occurs, the chair shall be selected by the full board upon nomination of the Nominating Committee.

Section 4.5 CORPORATE SECRETARY – The university president shall serve as corporate secretary of the Board, and in the capacity of secretary, shall be responsible for giving notice of all meetings of the Board and its committees, setting the agenda and compiling the supporting documents for meetings of the Board in consultation with the chair, recording and maintaining ~~the detailed~~ minutes of any Board meeting, including a record of all votes cast, ~~and history of attendance of each trustee, in accordance with section 286.011(2), Florida Statutes,~~ executing or attesting to all documents that have been executed by the Board, and shall be custodian of the corporate seal. Minutes of each meeting shall be prominently posted on the university's website

within two weeks after the meeting. All meetings will be held in accordance with section 286.011(2), Florida Statutes

Section 4.6 ASSOCIATE CORPORATE SECRETARY – The secretary may designate an individual to serve as associate corporate secretary to the Board. This individual shall perform all duties delegated by the secretary and shall provide for review by the General Counsel documents to be presented to the board and committees.

## **ARTICLE V**

### **PRESIDENT**

Section 5.1 DUTIES OF THE PRESIDENT – The university president shall serve as the chief executive officer of the university. The university president shall be responsible for the operation of the university, including efficient and effective budget and program administration, leading the university to accomplish its educational missions and goals, monitoring educational and financial performance, consulting with the Board in a timely manner on matters appropriate to its policy-making and fiduciary functions, appointing staff liaisons for each board committee, and serving as the university’s key spokesperson. The president shall have the authority to execute all documents on behalf of the university and the Board consistent with law, applicable Board of Governors’ and Board of Trustees’ rules and policies, and the best interests of the university.

## **ARTICLE VI**

### **COMMITTEES**

Section 6.1 COMMITTEES – The Board shall establish standing and ad-hoc committees as it deems appropriate to discharge its responsibilities. The Board chair shall appoint members of committees, their chairs and vice chairs based upon their expertise in matters relating to that committee, and shall appoint a trustee representative to the board of directors of each direct support organization. The chair shall be an ex-officio member of each committee. Each committee shall consist of no fewer than three members. Members of committees shall hold office until the appointment of their successors. Any vacancies on the standing committees shall be filled by appointment of the Board chair. Unless specifically delegated or as otherwise provided in these bylaws, authority to act on all matters is reserved to the Board and the duty of each committee shall be to consider and to make recommendations to the Board upon matters referred to it. Each committee shall have a written statement of purpose and primary responsibilities, or charter, as approved by the Board. The chairs of all committees shall perform their duties and shall have the responsibility and authority to place matters on the Board’s agenda, with approval of the Board chair.

Section 6.2 STANDING COMMITTEES – The following committees shall be standing committees of the Board until dissolved by the Board:

Advancement Committee  
Audit, Operations Review, Compliance, and Ethics Committee  
Educational Programs Committee  
Finance and Facilities Committee

Nominating and Governance Committee  
Strategic Planning Committee

Section 6.3 EXECUTIVE COMMITTEES – The Executive Committee shall be comprised of the Board Chair and committee chairs. The Executive Committee shall be empowered to act on matters that, in the opinion of the board chair, must be timely approved between regularly scheduled Board meetings. Actions taken by the Executive Committee shall be reported to the Board at the next Board meeting.

Section 6.4 AD-HOC COMMITTEES – Ad-hoc committees shall be appointed by the Board chair upon authority of the Board with such powers and duties and period of service as the Board chair may determine, provided that no ad-hoc committee shall be created to act upon any matter appropriate to be acted upon by a standing committee. The chairs of any ad-hoc committees shall be appointed by the Board chair and shall perform their duties in consultation with the university president. The chair of the Board shall serve as an ex-officio member of each ad hoc committee.

Section 6.5 DIRECT SUPPORT ORGANIZATIONS – Each Direct Support Organization of the university shall provide regular reports to a standing committee as assigned by the Board chair.

Section 6.6 QUORUM – A majority of the regular (not ex-officio) committee members shall constitute a quorum for all committee meetings. A quorum having been established, no business shall be transacted without a majority vote of all committee members present.

## **ARTICLE VII**

### **MEETINGS**

All meetings of the Board and its committees shall be open to the public at all times, and no resolution, rule, or formal action shall be considered binding except as taken or made at such meeting in accordance with section 286.011, Florida Statutes, unless the matter being discussed falls within the provisions of law allowing closed sessions.

Section 7.1 REGULAR MEETINGS – There shall be not less than five (5) regular meetings a year as the Board may determine. These meetings shall be held on such dates and at such times as the Board may determine. The time and date of a regular meeting may be changed by an affirmative vote of a quorum of the Board. At the discretion of the chair, meetings may be held by teleconference.

Section 7.2 SPECIAL MEETINGS – Special meetings of the Board may be held at the call of the Board chair, the secretary, or upon request of seven (7) trustees. The secretary shall send written notice of such special meeting to all trustees, along with a statement of the purpose of the meeting, at least 48 hours in advance. No matter may be considered at any special meeting that was not included in the call of that meeting except by an affirmative vote of not less than two-thirds (2/3) of the trustees at the meeting. At the discretion of the chair, special meetings of the Board may be held by teleconference.

Section 7.3 EMERGENCY MEETINGS – An emergency meeting of the Board may be called by the chair upon no less than twenty-four (24) hours' notice whenever an issue requires immediate

Board action. No other business will be transacted at the meeting unless additional emergency matters are agreed to by a majority of those Board members present.

Section 7.4 AGENDA – The President, in consultation with the chair, shall set the agenda for the meetings with the review of the General Counsel. Recommendations to the Board included in the agenda are presented by the chair or committee chair designated by the chair, and include all matters of business or concern to the Board that have not been specifically delegated to the chair or the university president. The chair will provide a copy of the agenda to each member of the Board at least fourteen (14) days prior to the meeting. If additional items or supporting documentation become available, a supplemental agenda will be provided. The Board may also consider agenda items not included in the published agenda.

Section 7.5 CONSENT AGENDA – The Board chair may approve items to be placed on a consent agenda that may be approved by the Board without discussion. Committee items not recommended by the unanimous vote of the committee may not be placed on the consent agenda. Items may be removed from the consent agenda by any trustee, preferably at least two days prior to the Board meeting.

Section 7.6 APPEARANCE BEFORE THE BOARD – Individuals, groups or factions who wish to appear before the Board to discuss a subject pending before the Board shall complete a public comment form specifying the matter upon which they desire to be heard. Public comment forms will be available at each meeting and must be submitted prior to commencement of the meeting. For meetings held telephonically, public comment forms can be obtained from the Board web site and emailed to the Assistant Secretary of the Board prior to the meeting. Organizations, groups, or factions wishing to address the Board shall designate a single representative to speak on its behalf to ensure an orderly presentation to the Board. The Board will reserve no more than fifteen minutes for public comments. Each speaker shall be allotted three minutes to present information unless modified by the Board chair.

Section 7.7 QUORUM – A quorum for the conduct of business by the full Board shall consist of seven (7) trustees. A quorum having been established, no business shall be transacted without a majority vote of all trustees present except as otherwise provided in these bylaws.

Section 7.8 RULES OF PROCEDURE – Except as modified by specific rules and policies enacted by the Board, *Robert's Rules of Order Newly Revised* shall constitute the rules of parliamentary procedure applicable to all meetings of the Board and its committees.

## ARTICLE VIII

### MISCELLANEOUS

Section 8.1 CONFLICT OF INTEREST POLICY – Trustees stand in a fiduciary relationship to the university. Therefore, Trustees shall act in good faith, with due regard to the interests of the university, and shall comply with the fiduciary principles and law set forth in the Code of Ethics for Public Officers and Employees, Section 112.311-112.326, Florida Statutes. The Board shall adopt a written conflict of interest policy, to be included in the Board operating procedures or other policies, which shall be reviewed periodically and revised as necessary.

Section 8.2 INDEMNIFICATION – Whenever any civil or criminal action has been brought against a trustee for any act or omission arising out of and in the course of the performance of his or her duties and responsibilities, the Board may defray all costs of defending such action, including reasonable attorney’s fees and expenses together with costs of appeal, and may save harmless and protect such person from any financial loss resulting from the lawful performance of his or her duties and responsibilities. Claims based on such actions or omissions may, in the discretion of the Board, be settled prior to or after the filing of suit thereon. The Board may arrange for and pay the premium for appropriate insurance to cover all such losses and expenses.

Section 8.3 LIMITATION OF LIABILITY – The Board shall be a corporation primarily acting as an instrumentality or agency of the state pursuant to section 768.28(2), Florida Statutes, for purposes of sovereign immunity.

Section 8.4 AMENDMENTS – These Bylaws may be amended at any regular meeting of the Board by the affirmative vote of not less than two-thirds (2/3) of the members of the Board, provided that notice of any proposed amendment including a draft thereof shall have been filed in writing with the secretary and a copy of the draft has been mailed to each trustee at least ten (10) days prior to the meeting at which the amendment is to be voted upon.

Section 8.5 SUSPENSION OF OPERATING PROCEDURES – Any provision of these bylaws may be suspended in connection with the consideration of a matter before the Board by an affirmative vote of not less than two-thirds (2/3) of the members of the Board.

Section 8.6 PROXIES – The use of proxies for purposes of determining a quorum, for voting, or for any other purposes is prohibited.

**I HEREBY CERTIFY** that the foregoing ~~Fourth-Sixth~~ Amended and Restated Bylaws of the University of Central Florida Board of Trustees were approved by an affirmative vote of not less than two-thirds (2/3) of the members of the Board of Trustees at a regular meeting of the Board held on \_\_\_\_\_.

\_\_\_\_\_  
Secretary

**ITEM: NG-2**

**University of Central Florida  
Board of Trustees**

**SUBJECT:** UCF Academic Health, Inc.

**DATE:** May 31, 2016

---

**PROPOSED BOARD ACTION:**

Certify UCF Academic Health, Inc. as a direct support organization of the University of Central Florida.

Approve the Articles of Incorporation and the Bylaws of UCF Academic Health, Inc. and authorize the President or his designee to undertake such actions as are necessary and desirable to establish the corporation as an operational, not-for-profit corporation.

**BACKGROUND INFORMATION:**

Section 1004.28 of the Florida Statutes allows a university to establish direct support organizations. A direct support organization is a not-for-profit corporation established pursuant to Chapter 617 of the Florida Statutes, organized and operated exclusively to receive, hold, invest, and administer property and to make expenditures to or for the benefit of a state university, and which the the Board of Trustees, after review, has certified to be operating in a manner consistent with the goals of the university and in the best interests of the state.

UCF Academic Health, Inc. is being formed to promote and support medical education, research, and patient care through the planning and development of clinical initiatives and affiliated partnerships that will serve the College's education, research and clinical mission and objectives.

---

**Supporting documentation:** Attachment A: Articles of Incorporation  
Attachment B: Bylaws  
Attachment C: Florida Statute 1004.28  
Attachment D: UCF Regulation 4.034

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

**Submitted by:** Deborah C. German, MD, Vice President for Medical Affairs and  
Dean of the College of Medicine

Attachment A

**ARTICLES OF INCORPORATION  
OF  
UCF ACADEMIC HEALTH, INC.**

**ARTICLE I.  
NAME**

The name of the Corporation is UCF Academic Health, Inc.

**ARTICLE II.  
PRINCIPAL OFFICE**

The principal place of business and mailing address of the Corporation shall be University of Central Florida College of Medicine, 6850 Lake Nona Blvd., 3<sup>rd</sup> Floor, Orlando, FL 32827.

**ARTICLE III.  
PURPOSES AND POWERS**

- A. The Corporation is organized as a Corporation not for profit pursuant to, and shall possess all of the powers enumerated in, Chapter 617, and Section 1004.28, Florida Statutes. The purposes and powers of the corporation include, but are not limited to the following:
1. The Corporation is organized and shall be operated for the promotion and support of medical education, research, and patient care through the planning and development of clinical initiatives and affiliated partnerships that will serve the education, research and clinical mission and objectives of the University of Central Florida College of Medicine. The Corporation is organized and operated to receive, hold, invest, and administer property and to make expenditure to or for the benefit of the University of Central Florida.
  2. The Corporation may hold any property, or any undivided interest therein, without limitation as to amount or value; may dispose of any such property and invest, reinvest or deal with the principal or the income in such manner as, in the judgment of the Corporation's board of directors, will best promote the purposes of the Corporation without limitation, except such limitations, if any, as may be contained in the instrument under which such property is received, these Articles of Incorporation, the Bylaws of the Corporation or any applicable laws or rules.
  3. The Corporation may transact any and all lawful business, subject to the limitations contained herein.
- B. No part of the net earnings of the corporation shall inure to the benefit of any member, director or officer of the Corporation or any other private individual (except that



reasonable compensation may be paid for services rendered to the Corporation and reasonable amounts expended by reason of the Corporation's effecting one or more of the purposes), and no member, director or officer of the Corporation or any other private individual shall be entitled to share in the distribution of any of the corporate assets on dissolution of the Corporation. No substantial part of the activities of the corporation shall be carrying on the propaganda, or otherwise attempting to influence legislation, and the Corporation shall neither participate nor intervene in (including the publication or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.

- C. Notwithstanding any other provision of these Articles of Incorporation, the corporation shall carry on only activities permitted to be carried on by (i) an organization exempt under Section 501(c)(3) of the Internal Revenue Code (the "Code") and pertinent Treasury Regulations as they now exist or as they may be amended or (ii) any organization, contributions to which are deductible under Section 170(c)(2) of the Code pertinent Treasury Regulations as they now exist or as they may be amended.

#### **ARTICLE IV. MEMBERS**

The members of this not-for-profit corporation, if any, shall be qualified and admitted as set forth in the Bylaws of this Corporation.

#### **ARTICLE V. INITIAL REGISTERED OFFICE AND AGENT**

The Street address of the registered office of the Corporation is 4365 Andromeda Loop N., Room 360, Millican Hall, Orlando, FL 32816 and the name of the Corporation's registered agent at the address is W. Scott Cole.

#### **ARTICLE VI. BOARD OF DIRECTORS**

The property, affairs and activities of the Corporation shall be managed by its Board of Directors, who shall be designated or appointed as provided in the Bylaws of the Corporation, and who shall serve without compensation.

#### **ARTICLE VII. TERM OF EXISTENCE**

This Corporation shall have perpetual existence unless it shall be dissolved according to the laws of the State of Florida.

**ARTICLE VIII.  
STOCK AND DIVIDENDS PROHIBITED**

The Corporation shall have no capital stock, pay no dividends, distribute no part of the net income to its members, officers, or directors, and the private property of its members shall not be liable for any obligations of the Corporation.

**ARTICLE IX.  
AMENDMENT**

Amendments to these Articles of Incorporation may be proposed and adopted by a vote of two-thirds (2/3) of all members of the Board of Directors and must be submitted to the University of Central Florida Board of Trustees in accordance with University Regulation UCF 4.034 (3) (d) for approval prior to becoming effective.

**ARTICLE X.  
NAME AND ADDRESS OF INCORPORATOR**

The name and address of the Incorporator is:

<u>Name</u>	<u>Address</u>
W. Scott Cole	4365 Andromeda Loop N. Room 360, Millican Hall Orlando, FL 32816

**ARTICLE XI.  
DISSOLUTION**

Upon dissolution of this corporation or the winding up of its affairs, the assets of the corporation remaining after the payments of the Corporation's lawful debts shall be disbursed to the University of Central Florida Foundation, Inc., if then in existence and qualified under the provisions of Internal Revenue Code ("Code") Section 501(c)(3) or otherwise to one or more organizations which are then qualified under Section 501(c)(3) of the Code or corresponding provisions of any future tax code, for use only by the University of Central Florida College of Medicine. In the event that such organization is not in existence or the University of Central Florida Foundation, Inc. is not exempt under Section 501(c)(3) of the Code, or corresponding provisions of any future tax code, the remaining assets of the corporation shall be distributed, at the discretion of the Board of Directors of the Corporation, for one or more exempt purposes within the meaning of Section 501(c)(3) of the Code, or the corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not so disposed of shall be disposed of by a court of competent jurisdiction of the county in which the principal office of the corporation is then located exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for educational, scientific or

charitable purposes and which qualify as an exempt organization or organizations under Section 501(c)(3) of the Code or the corresponding section of any future tax code.

IN WITNESS WHEREOF, the undersigned incorporator has executed these Articles of Incorporation the \_\_\_\_\_ day of \_\_\_\_\_, 2016.

\_\_\_\_\_  
W. Scott Cole

DRAFT

**CERTIFICATE OF DESIGNATION  
REGISTERED AGENT/REGISTERED OFFICE**

Pursuant to the provisions of Section 617, Florida Statutes, UCF Academic Health, Inc., organized under the laws of the State of Florida, submits the following statement in designating the registered office/registered agent in the State of Florida.

1. The name of the Corporation is UCF Academic Health, Inc.
2. The name and address of the registered agent and office are W. Scott Cole, 4365 Andromeda Loop N., Room 360, Millican Hall, Orlando, FL 32816.

**REGISTERED AGENT'S ACCEPTANCE**

Having been named as registered agent and to accept service of process for the above stated corporation at the place designated in the certificate, W. Scott Cole hereby accepts the appointment as registered agent and agrees to act in this capacity. W. Scott Cole, further agrees to comply with the provisions of all statutes relating to the proper and complete performance of his duties, and is familiar with and accepts the obligations of his position as registered agent.

\_\_\_\_\_  
W. Scott Cole

Date: \_\_\_\_\_

Attachment B

**BYLAWS OF  
UCF ACADEMIC HEALTH, INC.**

**ARTICLE I.  
MEMBERS**

The corporation shall have no members and shall be managed by the Board of Directors.

**ARTICLE II.  
BOARD OF DIRECTORS**

**Section 1. Directors.** The Board of Directors shall consist of:

- (a) The President of the University of Central Florida or designee,
- (b) The Vice President for Medical Affairs of the University of Central Florida,
- (c) The Vice President for Administration and Finance of the University of Central Florida,  
and
- (d) In addition, the chair of the University of Central Florida Board of Trustees or the President of the University of Central Florida may appoint one or more representatives to the Board of Directors.

**Section 2. Term of Office.** *Ex officio* members of the Board of Directors shall serve as directors of the corporation, pursuant to section 1 (a), (b), and (c) for such time as they continue to serve in their positions with the University of Central Florida. Directors designated or appointed pursuant to section 1 (d) shall serve for terms of three (3) years commencing at the annual meeting of the Board of Directors or until their successors shall be duly designated or appointed and qualified; any such designated or appointed director may be appointed to succeed himself/herself.

**Section 3. Powers and Duties.** The property, affairs, activities, and concerns of the corporation shall be vested in the Board of Directors subject to the provisions of section 1004.28, F.S., and UCF Regulation 4.034. All management functions shall be exercised by the Board of Directors subject to delegation by the Board to others. The powers and duties of the Board of Directors shall be as follows:

- (a) To discharge faithfully all the duties imposed upon it by the Articles of Incorporation and by law.
- (b) To meet upon the call of the Chair of the Board or any two (2) members of the Board.
- (c) To select a bank or banks or other depositories for the deposit of the funds and securities of the Corporation; and to cause the Corporation to conduct its financial affairs in conformity with the policies and procedure adopted by the Board.
- (d) To cause an audit of the books and records of this Corporation to be made at least once each fiscal year together with a management letter, including the response from management, conducted by a firm of independent Certified Public Accountants selected by the Chair of the Board, whose engagement letter shall provide that it render an opinion on the financial statements in accordance with generally accepted

accounting principles and to have the results of the audit reported to the Board of Directors.

- (e) To hold and to invest and reinvest any monies it receives and to hold any property, to sell or exchange the same, and to invest and reinvest the proceeds of any sale or other conversion of any such property, for the purpose of earning income, which income, less operating expenses of the corporation, shall be used to further the specific purposes of the corporation.

The corporation shall have the power and authority to borrow money by issuing long or short term notes, bonds, or debentures and to pledge, mortgage, or otherwise encumber its assets within the discretion of the Board of Directors, subject to the policies of the University of Central Florida and its Board of Trustees.

**Section 4. Meetings of the Board.** The Chair of the Board shall preside at meetings of the Board of the Directors. In the absence of the Chair from any meeting, the Treasurer of the Corporation shall preside.

The Board of Directors shall hold an annual meeting in the first quarter of each fiscal year for the receiving of annual reports of officers, directors and committees, and the transaction of other business. Regular meetings of the Board of Directors shall be held at such times as shall be determined by the Board. Written notice of the time and place of the annual meeting and regular meetings shall be provided to each director, by personal delivery, first class mail, or electronic mail, at least three (3) business days before the meeting.

Special meetings of the Board may be called by the Chair or upon the written request of two (2) members of the Board. At least three (3) business days prior written notice of any special meeting shall be provided to all members of the Board by personal delivery, first class mail, or electronic mail.

Notice of a meeting of the Board of Directors may be waived by any director, either before or after the meeting. Attendance of a director at a meeting shall constitute a waiver of notice, except when a director states, at the beginning of the meeting, any objection to the transaction of business because the meeting was not lawfully called or convened. Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the Board of Directors need be specified in the notice or waiver of notice.

Proxies, general or special, shall not be accepted for any purpose in the meeting of the Board of Directors.

**Section 5. Quorum and Voting.** A majority of the Board of Directors shall constitute a quorum for the transaction of business. If a quorum is not present, a lesser number may adjourn the meeting to a date no more than ten (10) days later. The act of a majority of the directors present at a meeting at which a quorum is present shall be the act of the Board of Directors unless a greater number is required by these bylaws or by law.

**Section 6. Vacancies.** Whenever any vacancy occurs in the Board of Directors by death, resignation, or otherwise, it shall be filled without undue delay. Any person appointed or elected to fill a vacancy in the Board of Directors shall hold office for the unexpired term of his or her predecessor in office.

**Section 7. Removal.** The president of the University of Central Florida may remove any director at any time upon written notice, with or without cause.

**Section 8. Participation by Conference Telephone.** Members of the Board of Directors may participate in a meeting of the Board by means of a conference telephone or similar communications equipment provided all persons participating in such meeting are able to communicate with each other. Participation by such means shall constitute presence in person at a meeting.

### **ARTICLE III. CHAIR OF THE BOARD AND OFFICERS OF THE CORPORATION**

**Section 1. Chair of the Board.** The Chair of the Board of Directors shall be the Vice President for Medical Affairs of the University of Central Florida and shall have the following authority:

- (a) The Chair shall preside at the meetings of the Board of Directors. The Chair or designee shall prepare the agenda for all meetings of the Board of Directors.
- (b) The Chair shall sign all certificates, bonds, deeds, mortgages, leases, and contracts of the corporation except as otherwise approved by the Board of Directors.
- (c) The Chair shall perform all duties as the Board shall designate and may delegate certain duties with the Board's approval.
- (d) The Chair shall report directly to the President of the University of Central Florida.
- (e) The Chair shall perform such other duties as are necessarily incident to the office of the chair.

**Section 2. Officers, Election and Term of Office.** The officers of the Corporation shall be:

- (a) a chair, who shall be the Vice President for Medical Affairs of the University of Central Florida;
- (b) a secretary, who shall be the designee of the President of the University of Central Florida;
- (c) a treasurer, who shall be the Vice President for Administration and Finance of the University of Central Florida; and
- (d) such other officers as may be elected in accordance with the provisions of this article.

*Ex officio* officers shall serve as officers of the corporation, pursuant to section 2 (a), (b), and (c) for such time as they continue to serve in their positions with the University of Central Florida. Officers designated or appointed pursuant to section 2 (d) shall serve commencing at the annual meeting of the Board of Directors until their successors shall be duly designated or appointed and qualified; any such designated or appointed officer may be appointed to succeed himself/herself.

The Board of Directors may elect or appoint such other officers, including one or more assistant secretaries, and one or more assistant treasurers, as it shall deem desirable, such officers to have the authority and perform the duties prescribed, from time to time, by the Board of Directors, and such other offices may be held by the same person. A majority of a quorum present shall be necessary to constitute an election. Such officers shall serve at the pleasure of the Board.

**Section 3. Duties of Officers.** The duties and powers of the officers of the corporation shall be as follows:

- (a) Chair. The Chair shall serve as the chief executive officer and shall manage the day to day activities and operations of the Corporation.
- (b) Secretary. The Secretary shall:
  - i. Keep accurate minutes of the proceedings of all meetings of the Board of Directors and maintain a record of the actions of the Board and committees.
  - ii. Keep on record a copy of the Articles of Incorporation and Bylaws of the Corporation and all amendments thereto.
  - iii. Keep the seal of the Corporation and affix same to such official documents, records and papers as may be required.
- (c) Treasurer. The Treasurer shall:
  - i. Assure that adequate provision is made for the care and custody of all the assets of this Corporation.
  - ii. In case of the death or absence of the Chair, or of his or her inability to act, perform the duties of the Chair.

**Section 4. Bond of Treasurer.** The Treasurer shall give to the corporation such security for the faithful discharge of his/her duties as the Board of Directors may direct.

**Section 5. Vacancies.** In the event of absence, inability, or refusal to act of any of the officers of the corporation, the Chair shall appoint a successor or successors to perform the duties of their respective offices.

#### **ARTICLE IV. COMMITTEES**

The Chair may, at any time, appoint and charge such committees as he/she may deem necessary and advisable to assist in the conduct of the corporation's affairs. Committee members may include members who are not directors and shall be chaired by a director appointed by the chair. Committee member appointments shall be for defined terms, and committee members may be removed at any time, with or without cause, by the Chair of the Board of Directors. A majority of any committee of the corporation shall constitute a quorum for the transaction of business.



**ARTICLE V.  
FISCAL YEAR**

The fiscal year of the Corporation shall begin on July 1 and end on June 30 of the following year.

**ARTICLE VI.  
PUBLIC RECORDS**

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

**ARTICLE VII.  
NONDISCRIMINATION**

The Corporation is committed to non-discrimination with respect to race, creed, color, religion, age, disability, sex, marital status, national origin, or veteran status.

**ARTICLE VIII.  
AMENDMENTS**

These Bylaws may be made, altered, or rescinded by a two-thirds (2/3) vote of members of the Board of Directors present at any regular or special meeting at which a quorum is present. All amendments must be submitted to the University of Central Florida Board of Trustees in accordance with University Regulation 4.034 (3) (d) for approval prior to becoming effective.

**ARTICLE IX.  
MISCELLANEOUS PROVISIONS**

**Section 1. Contracts.** Contracts for the routine activities of this Corporation shall be signed in the name of the Corporation by the Chair.

**Section 2. Financial Audits and Reports.** The Corporation shall annually have a financial audit of its accounts and records conducted by an independent certified public accountant in accordance with the applicable rules adopted by the Auditor General and by the University of Central Florida Board of Trustees, which in accordance with University Regulation 4.034 (9) shall be forwarded to the University of Central Florida Board of Trustees for review and oversight.

**Section 3. Compensation/Employment.** The directors and officers of this Corporation, except those otherwise employed by the Corporation, shall not receive any compensation from this Corporation for their services as director or officer; provided, however, that they may be reimbursed from funds of the Corporation for any travel expenses or other expenditures incurred by them in the proper performance of their duties. Personnel employed by this Corporation shall not be considered to be employees of the State of Florida by virtue of employment by this Corporation.

**Section 4. Indemnification.** This Corporation shall indemnify and hold harmless all directors, officers, and employees of the Corporation for any liability heretofore or hereafter incurred as a result of their actions in the performance of their duties on behalf of this Corporation. The Corporation shall have the authority to purchase insurance for this purpose.

**Section 5. Corporate Seal.** The seal of this Corporation shall be in the form of a circle and shall bear, among other things, the name of the Corporation and the date of its incorporation.

#### **ARTICLE X. CONFLICT OF INTEREST**

All actual or potential conflicts of interest involving directors and officers of the Corporation shall be disclosed and addressed in accordance with the Corporation's Conflict of Interest Policy.

I HEREBY CERTIFY that the foregoing Bylaws were approved by the Board of Directors on \_\_\_\_\_, 2016.

\_\_\_\_\_  
Chair

## Attachment C

Select Year:  

## The 2015 Florida Statutes

---

Title XLVIIIChapter 1004[View Entire Chapter](#)

## K-20 EDUCATION CODE

## PUBLIC POSTSECONDARY EDUCATION

**1004.28 Direct-support organizations; use of property; board of directors; activities; audit; facilities.—**

(1) DEFINITIONS.—For the purposes of this section:

(a) “University direct-support organization” means an organization which is:

1. A Florida corporation not for profit incorporated under the provisions of chapter 617 and approved by the Department of State.

2. Organized and operated exclusively to receive, hold, invest, and administer property and to make expenditures to or for the benefit of a state university in Florida or for the benefit of a research and development park or research and development authority affiliated with a state university and organized under part V of chapter 159.

3. An organization that a state university board of trustees, after review, has certified to be operating in a manner consistent with the goals of the university and in the best interest of the state. Any organization that is denied certification by the board of trustees shall not use the name of the university that it serves.

(b) “Personal services” includes full-time or part-time personnel as well as payroll processing.

(c) “Property” does not include student fee revenues collected pursuant to s. 1009.24.

(2) USE OF PROPERTY.—

(a) Each state university board of trustees is authorized to permit the use of property, facilities, and personal services at any state university by any university direct-support organization, and, subject to the provisions of this section, direct-support organizations may establish accounts with the State Board of Administration for investment of funds pursuant to part IV of chapter 218.

(b) The board of trustees, in accordance with rules and guidelines of the Board of Governors, shall prescribe by rule conditions with which a university direct-support organization must comply in order to use property, facilities, or personal services at any state university. Such rules shall provide for budget and audit review and oversight by the board of trustees.

(c) The board of trustees shall not permit the use of property, facilities, or personal services at any state university by any university direct-support organization that does not provide equal employment opportunities to all persons regardless of race, color, religion, gender, age, or national origin.

(3) BOARD OF DIRECTORS.—The chair of the university board of trustees may appoint a representative to the board of directors and the executive committee of any direct-support organization established under this section. The president of the university for which the direct-support organization is established, or his or her designee, shall also serve on the board of directors and the executive committee of any direct-support organization established to benefit that university.

(4) ACTIVITIES; RESTRICTION.—A university direct-support organization is prohibited from giving, either directly or indirectly, any gift to a political committee as defined in s. 106.011 for any purpose other than those certified by a majority roll call vote of the governing board of the direct-support organization at a

regularly scheduled meeting as being directly related to the educational mission of the university.

(5) ANNUAL AUDIT; PUBLIC RECORDS EXEMPTION; PUBLIC MEETINGS EXEMPTION.—

(a) Each direct-support organization shall provide for an annual financial audit of its accounts and records to be conducted by an independent certified public accountant in accordance with rules adopted by the Auditor General pursuant to s. 11.45(8) and by the university board of trustees. The annual audit report shall be submitted, within 9 months after the end of the fiscal year, to the Auditor General and the Board of Governors for review. The Board of Governors, the university board of trustees, the Auditor General, and the Office of Program Policy Analysis and Government Accountability shall have the authority to require and receive from the organization or from its independent auditor any records relative to the operation of the organization. The identity of donors who desire to remain anonymous shall be protected, and that anonymity shall be maintained in the auditor's report.

(b) All records of the organization other than the auditor's report, management letter, and any supplemental data requested by the Board of Governors, the university board of trustees, the Auditor General, and the Office of Program Policy Analysis and Government Accountability shall be confidential and exempt from s. 119.07(1).

(c) Any portion of a meeting of the board of directors of the organization, or of the executive committee or other committees of such board, at which any proposal seeking research funding from the organization or a plan or program for either initiating or supporting research is discussed is exempt from s. 286.011 and s. 24(b), Art. I of the State Constitution. This paragraph is subject to the Open Government Sunset Review Act in accordance with s. 119.15 and shall stand repealed on October 2, 2019, unless reviewed and saved from repeal through reenactment by the Legislature.

(6) FACILITIES.—Each direct-support organization is authorized to enter into agreements to finance, design and construct, lease, lease-purchase, purchase, or operate facilities necessary and desirable to serve the needs and purposes of the university, as determined by the systemwide strategic plan adopted by the Board of Governors. Such agreements are subject to the provisions of ss. 1010.62 and 1013.171.

(7) ANNUAL BUDGETS AND REPORTS.—Each direct-support organization shall submit to the university president and the Board of Governors its federal Internal Revenue Service Application for Recognition of Exemption form (Form 1023) and its federal Internal Revenue Service Return of Organization Exempt from Income Tax form (Form 990).

History.—s. 172, ch. 2002-387; s. 173, ch. 2007-5; s. 89, ch. 2007-217; s. 31, ch. 2013-37; s. 1, ch. 2014-27.

Attachment D

**UCF-4.034 University Direct Support Organizations.**

(1) As provided in Section 1004.28, Florida Statutes, a Direct Support Organization is an organization that is certified by the University of Central Florida Board of Trustees as operating in a manner consistent with the goals of the University and the best interest of the State.

(2) To obtain certification as a Direct Support Organization, the organization must submit to the Board of Trustees the following:

- (a) The proposed Articles of Incorporation.
- (b) The proposed Bylaws, which shall describe the operating procedures and specific individual responsibilities of the Board of Directors, committees, and officers of the organization.

(3) The Articles of Incorporation and the Bylaws, together, shall provide that:

- (a) Persons employed by the organization shall not be considered to be employees of the State of Florida by virtue of employment by the organization.
- (b) The chief executive officer or director of the organization shall be selected and appointed by the governing board of the organization, subject to prior approval by the President of the University. The director or chief executive officer shall report to the President of the University or the President's designee, who shall be a vice president or other senior officer reporting directly to the President.
- (c) The chair of the Board of Trustees may appoint a representative to the board of directors and executive committee of the organization, and the President of the University or his/her designee will serve on the board of directors and executive committee of the organization.
- (d) Any subsequent amendments to the Articles of Incorporation or Bylaws of the organization must be submitted to the Board of Trustees for approval prior to becoming effective.
- (e) The organization shall provide equal employment opportunities for all persons regardless of race, color, religion, sex, age, or national origin.

(4) Upon certification by the Board of Trustees, a direct support organization is authorized to use the property, facilities and personal services of the University.

- (5) The President of the University shall have the authority to monitor and control the use of University name and resources by the organization, monitor compliance of the organization with state and federal laws and rules of the Board of Trustees, and approve salary supplements and other compensation or benefits paid to the University faculty and staff from organization assets.
- (6) The President of the University shall determine the compensation of organization employees from organization assets and such authority may not be delegated.
- (7) A Direct Support Organization shall prepare, at least annually, a budget to be reviewed and approved by the organization's governing board and the Board of Trustees.
- (8) The Direct Support Organization shall prepare quarterly expenditure plans for review and approval by the President or designee, who shall be a vice president or other senior officer of the university reporting directly to the President.
- (9) Direct support organizations shall provide for an annual audit by an independent certified public accountant, as prescribed by applicable law and rules, which shall be forwarded to the Board of Trustee for review and oversight.
- (10) The University President may request that the Board of Trustees decertify a direct support organization if the President determines that the organization is no longer serving the best interest of the university. The request for decertification shall include a plan for disposition of the direct support organization's assets and liabilities.
- (11) The organization shall comply with all other obligations required by law, including those required by Section 1004.28, Florida Statutes.

*Authority: BOG Regulations 1.001 and 9.011. History–New 4-3-03; Formerly 6C7-4.034; Amended 5-11-09, Amended 9-15-14.*