



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees Meeting  
November 14, 2019  
FAIRWINDS Alumni Center  
8:30 a.m. – 1:30 p.m. or until adjournment**

**Livestream** <https://youtu.be/muszvnL45tY>

*The Board of Trustees Business Meeting will be livestreamed from 8:30 – 12:30 p.m. or until adjournment*

**AGENDA**

- |   |   |
|---|---|
| 1. Welcome and call to order  | Beverly Seay, <i>Chair</i>  |
| 2. Roll Call  | Karen Monteleone, <i>Assistant Vice President, Board Relations</i>  |
| 3. Public Comment   | Karen Monteleone  |
| 4. <a href="#">Minutes of September 19, 2019, and October 23, 2019 meetings</a> | Chair Seay  |
| 5. Remarks  | Thad Seymour, Jr., <i>Interim President</i>   |
| 6. Reports  | Chair Seay  |
| <br><a href="#">INFO – 1</a> Information  | <br>Federal Communications Commission Licensee Requirements<br><i>Chair Beverly Seay</i><br><i>Presenter: Dr. Phil Hoffman, Executive Director, WUCF TV and WUCF FM</i>   |
| <br><a href="#">INFO – 2</a> Information  | <br>Themed Experience: A Competitive Advantage for UCF<br><i>Trustee John Sprouls</i><br><i>Presenters: Jeff Moore, Dean, College of Arts &amp; Humanities; Dr. Michael Georgiopoulos, Dean, College of Engineering and Computer Science; Dr. Youcheng Wang, Dean, Rosen College of</i> |

*Hospitality Management and Peter Weishar, Professor and Director of Themed Experience Program*

7. Break

8. Educational Programs Committee Report

Chair Garvy

9. Executive Committee Report

Chair Seay

10. Finance and Facilities Committee Report

Chair Martins

11. Nominating and Governance Report

Chair Yeargin

NG – 1 Motion

Appointment of Board Member to UCF Research Foundation (*Yeargin*)

NG – 2 Motion

UCF Board of Trustees Statement of Expectations (*Yeargin*)

12. Consent Agenda

Chair Seay

EP – 1 Motion

2021-22 Proposed Academic Year Calendar (*Garvy*)

EP – 2 Motion

Approval of New Degree Program – Bachelor of Sciences in Molecular-Cellular Biology and Molecular Microbiology (*Garvy*)

EP – 3 Motion

Conferral of Degrees for Fall 2019 Commencement Ceremonies (*Garvy*)

EP – 4 Motion

Tenure with Hire (*Garvy*)

EP – 5 Motion

Resubmission of New Degree Program – Master of Science in Systems Engineering (*Garvy*)

FF – 1 Motion

Specialized Tuition for Master of Science in Financial Technology (*Martins*)

FF – 2 Motion

Sublease Agreement with Florida Parks Service (*Martins*)

FF – 3 Motion

Roth Athletics Center Phase II Building Program (*Martins*)

NG – 3	Motion	UCF Stadium Corporation Bylaws Amendments ( <i>Yeargin</i> )
NG – 4	Motion	UCF Finance Corporation Bylaws Amendments ( <i>Yeargin</i> )
NG – 5	Motion	Appointment of Board Member to UCF Finance Corporation ( <i>Yeargin</i> )
NG – 6	Motion	Change Name of the Committee and Review Committee Charter ( <i>Yeargin</i> )
NG – 7	Motion	Amendments to University Regulations UCF-3.001, Non-Discrimination; Affirmative Action Programs ( <i>Yeargin</i> )
NG – 8	Motion	Amendments to University Regulations UCF-3.0122, Resignation and Nonrenewal of Non-Unit Faculty and A&P Staff Members ( <i>Yeargin</i> )
NG – 9	Motion	Nomination of Daniel Holsenbeck for Honorary Doctoral Degree of Humane Letters ( <i>Yeargin</i> )
NG – 10	Motion	Nomination of James Pitaro for Honorary Doctoral Degree of Humane Letters ( <i>Yeargin</i> )
NG – 11	Motion	UCF Convocation Corporation Bylaws Amendments ( <i>Yeargin</i> )
13. New Business		Chair Seay
BOT – 1	Motion	Campus Master Plan <i>Vice Chair Alex Martins</i> <i>Presenters: Misty Shepherd, Interim Vice President and Chief Operating Officer, Duane Siemen, Associate Vice President of Administrative Affairs and Bill Martin, Senior Director, Facilities Planning and Construction</i>
14. Announcements		Chair Seay
Board of Trustees Teleconference Meeting		January 16, 2020 ( <i>Teleconference Meeting, if needed</i> )
Board of Governors Meeting		January 29 – 30, 2020

*Florida State University, Tallahassee*

Board of Trustees Meeting      February 20, 2020  
*FAIRWINDS Alumni Center*

Board of Governors Conference      February 27, 2020  
Call

15. Trustee Working Lunch      Chair Seay  
*(Alumni Center, Ballroom C)*

[INFO – 3](#)      Information      Board of Governors’ Trustee Summit Debrief,  
Task Force Update and E&G Restoration Update  
*Chair Seay*

16. Adjournment      Chair Seay



**Minutes  
Board of Trustees Meeting  
University of Central Florida  
September 19, 2019**

Chair Beverly Seay called the meeting of the Board of Trustees to order at 8:40 a.m. at the UCF *FAIRWINDS* Alumni Center.

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

**WELCOME**

Seay welcomed the board members and called on Karen Monteleone, Assistant Vice President, Board Relations, to call the roll. Monteleone determined that a quorum was present.

The following board members attended the meeting: Chair Beverly Seay, Vice Chair Martins, Trustees Kenneth Bradley, Danny Gaekwad, Robert Garvy, Kyler Gray, John Lord, William Self, John Sprouls, and William Yeargin.

Trustee Joseph Conte joined via teleconference.

Trustee David Walsh joined via teleconference at 12:24 p.m. and voted on the Presidential Search motion.

**PUBLIC COMMENT**

Scott Launier addressed the board with concerns regarding the 2018-2021 BOT-UFF Collective Bargaining Agreement.

**MINUTES**

Seay called for approval of the July 18, 2019 meeting minutes. Bradley made the motion to approve the minutes and Yeargin provided a second. The minutes were approved unanimously.

**REMARKS AND INTRODUCTIONS**

Seay provided brief updates including:

- Creation of a Board Relations Office
- A new meeting schedule for the board and committees and the introduction of a Trustee Working Lunch. Seay introduced Andrea Gandy, new Director of Enterprise Risk and Insurance Management who will report to Rhonda Bishop, Vice President for Compliance and Risk.

- Seay publicly thanked Interim President Seymour for his leadership in creating a culture of transparency and accountability and indicated she is working closely with him on the Post Investigation Action Plan.

Seay called on Seymour for remarks.

Seymour thanked Seay and said he is grateful for her leadership and focus on moving UCF forward in the university's continued pursuit of excellence.

Seymour thanked the university's emergency management and public safety response teams and stated their preparations for Hurricane Dorian gave him confidence in our university's crisis and communications plans as it relates to these types of incidents. He said he reached out to our students and employees from the Bahamas and that UCF's student affairs and UCF Global teams have been in direct contact with offers of assistance. Seymour also noted that there were campus-wide relief efforts led by UCF Global, Student Government Association, and Student Development and Enrollment Services to collect needed supplies for the National Association of the Bahamas.

Seymour introduced the *UCForward* plan, with a focus on three goals: strengthen our operations, expand our resources, and invest in excellence.

Seymour introduced new leadership staff:

- Dr. Kent Butler, Interim Chief Equity, Inclusion and Diversity Officer
- Rhonda Bishop, Vice President for Compliance and Risk
- Dr. Timothy Letzring, Senior Associate Provost for Academic Affairs
- Dr. Christopher Ingersoll, founding dean of the College of Health Professions and Sciences

Seymour shared the following academic accolades:

- For the third consecutive year, *U.S. News & World Report* recognized UCF as one of the nation's "most innovative schools" placing as number 16, and that UCF also placed notably in several other *U.S. News & World Report* categories, including high rankings in:
  - Undergraduate Teaching
  - Undergraduate Research or Creative Projects
  - First-Year Experiences

- Social mobility, as measured by our Pell students' graduation rates
- No. 79 Top Public Schools
- No. 83 Best Undergraduate Engineering Program
- *Washington Monthly* ranked UCF the 55<sup>th</sup> best national university and 25<sup>th</sup> “Best Bang for the Buck” university in the southeast.
- UCF was named one of three national finalists for the Association of Public and Land-Grant University's 2019 Degree Completion Award.
- UCF was specifically recognized for the gains in closing the retention and graduation gaps of our African American and Hispanic students over the past decade. UCF ranks second among public universities for the number of bachelor's degrees awarded to African American and Hispanic students.
- The incoming freshmen class again broke records for average GPA and standardized test scores. Our incoming Honors College students hold an average 1465 SAT and 4.458 GPA.
- UCF welcomed a record 90 National Merit Scholars, bringing our total to 341, UCF's highest ever.

Seymour introduced and recognized the President's Leadership Council students and highlighted UCF's football team's victory over Stanford and the Men's Soccer win over number 6 UNC.

## **REPORTS**

### **INFO-1      Enrollment Task Force Update**

In April of 2019, Interim President Seymour and Provost Dooley established the Enrollment Strategy Task Force and charged it with evaluating options, conducting analysis, and developing a model that includes enrollment levels and mix. The strategy must also support student and faculty success, meet regional needs and align with strategic state goals.

The task force is to review market and labor demand, perform simulation scenarios and sensitivity analysis on student mix, and analyze challenges to improving the 4-year graduation rate. A final report is expected in January, 2020.

The trustees provided the following comments:

- Gaekwad inquired about the international student population and volunteered to assist Dooley with recruiting. He also recommended that the task force data-mine zip codes.

- Bradley noted our increase in enrollment numbers are largely due to retention rates and he believes that is headline news.
- Martins asked if the task force is considering future population growth for our region when evaluating data.
- Self was thankful that faculty is included on the task force.
- Garvy indicated if we can focus on excellence, the impact we will have in this part of the state is magnified.

INFO-2          Digital Learning Panel

The discussion was facilitated by Trustee Robert Garvy, Chair of the Educational Programs Committee (EPC). The Digital Learning panelists were Dr. Tom Cavanagh, Vice Provost for Digital Learning, Dr. Ron DeMara, Professor, Electrical and Computer Engineering, Dr. Amanda Groff, Associate Lecturer, Anthropology, and Dr. Paul Jarley, Dean, College of Business Administration.

The Digital Learning Panel shared various strategies, best practices, innovations, and viewpoints. The panel presentation also included an update on the funding sources, allocations, and expenditures related to the Digital Learning Fee and the reserve allocation approved by the Board in 2017 (“Digital Learning Course Redesign Initiative.”)

Cavanagh noted that the statute only permits Distance Learning Fee funds to be used for costs associated with development and delivery of the distance learning course. Distance Learning Fee funds cannot be used for marketing or faculty salaries. Cavanagh indicated the marketing budget for UCF online is minimal and recommends looking at other sources of revenue to market UCF Online going forward.

INFO-3          Board of Governors “Pillars of Excellence” and “Universities of Distinction”

Seymour updated the Board on the new “Universities of Distinction” initiative and what it means for UCF, including an upcoming presentation to the BOG Strategic Planning Committee at their October 3, 2019 meeting.

**ADVANCEMENT COMMITTEE REPORT**

Gaekwad, Chair of the Advancement Committee, reported that the Committee has not met since the July 18, 2019 Board of Trustees meeting. He is working with staff to gather information for future agendas. Staff is coordinating time for him to visit campus to answer any questions he may have.

### **AUDIT, OPERATIONS REVIEW, COMPLIANCE, AND ETHICS COMMITTEE REPORT**

Conte, Chair of the Audit and Compliance Committee, reported on information items 1- 5 from the committee meeting held on August 8, 2019.

### **COMPENSATION AND LABOR COMMITTEE REPORT**

Sprouls, Chair of the Compensation and Labor Committee, reported highlights from the committee meeting held on September 17, 2019 and reported that CLC – 1 and CLC – 2 were unanimously approved by the committee and placed on the board’s consent agenda as CL – 1 and CL - 2.

### **EDUCATIONAL PROGRAMS COMMITTEE REPORT**

Garvy, Chair of the Educational Programs Committee, reported highlights from the committee meeting held September 18, 2019 and reported that EPC – 1 through EPC – 4 were unanimously approved by the committee and placed on the board’s consent agenda.

Garvy also reported that Provost Dooley presented her Provost’s Update to the committee on several topics including record level retention achievements and the latest enrollment data. She also highlighted faculty research and UCF being a top school for Hispanic learning by *U.S. News*. Garvy also discussed information items INFO -1 and INFO – 2.

### **EXECUTIVE COMMITTEE REPORT**

Seay, Chair of the Executive Committee, reported on highlights from the meeting held on August 7, 2019. The following items were unanimously approved by the committee:

- EC – 1                      Executive Committee Charter
  - Martins provided the motion to approve the Executive Committee Charter with a second provided by Yeargin. The charter was unanimously approved by the board.
- EC – 2                      Dissolve the Strategic Planning Committee
  - Lord provided the motion with a second provided by Yeargin. The item was unanimously approved by the board.

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

Martins, Chair of the Finance and Facilities Committee, reported on highlights from the meeting held on September 18, 2019. He stated that the committee unanimously approved agenda items

FF – 1, FF – 2 and FF – 3, and made a motion to approve these items, which were unanimously approved by the full board:

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

Yeargin, Chair of the Nominating and Governance Committee, reported highlights from the committee meeting held earlier that day. Yeargin made a motion to approve NG – 1 with a second provided by Gaekwad. NG – 1 was approved by the full board unanimously: Yeargin reported that items NGC – 2 through NGC – 7 were unanimously approved by the committee earlier that day and placed on the board's consent agenda.

Yeargin presented INFO – 1 from the committee.

### **CONSENT AGENDA**

Garvy requested EP – 1 and Bradley requested NG – 3 be removed from the consent agenda. Bradley made a motion to approve all the remaining items, CL – 1 through NG – 7, on the consent agenda, which were unanimously approved.

Garvy made a motion to approve EP – 1 with a minor amendment. Melody Bowdon, Interim Vice Provost for Teaching and Learning and Interim Dean, College of Undergraduate Studies, informed the Board of Trustees that the Board of Governors asked for an addendum to identify any courses where there is a change after the 45-day period. The item was approved unanimously by the board:

Bradley inquired whether it is appropriate to have two board members from the same organization on the Research Foundation board as this could cause some inequity. Cole indicated there is no legal prohibition, but it is a practical issue. Bradley made a motion to have NG – 3 returned to the Nominating and Governance Committee for further discussion and review, which was unanimously approved.

### **OLD BUSINESS**

#### **BOT – 1                      Presidential Search Update**

At the July 18, 2019, Nominating and Governance Committee meeting, Committee Chair Yeargin was asked to reach out to several leading search firms and others to gauge their opinions on the appropriate timing to begin the next presidential search. Chair Yeargin spoke with representatives from Association of Governing Boards, Diversified Search, Greenwood/Asher, Isaacson Miller, Korn Ferry, and Parker Executive Search. He shared the details of these calls with the Board as part of his update. The information indicated the Board could begin a search now if it states the financial issues are behind us and there will not be an internal candidate.

The trustees had a robust conversation on starting the search now or delaying it a year or two.

Seymour indicated he would not be a candidate in the search and beginning the search now is an opportunity to look ahead. He pledged his commitment to continue to move UCF forward while the search for the next leader of the university is undertaken.

Self made a motion to move forward with the Presidential Search with a second provided by Gaekwad. The board unanimously approved moving forward with the Presidential Search.

### **NEW BUSINESS**

#### **BOT – 2                      Pursue Industrial Hemp Special Permit**

Elizabeth Klonoff, Vice President for Research and Dean of Graduate Studies, explained the request to pursue an industrial hemp planting permit and implementation of an industrial hemp pilot project at UCF. Any project must go to the state for approval and will be under the Office of Research. This request is to have the Board's authorization to conduct research in this area.

Self made a motion to approve BOT – 2 which was unanimously approved. Trustee Martins was not present for the vote.

#### **BOT – 3                      McNamara Cove Naming**

Gaekwad shared that he had the opportunity to attend the recent football game where he was given a tour of the area where McNamara Cove would be located. He noted that no state funds or university funds would be used.

Gaekwad made a motion to approve BOT – 3 which was unanimously approved. Trustee Martins was not present for the vote.

### **ANNOUNCEMENTS AND ADJOURNMENT**

Seay announced the following upcoming meetings:

Presidents & Chairs Meeting Board of Governors	October 2, 2019 (3:00-5:00 p.m.) (UCF <i>FAIRWINDS</i> Alumni Center, SGA Boardroom)
Board of Governors Facilities Committee and Budget and Finance Committee Workshops	October 3, 2019 ( <i>FAIRWINDS</i> Alumni Center)
2019 State of the University	October 16, 2019 (Student Union, Pegasus Ballroom)
Board of Governors Trustee Summit	October 29, 2019 (University of Florida, Gainesville)

Board of Governors meeting

October 29 – 30, 2019  
(University of Florida, Gainesville)

Board of Trustees Meeting

November 14, 2019  
(UCF Downtown, West Building, Room  
106/106A)

**Trustee Working Lunch**

INFO – 4

Crisis Management Task Force

Dr. Larry Barton presented to the full Board on crisis management at the governing board level.

Seay adjourned the board meeting at 1:42 p. m.

Reviewed by: \_\_\_\_\_ Date: \_\_\_\_\_  
Beverly Seay, Chair UCF Board of Trustees

Respectfully submitted: \_\_\_\_\_ Date: \_\_\_\_\_  
Janet Owen, Associate Corporate Secretary



**Minutes  
Board of Trustees Special Teleconference Meeting  
University of Central Florida  
October 23, 2019**

Chair Beverly Seay called the teleconference meeting of the Board of Trustees to order at 8:30 a.m.

**WELCOME**

Seay welcomed the board members and called on Karen Monteleone, Assistant Vice President, Board Relations, to call the roll. Monteleone determined that a quorum was present.

Chair Beverly Seay attended the meeting in the President's Board Room of Millican Hall.

The following board members attended the meeting via teleconference call: Vice Chair Martins and Trustees Kenneth Bradley, Joseph Conte, Danny Gaekwad, Robert Garvy, Kyler Gray, John Lord, William Self, John Sprouls, David Walsh, and William Yeargin.

**PUBLIC COMMENT**

There were no requests for public comment.

**NEW BUSINESS**

**BOT-1      UCF Presidential Search Committee Appointments**

Seay outlined Board of Governors Regulation 1.002 and the University of Central Florida Presidential Selection Process guidelines regarding the appointment of a presidential search committee. She stated that after an open period for receiving nominations and feedback, a 15-member committee was named. The search committee selection guidelines and biographical information for each committee member were supplied in the board's meeting materials.

During the discussion, Trustee Robert Garvy requested the list of search firms that were invited to submit proposals. Chair Seay indicated that staff would provide the information.

Martins made a motion, with Gray providing the second, and BOT - 1 unanimously passed ratifying the appointment of the presidential search committee as presented.

**ADJOURNMENT**

Seay adjourned the board meeting at 8:40 a.m.

Reviewed by: \_\_\_\_\_ Date: \_\_\_\_\_  
Beverly Seay, Chair UCF Board of Trustees

Respectfully submitted: \_\_\_\_\_ Date: \_\_\_\_\_  
Janet Owen, Associate Corporate Secretary

**ITEM: INFO – 1**

**UCF BOARD OF TRUSTEES  
November 14, 2019**

**Title: Federal Communications Commission Licensee Requirements**

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**Background:**

WUCF TV & FM are federally licensed media operations owned by The University of Central Florida. By Federal Communications Commission (FCC) policy, Licensees of non-commercial AM, FM, and full power television broadcast stations must file FCC Form 323 every two years to report all attributable interests in the Licensee. A Licensee is a natural person that holds a Commission license for a non-commercial broadcast station. UCF Trustees as individuals serve as the Licensees for WUCF TV & FM.

**Issues to be Considered:**

The 2019 biennial filing window opens November 1, 2019 and the filing deadline is January 31, 2020. The FCC requires Form 323 to be completed by all Licensees to maintain the federal license to broadcast. All station licensees are individually scrutinized by the FCC staff for holdings that would excessively concentrate media ownership, for American citizenship, for drug convictions, and for “character,” as defined by adverse legal judgments. The FCC questionnaire is designed to identify any potential conflict individuals controlling broadcast licenses may have with these public interest requirements.

**Alternatives to Decision:**

Licensees who do not meet FCC ownership requirements who serve on the UCF Board of Trustees may not serve as a federal licensee and therefore should abstain from voting on items related to WUCF TV & FM. As a University of Central Florida trustee, you have the option to elect not to serve as one of the federal licensees of WUCF.

**Fiscal Impact and Source of Funding:**

Failure to complete the application can result in significant fines and/or loss of license. There is no cost to file Form 323.

**Recommended Action:**

Trustees should provide answers to the attached forms to allow WUCF to file the Form 323 materials in a timely fashion.

**Authority for Board of Trustees Action:**

47 CFR §§ 73.3615, 74.797

**Contract Reviewed/Approved by General Counsel:**

N/A

**Committee Chair or Chairman of the Board approval:**

Chair Seay approved this item

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**Submitted by:**

Karen Monteleone, Assistant Vice President, Board Relations

**Supporting Documentation:**

Attachment A: 2019 New Trustee Orientation PowerPoint

Attachment B: Trustee Licensee Letter

Attachment C: WUCF FCC Ownership Questionnaire

**Facilitators/Presenters:**

Dr. Phil Hoffman, Executive Director, WUCF TV and WUCF FM



Attachment A



WUCF PBS – FCC Licensee Requirements  
November 14, 2019  
Dr. Phil Hoffman, WUCF Executive Director



# WUCF is not your mother's PBS

## 1960s

- Broadcast TV



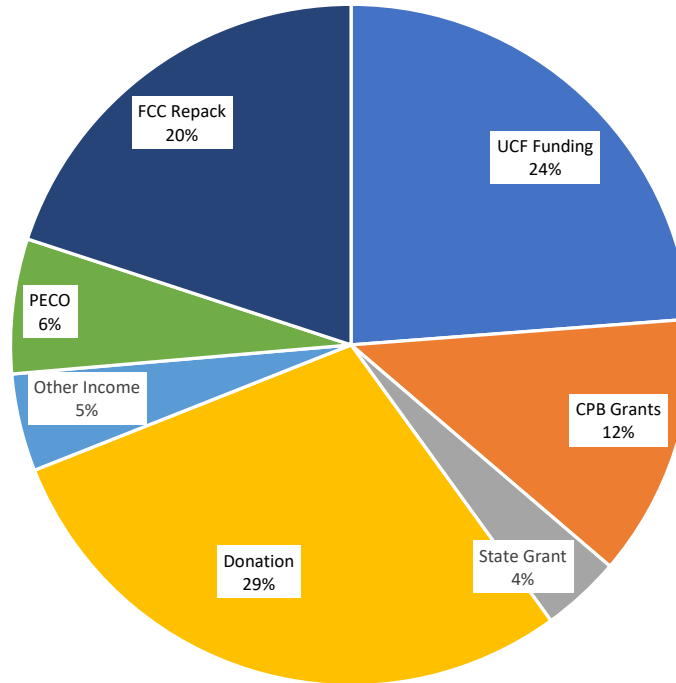
## TODAY

- Broadcast TV and Cable, FM
- Internet and Mobile Streaming
- Interactive Websites
- OTT (Over The Top)- Roku, Apple TV, etc.
- Mobile Telephone/Tablet Apps
- Educational Multimedia
- Emergency Communications
- Smart Speaker applications

# WUCF PBS & FM Organizational Chart



## WUCF TV FY2019 Revenue



■ UCF Funding    ■ CPB Grants    ■ State Grant    ■ Donation  
■ Other Income    ■ PECO    ■ FCC Repack





# Trustee vs licensee duties & responsibilities

## UCF Trustee

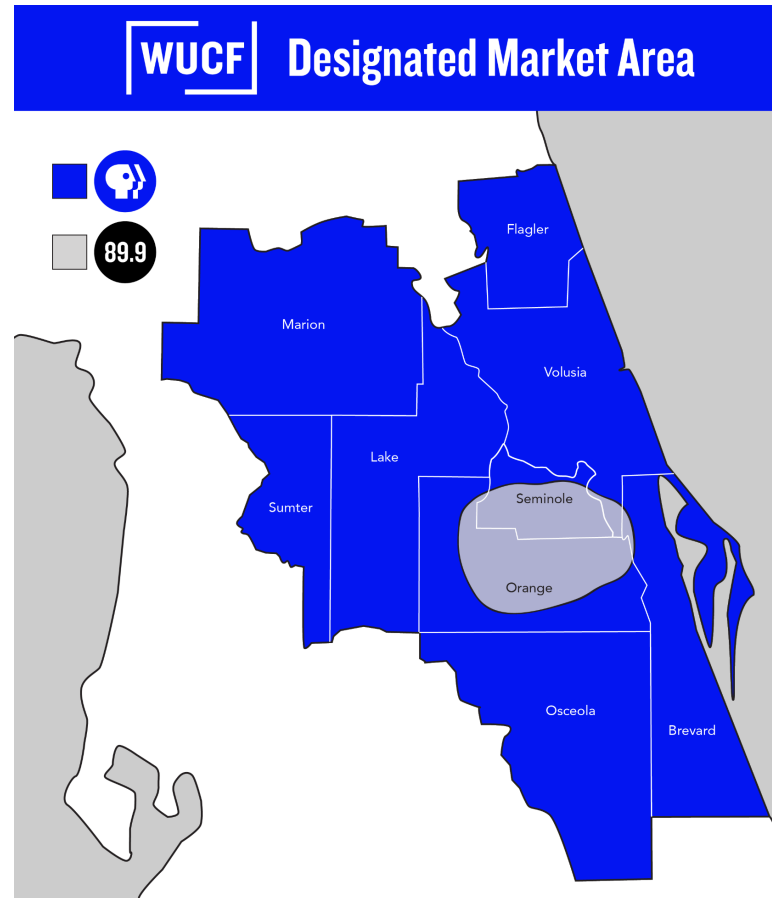
- Appointed to Board
- Governance and fiduciary oversight of UCF
- Conflict of Interest Disclosures

## WUCF PBS & FM Licensee

- Must be approved by FCC
- Only INDIVIDUALS are licensees, not UCF
- Serve 9+ County Broadcast Area
- Present Diverse Views on Public Education
- Disclosure to FCC of Personal Legal History and Media Ownership
- Regulated by the FCC, the FAA, The Corporation for Public Broadcasting (CPB), The Office of Inspector General (OIG), and Public Broadcast Service (PBS).



# Trustee vs licensee duties & responsibilities



## Educational Media Services

Channels – Six TV and Two FM channels to reach more than **500,000** audience members each week

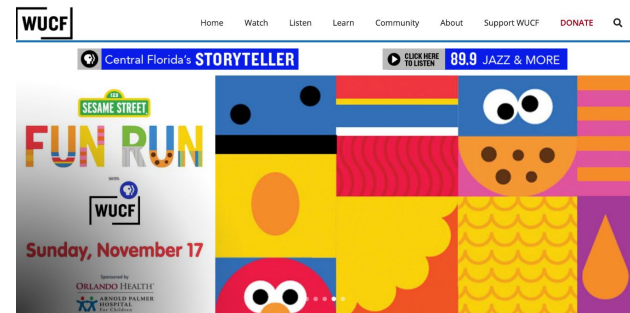


# Digital Educational Media Services

**Digital Products- digitally relevant for today's consumers**



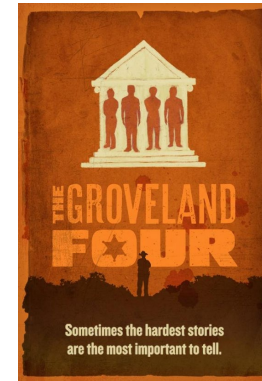
**PBS LearningMedia™**



# Emergency Communications



# WUCF Productions



## QUALITY JOURNALISM

In depth news analysis with Orlando Sentinel, WFTV, WKMG, WESH, WMFE, Florida Today, Bungalower.com

## BUILDING COMMUNITY

Encouraging a sense of place for residents. Teaching history.  
Building Learning Media library on Florida.

## NATIONAL IMPACT

The Groveland Four.  
Space Chase USA.  
Bach Classical Christmas



# Connecting with UCF's Academic Mission





# Closing Comments/ Questions?



## Attachment B



**DATE:** November 14, 2019  
**TO:** University of Central Florida Trustees  
**FROM:** Dr. Phil Hoffman, Executive Director - WUCF PBS & FM  
**SUBJECT:** FCC Questionnaires

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WUCF TV & FM (channels TV 24 and FM 89.9) are federally licensed to the individuals appointed as Trustees of the University of Central Florida. Following each election, stations must submit information to the Federal Communications Commission (FCC) about Licensee media ownership interests and certain civil, criminal or regulatory actions in which you may be involved. Upon filing this public document with the Federal Communication Commission, Trustees become a WUCF Licensee.

Broadcasters have unique legally mandated responsibilities for public issue coverage, emergency communications, children's education, public safety and federal candidate election access. All station licensees are individually scrutinized by the FCC staff for holdings that would excessively concentrate media ownership, American citizenship, drug convictions, and "character," as defined by adverse legal judgments. The FCC questionnaire is designed to identify any potential conflict individuals controlling broadcast licenses may have with these public interest requirements.

As a University of Central Florida trustee, you have the option to choose not to serve as one of the federal licensees of WUCF. In order to become a Licensee, please complete the attached mandatory, three-page Federal Communications Commission questionnaire that must be completed for WUCF to submit a broadcast ownership report to the FCC. Information on this form will be uploaded by WUCF into the FCC online system.

Please complete the attached questionnaire and return to Karen Monteleone, Assistant Vice President of Board Relations, prior to December 1, 2019. If you have any questions, please do not hesitate to call me at 407-823-6112 or on my cell at 330-285-2468.

attachments  
cc: Karen Monteleone

[wucf.org](http://wucf.org)

12461 Research Parkway #550 Orlando FL 32826-3203 407-823-0899

Attachment C

**FCC QUESTIONNAIRE**

**To Be Completed by  
University of Central Florida Trustees**

1. Name of Respondent: \_\_\_\_\_

Home Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zipcode: \_\_\_\_\_

Gender:      Male              Female

Ethnicity:      Hispanic/Latino              Non-Hispanic/Latino

Official UCF Position(s): \_\_\_\_\_

2. (a) Are you a U.S. citizen?

☐

Yes

☐

No

(b) If “No,” what is your citizenship?

(c) What is your principal occupation or profession?

3. (a) Other than through University of Central Florida, licensee of WUCF(TV & FM), do you have a direct or indirect interest<sup>1</sup> in any AM, FM, or television broadcast station licensed by the Federal Communications Commission (“FCC”) or in any broadcast application pending before the FCC? *(See complete definitions on Pages 3-4)*

☐

Yes

☐

No

(b) Do you have any interest in any company that (i) brokers more than 15% of the broadcast time of any radio or TV station, or (ii) manages any of the entities set forth in (a) above?

\_\_\_\_\_

☐

Yes

☐

No

(c) If the answer to (a) or (b) above is yes, provide the following information: the nature of each such interest or connection (including percentage of ownership or other relationship); dates; type and location of station; and call letters of station, or FCC file number of application.

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4. (a) Has any court or administrative body made an adverse finding, taken an adverse final action, or approved a consent decree against you personally or companies or partnerships which you control in any civil or criminal proceeding (including proceedings in which you were not a named party but were adjudicated to be directly involved in the misconduct) brought under any law related to any of the following:

- (i) any felony (including any criminal offense involving trafficking in illegal drugs);
- (ii) mass media-related antitrust or unfair competition;
- (iii) fraudulent statements to a governmental agency or unit; or
- (iv) discrimination (including, without limitation, employment discrimination)?

☐

Yes

☐

No

(b) Is there now pending any matter referred to in (a) above?

☐

Yes

☐

No

If any answer to (a) or (b) is Yes, provide all pertinent details, including the parties and matters involved; the court or administrative body and the proceeding (by date and, where possible, file number); the facts upon which the proceeding was based or the nature of the offense alleged or committed; and the disposition or current status of the matter:

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5. (a) Do you now have or have you ever had any interest in or connection with any application which was dismissed with prejudice or denied by the FCC, in any station or facility which had its license or authorization revoked, or in any application in any FCC proceeding which left unresolved character issues against you?

☐

Yes

☐

No

(b) If so, provide pertinent details concerning the nature of the interest or connection (including percentage of ownership); dates; type and location of station; and call letters of station, or file number of application.

6. (a) Have you been denied federal benefits, including licenses issued by the FCC, as a result of conviction for possession or distribution of controlled substances pursuant to the Anti-Drug Abuse Act of 1988 (21 U.S.C. § 862)?

☐

Yes

☐

No

(b) If so, provide pertinent details, including the basis for denial and date of denial of federal benefits.

\_\_\_\_\_  
Name of Respondent

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Title

<sup>1</sup> Generally speaking, the following interests or relationships should be disclosed:

- (i) direct ownership or sole proprietorships;
- (ii) official positions;
- (iii) directorships;
- (iv) voting stock interests of 5% or more in corporations;
- (v) any interests in a partnership (including limited partnership interests) or limited liability company ("LLC");
- (vi) any equity (whether voting or nonvoting) and/or debt interest in a corporation, partnership, or limited liability company which, separately or in combination with any other interest(s) you may hold, represents more than 33 percent of the total asset value (all equity plus all debt) of the entity in question.

For interests held indirectly, your ownership percentage is determined by successive multiplication of the ownership percentages for each link in the vertical ownership chain (excluding any links which exceed 50%). Limited partnership and non-managerial LLC interests may not be attributable if the partnership or LLC agreement includes FCC-prescribed provisions to insulate the limited partner or LLC member from the management of the entity's media activities but should be disclosed so that they may be evaluated for compliance with FCC

requirements. If you are in doubt as to whether any interest should be reported on this form, we would be happy to put you in contact with our communications counsel. If you are in doubt as to whether any interest should be reported on this form, we would be happy to put you in contact with our communications counsel.

**ITEM: INFO - 2**

**UCF BOARD OF TRUSTEES  
November 14, 2019**

**Title:** Themed Experience: A Competitive Advantage for UCF

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**Background:**

The Themed Experience Panel will discuss how UCF is uniquely positioned to meet a growing demand for a skilled workforce, forward-thinking research, and creative ideation in the Themed Experience industry. The panelists will consider the academic needs of the industry, demonstrate how Themed Experience engages many interdisciplinary areas of the university and builds upon UCF's existing strengths, and invite discussion for how UCF can best prepare to meet the needs of its students and industry partners.

Panelists include Jeff Moore, Dean, College of Arts and Humanities; Dr. Michael Georgiopoulos, Dean, College of Engineering and Computer Science; Dr. Youcheng Wang, Dean, Rosen College of Hospitality Management; Peter Weishar, Professor and Director of Themed Experience Program

**Issues to be Considered:**

Discussion of Themed Experience as an interdisciplinary area that builds upon UCF's existing academic and research strengths in digital entertainment, hospitality, and simulation to create a competitive advantage for UCF and its students while serving a growing Central Florida industry.

**Alternatives to Decision:**

N/A, informational item

**Fiscal Impact and Source of Funding:**

N/A

**Recommended Action:**

N/A

**Authority for Board of Trustees Action:**

N/A

**Contract Reviewed/Approved by General Counsel:**

N/A

**Committee Chair or Chairman of the Board approval:**

Chair Seay approved this agenda item

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**Submitted by:**

Jeff Moore, Dean, College of Arts and Humanities

**Supporting Documentation:**

Attachment A: Themed Experience PowerPoint

**Facilitators/Presenters:**

Jeff Moore, Dean, College of Arts & Humanities; Dr. Michael Georgiopoulos, Dean, College of Engineering and Computer Science; Dr. Youcheng Wang, Dean, Rosen College of Hospitality Management and Peter Weishar, Professor and Director of Themed Experience Program

Attachment A

# Themed Experience

A Competitive Advantage for UCF





# Introduction

- **Jeff Moore**, *Dean, College of Arts and Humanities*
- **Michael Georgiopoulos**, *Dean, College of Engineering and Computer Science*
- **Youcheng Wang**, *Dean, Rosen College of Hospitality Management*
- **Peter Weishar**, *Professor and Director of UCF's Themed Experience program*



# Themed Experience

An interaction with a **physical or virtual** environment designed to convey narrative.

Themed environments may **educate, entertain and inspire** individuals who can become participants in an immersive experience.









## Applications of Themed Experience



# Experience Economy



"We need established college degree programs in themed entertainment because creating effective narrative environments has become more complex and nuanced as **rising guest expectations continue to drive more sophisticated and innovative storytelling.**"

-Peter Weishar, *InPark Magazine*







"In an industry with hundreds of disciplines working together, we can struggle to find the proper talent....

**Collaboration across diverse disciplines needs to be crafted; it's not a skillset that comes**

**naturally.** Collaboration, presentation skills, and an ability to do original research ... are all key to the education of the students who hope **to thrive, and then lead,** in the Themed Entertainment industry."      - MK Haley, Walt Disney Imagineering





# Themed Experience Academic Landscape

**Research  
University**

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**Regionally  
Accredited  
College or  
University**

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**Non-  
accredited  
Institute**

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**Training  
Program**

**presentation**

**elective**

**requirement**

**concentration**

**track**

**degree**



UCF has a **distinct competitive advantage** in Themed Experience that cannot be matched by any competitor: **location.**

"I cannot think of a better place to build our future than in Orlando, **the theme park and attractions capital of the world.**"

*- John McReynolds, 2016 IAAPA Chairman of the Board and Senior Vice President of External Affairs for Universal Parks and Resorts*



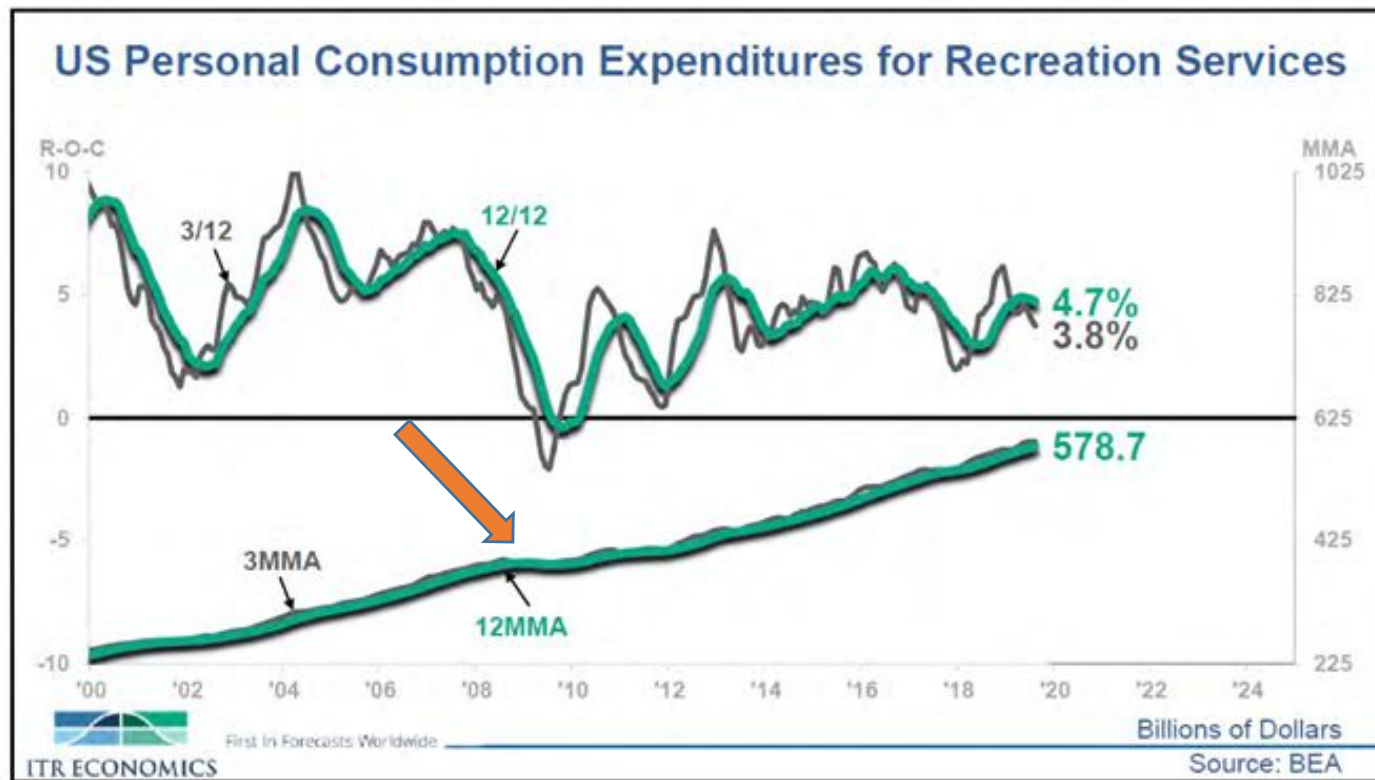
# The Economics of Themed Experience

- \$44.8 billion industry in 2017
- 6.2% expected annual growth rate through 2025
- Orlando is #1 U.S. travel destination (75 million visitors and growing)

(IAAPA 2012-2022 Global Theme and Amusement Park Outlook)



# The Economics of Themed Experience





# Employment opportunities

Be an art director, show producer, designer, writer, production artist, creative executive...

For stores, resorts, museums, restaurants, theme parks, zoos, cruise lines...

Creating industry-related items like retail, custom rides, exhibitions, theatrical experiences, effects, events, and exhibits, or provide support and services for the industry.



# Workforce Need

- Approximately 1/3 of current global job openings are in Central Florida
- Median salary range within five years: \$75-100,000 *(Julie Reyes, Vice President of Eleventh Hour, 11thr.com)*



# Themed Experience Advisory Council



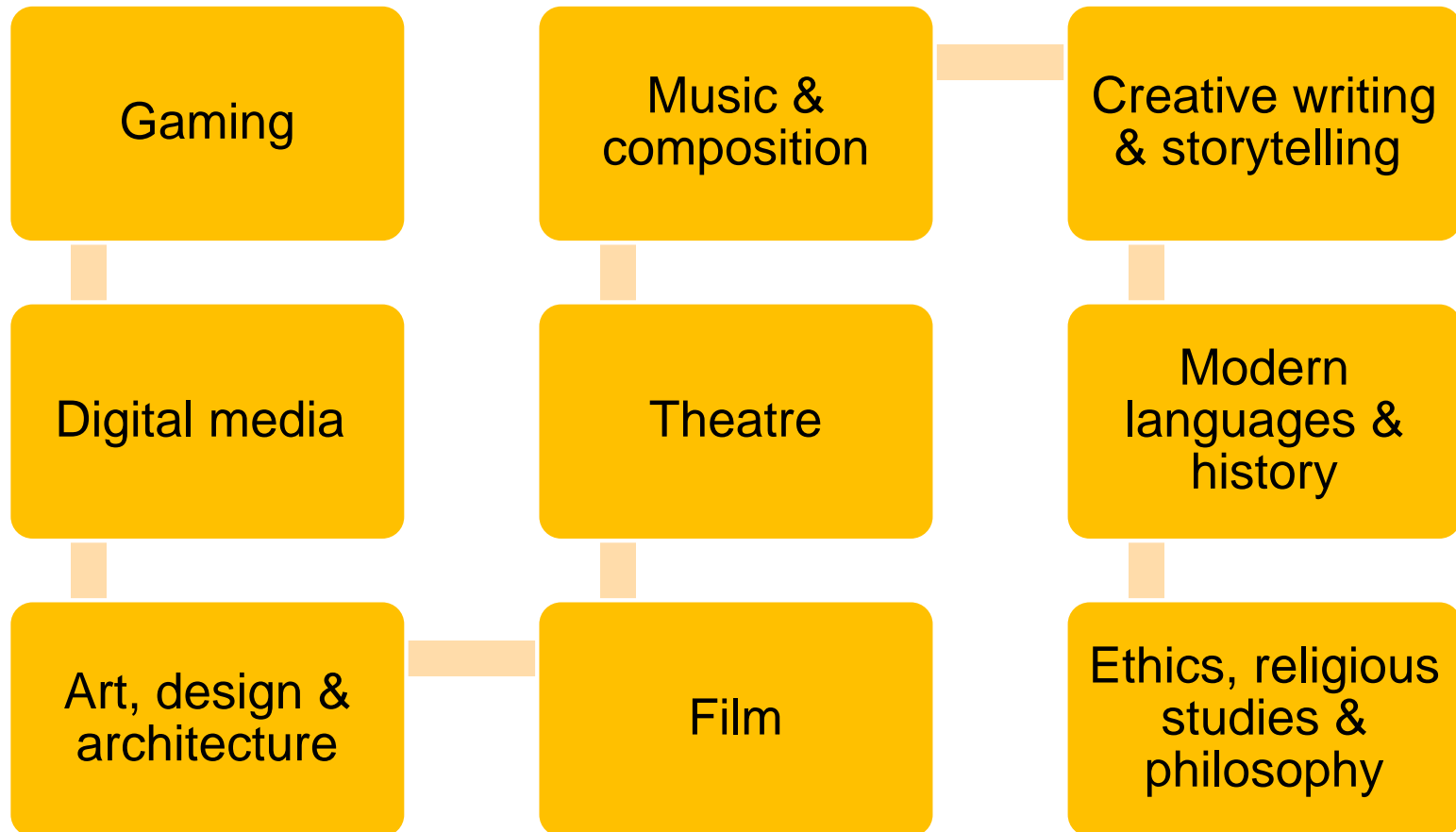








## UCF's Virtual Arboretum





# College of Engineering and Computer Science + Themed Experience







## Intersection in AR/VR & Simulation

- Mixed Reality Center
- Hiring of NAE expert in AR/VR



# Interdisciplinary Design

Collaborative senior design projects involve students from multiple disciplines and can be geared toward themed experience.

UCF's AdLab is a collaboration between SVAD and CECS.





## Rosen College of Hospitality Management + Themed Experience



# Complements Three Rosen Programs

- Event Management B.S.
  - Vehicle for creating engaging, immersive and interactive experiences
  - 700 students
- Entertainment Management B.S.
  - 3 years since launch
  - 650 students
  - High industry demand
- Theme Park and Attractions Management Track
  - 600 students
  - Industry growth: 6.2% annual growth over the next five years; \$44.8B in spending (*IAAPA 2012-2022 Global Theme and Amusement Park Outlook*)





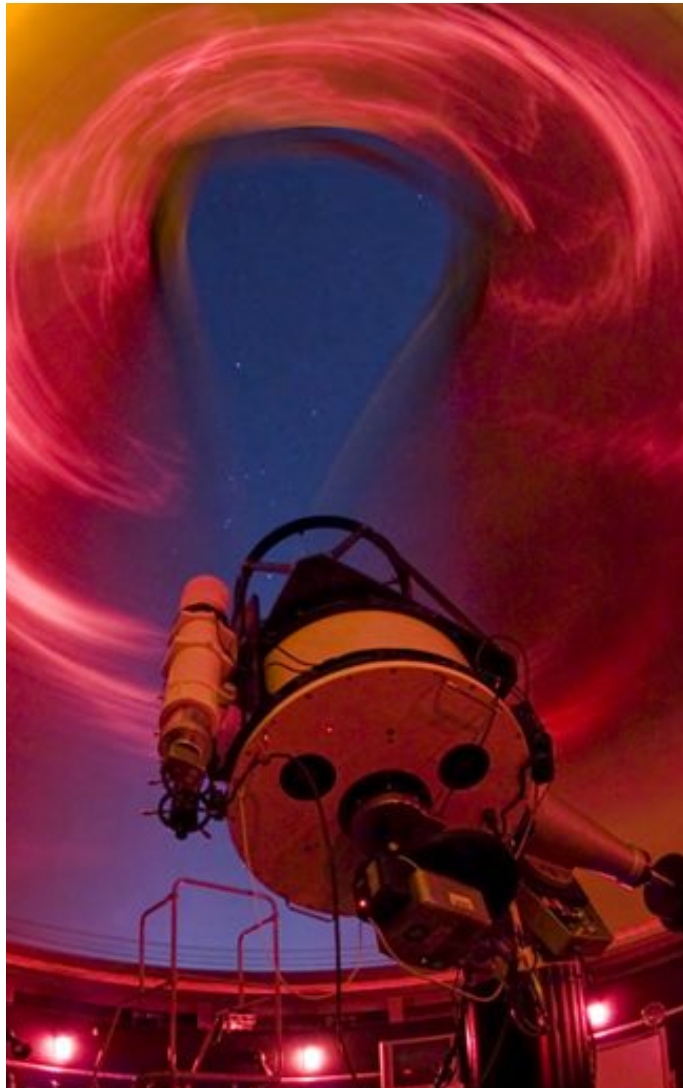


## Intersection with Rosen

- Themed Experience complements educational offerings for Rosen College students and industry professionals
- Expanded applied research for faculty

Rosen students travel to Disney Paris as part of the "Themed Experience Festival and Fair Study Abroad Program," where they learn about management within the Themed Experience industry.









Questions?

**ITEM: NG-1**

**UCF BOARD OF TRUSTEES  
November 14, 2019**

**Title:** Appointment of Board Member to UCF Research Foundation

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**Background:**

Florida Statute 1004.28(3) requires that the university board of trustees approve all board appointments to direct support organizations.

UCF Research Foundation Bylaws provides that the President may appoint a designee to the Board of Directors. The UCF Research Foundation is recommending that Peter Wearden, MD, PhD, be considered for appointment. He will be appointed to a three-year term effective immediately.

**Issues to be Considered:**

N/A

**Alternatives to Decision:**

N/A

**Fiscal Impact and Source of Funding:**

N/A

**Recommended Action:**

Approve the appointment of Dr. Peter Wearden to serve on the corporation's Board of Directors.

**Authority for Board of Trustees Action:**

Fl. Statute 1004.28(3)

Fourth Amended and Restated Bylaws of the University of Central Florida Research Foundation

**Contract Reviewed/Approved by General Counsel:**

N/A

**Committee Chair or Chair of the Board approval:**

Committee Chair Bill Yeargin approved.

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**Submitted by:**

Scott Cole, Vice President and General Counsel

**Supporting Documentation:**

Attachment A: Board member candidate bio and CV

Attachment B: Fourth Amended and Restated Bylaws of the UCF Research Foundation

**Facilitators/Presenters:**

N/A

Attachment A

## Peter D. Wearden, MD, PhD

*Director and Chair, Nemours Cardiac Center in Florida and Chief of Cardiothoracic Surgery, Nemours Children's Hospital*

Peter D. Wearden, MD, PhD, joined Nemours Children's Hospital in October 2015. Before joining Nemours, he served as a pediatric cardiothoracic surgeon at the Children's Hospital of Pittsburgh of UPMC (University of Pittsburgh Medical Center). Dr. Wearden earned his medical degree and a doctorate in pharmacology and toxicology from the West Virginia University School of Medicine, where he continued his training with a residency in surgery. Following a residency in cardiothoracic surgery at the University of Pittsburgh Medical Center, Dr. Wearden completed a fellowship in pediatric cardiothoracic surgery at the Hospital for Sick Children in Toronto. Dr. Wearden is certified by the American Board of Thoracic Surgery and the American Board of Surgery. Dr. Wearden is an NIH funded investigator and recognized as an international authority on the development and implementation of artificial hearts and lungs in children.

Attachment B

**FOURTH AMENDED AND RESTATED  
BYLAWS  
OF THE  
UNIVERSITY OF CENTRAL FLORIDA RESEARCH FOUNDATION, INC.**  
f/k/a The Research Foundation of The University of Central Florida, Inc.  
(A Not-For-Profit Corporation)

**ARTICLE I  
Board of Directors**

Section 1. Membership, Term of Office, and Chair. The Board of Directors shall consist of not less than six (6) and not more than nine (9) voting members. The first and second members shall be the University of Central Florida (UCF or University) President and UCF Provost, or their respective designees. The third member shall be the UCF Vice President for Research. The fourth member shall be appointed by the UCF Vice President for Medical Affairs. The fifth member shall be appointed by the University President. The sixth member shall be appointed by the Chair of the University Board of Trustees. The seventh member shall be the UCF Chief Financial Officer. Additional members of the Board shall only be appointed by the University President and approved by the University Board of Trustees.

The University President and UCF Provost, and their respective designees, shall serve as Directors for such time as the President and Provost, individually, continue to serve as the President and Provost of the University. The Director appointed by the Chair of the University Board of Trustees shall serve for such time as the Chair of the University Board of Trustees continues to serve as the Chair. The UCF Vice President for Research shall serve as a Director for such time as he or she continues to serve as the Vice President for Research of the University. The Director appointed by the UCF Vice President for Medical Affairs shall serve for such time as the Vice President for Medical Affairs continues to serve as a Vice President of the University. The remaining Directors shall serve a three-year term and shall be eligible for re-appointment by majority vote of the University President, University Provost, and UCF Vice President for Research, or their designees where applicable, and approval by the University Board of Trustees.

The respective appointments or designations to the Board shall serve at the pleasure of the University President, University Provost, Chair of the University Board of Trustees, or UCF Vice President for Medical Affairs and until a successor is appointed. The University President, University Provost, Chair of the University Board of Trustees, and UCF Vice President for Medical Affairs shall have full discretionary power to replace their individual appointments or designations to the Board. Notice of any such replacement shall be provided to the University President and the President of the Corporation.

The UCF Vice President for Research shall serve as President of the Corporation and Chair of the Board.

Section 2. Powers and Duties of the Board of Directors. The property, affairs, activities, and concerns of the Corporation shall be vested in the Board. All management functions shall be exercised by the Board, subject to delegation by the Board to the Officers and the Executive Committee. The University President shall:

- a) Have authority and responsibility to monitor and control the use of University resources and the University name in accordance with applicable Florida laws and University rules and policies, as amended from time-to-time.
- b) Have authority to monitor and control the use of the Corporation's resources.
- c) Retain control of the Corporation's name and monitor compliance of the Corporation with state and federal laws and rules of the University Board of Trustees.
- d) Possess line-item authority over the budget of the Corporation. This authority includes the

establishment of additional line items and reduction or elimination of existing budgetary items.

- e) Approve salary supplements and other compensation or benefits paid to the University faculty and staff from Corporation's assets.

Section 3. Meetings. A regular annual meeting of the Board shall be held between August 1 and September 30 at a date and time set by the Board. Other regular meetings may be held at dates and times set by the Board. Notice of the meetings, signed by the Secretary, and shall be given by personal delivery, U.S. Mail or electronic mail to the last recorded address of each Director at least ten (10) days before the time appointed for the meeting. Special meetings of the Board may be called by the President or Secretary of this Corporation, two (2) or more Directors, or the University President. Notice of any special meeting of the Board shall be given at least ten (10) days prior thereto by personal delivery, U.S. Mail, or electronic mail to each Director at his or her address as shown by the records of the Corporation and to the Chair of the University Board of Trustees. Any Director may waive notice of any meeting. The attendance of a Director at any meeting shall constitute a waiver of notice of such meeting, except where a Director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Business to be transacted at the meeting need not be specified in the notice or waiver, unless specifically required by law or by these Bylaws. Proxies, general or special, shall not be accepted for any purpose in the meetings of the Board. The use of telephone or video conferencing for meeting attendance, quorum and voting is permissible so long as the meeting is held in accordance with the Florida Government-in-the-Sunshine Law.

Section 4. Quorum. A majority of the Board shall constitute a quorum for the transaction of business at any meeting of the Board. If a quorum is not present, a majority of those present may adjourn the meeting from time-to-time without further notice.

Section 5. Manner of Acting. 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, unless the act of a greater number is required by law or by these Bylaws.

Section 6. Vacancies. Whenever any vacancy occurs on the Board, by death, resignation, or otherwise, it shall be filled without undue delay. In the case of the University President, Provost, and Vice President for Research, the person who is acting as the University President, Provost, or Vice President for Research will fill the vacancy.

Section 7. Order of Business. The order of business shall be as follows at all meetings of the Board and Executive Committee:

- a) Calling of the roll
- b) Reading of the minutes
- c) Election of officers and directors, if necessary
- d) Reports of officers
- e) Report of committees
- f) Unfinished business
- g) New business

Any question as to the priority of business shall be decided by the Chair without debate. This order of business may be altered or suspended at any meeting by a majority vote of the Directors present.



## ARTICLE II Officers

Section 1. Number. The Officers of this Corporation shall be a President, a Vice President of Operations, a Vice President of Technology Transfer, a Secretary, and a Treasurer. Additional Officers may be appointed by the Board.

Section 2. Method of Election and Removal. The Board shall elect all officers at its regular annual meeting, or other regular or special meeting, and such Officers shall serve for a term of two (2) years. A majority of a quorum present shall be necessary to constitute an election. The election of the President of the Corporation shall be upon the recommendation and prior approval of the University President. The Board may remove any Officer at any special meeting by a vote of majority of a quorum present, provided that notice of the pending removal is set forth in the notice of the special meeting, or provided that all Directors waive notice of such special meeting.

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

- a) President. The President shall be a member ex officio, with the right to vote, of all committees. At the regular annual meeting of the Board and at such other times as he or she deems proper, he or she shall communicate to the Board such matters and make such suggestions as may, in his or her opinion, tend to promote the prosperity and usefulness of the Corporation. The President shall act as the Chief Executive Officer of the Corporation and shall do and perform such other duties as may be assigned to him by the Board. The President is authorized to execute all certificates, contracts, deeds, notes and other documents or legal instruments authorized or issued by the Board in the name of the Corporation, with the Secretary attesting. The President of the Corporation shall also report to the University President, or his or her designee, who shall be a vice president or other senior officer reporting directly to the President. As required for the efficient operation of the Corporation, the President may authorize others to serve as signatories for specific categories of agreements, e.g., research contracts and research grants.
- b) Vice President of Operations. The Vice President of Operations shall be authorized to act on matters delegated to him or her by the President of the Corporation and shall take such actions as necessary to allow for the efficient operation of the Corporation.
- c) Vice President of Technology Transfer. The Vice President of Technology Transfer shall be authorized to act on matters delegated to him or her by the President of the Corporation and shall take such actions as necessary to allow for the efficient operation of technology transfer activities of the Corporation.
- d) Secretary. The Secretary shall keep full and accurate minutes of all the meetings of the Board and Executive Committee in a book provided for that purpose and shall transmit all notices required by these Bylaws. The Secretary shall perform all duties incident to the management of the office of Secretary of the Board. The Secretary may sign documents with the President in the name of this Corporation. The Secretary shall have charge of all official records of the Corporation, which shall be at all reasonable times open to the inspection of any Director. The Secretary shall exercise such authority to collect revenues and make routine expenditures, which authority shall be delegated by the Board, the Executive Committee, or the President of the Corporation. The Vice President of Operations may serve as Secretary upon Board approval.
- e) Treasurer. The Treasurer shall receive and keep the funds of the Corporation and pay out the same only in accordance with the guidelines established by the Board. The Treasurer shall



perform all duties incident to the management of the office of Treasurer of the Board. The Treasurer shall deposit all monies, checks, and other credits to the account of the Corporation in such bank or banks or other depositories as the Board may designate. The Treasurer shall have full oversight over the financial transactions of the corporation, and shall participate as a member of the Finance Committee. He or she shall render to the Board an account and statement of all transactions at the annual meeting of the Board and at such other times as the Board may determine. The Treasurer shall regularly maintain a full and accurate account of all monies received and paid out on accounts administered by the Corporation. The Treasurer shall at all reasonable times exhibit his or her books and accounts to the Finance Committee and/or any Director.

Section 4. Bond. The Officers of the Corporation shall, if required by the Board, give to the Corporation such security for the faithful discharge of their duties as the Board may direct.

Section 5. Checks. All vouchers for checks or drafts over Twenty-five thousand dollars (\$25,000) on the funds of the Corporation shall be approved in writing by one (1) Officer and (1) one Director. All vouchers for checks or drafts equal to or under Twenty-five thousand dollars (\$25,000) shall be approved in writing by the Treasurer or his or her designee.

Section 6. Audit. At the close of each fiscal year, the Finance Committee, President, or Vice President of Operations of the Corporation shall arrange for the auditing of the books, records, and accounts of the Corporation. The annual audit shall be performed in accordance with Generally Accepted Auditing Standards and Government Auditing Standards issued by the Comptroller General of the United States. A management letter of response will be included, if appropriate.

Neither the auditors selected nor any member or employee of any auditing firm selected shall be a Director or any officer of the Corporation, unless this requirement is specifically waived by action of the Board.

A copy of the report of the auditor shall be made available to each member of the Corporation's Board of Directors as soon as practicable and such report shall be presented at the next meeting of the Board of Directors held after the report is completed.

The annual financial audit and any management letter shall be forwarded to the University Board of Trustees.

Section 7. Vacancies. All vacancies in any Officer position shall be filled by the Board without undue delay at its regular annual meeting or at any other regular or special meeting, or in any office, it may be filled by appointment made by the University President in conformity with these Bylaws. The newly appointed member or officer shall act during the remainder of the unexpired term of his or her predecessor.

Section 8. Compensation. The Officers shall receive no special salary or compensation for being Officers of the Corporation, other than their usual salaries as employees of the University. The benefits of all employees of the Corporation shall be set by the President of the Corporation with the approval of the Executive Committee or the Board. The President of the University shall determine the compensation of Corporation employees from Corporation assets and such authority may not be delegated. 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.

### **ARTICLE III**

#### **Committees**

Section 1. Executive Committee. The Board may elect at its regular annual meeting, or other regular or special meeting, an Executive Committee consisting of four (4) Directors, one (1) of which shall be the University President, or his or her designee, and one (1) which shall be the appointee of the Chair of the University Board of Trustees. The Executive Committee shall have such powers as may be delegated to it by the Board. A majority of the Executive Committee shall be sufficient to exercise all of its powers. Proxies, general or special, shall not be accepted in the meetings of the Executive Committee. Between meetings of the Board, the Executive Committee shall have the authority of the full Board, provided that the Executive Committee shall not have the authority to do the following unless specifically empowered by the Board to do so:

- a) Take any action inconsistent with a prior act of the Board;
- b) Alter Articles of Corporation or these Bylaws;
- c) Fill vacancies; or
- d) Authorize the purchase, sale or lease of land or buildings or grant a mortgage on real estate to secure a debt.

In the absence of an elected Executive Committee, the entire Board shall constitute such Executive Committee.

Section 2. Finance Committee. The Finance Committee shall be a committee consisting of a minimum of two (2) Directors and one (1) Officer, and shall assist the Board of Directors in fulfilling its responsibility with respect to the Corporation's finances, investments, annual budget, audit, and long term financial planning.

The first Director shall be the UCF Chief Financial Officer, the second Director shall be appointed by the UCF Vice President for Research, and the Officer shall be the Treasurer of the Corporation, who shall serve as the Secretary of the Finance Committee.

Section 3. Standing Committees. The Board, on its own motion or upon the recommendation of the President of the Corporation, may appoint such committees comprising Directors and Officers as it may deem necessary and advisable to assist in the conduct of the Corporation's affairs.

Section 4. Special Committees. The Board may, at any time, appoint other committees comprising Directors and Officers on any subject for which there are no standing committees. The President of the University shall have the authority to establish an unlimited number of Special Committees to accomplish any objectives affecting various interests and the welfare of the Corporation and the University of Central Florida.

Section 5. Committee Quorum. A majority of any committee shall constitute a quorum for the transaction of business, unless any committee shall by majority of its entire membership decide otherwise.

Section 6. Committee Vacancies. The various committees shall have the power to fill vacancies in their membership with the exception of the executive Committee. Vacancies on the Executive Committee shall be filled by the Board.

### **ARTICLE IV**

#### **Seal**

The Corporation shall have the power to adopt, use, and alter a common corporate seal, in accordance with

the Articles of the Corporation and Florida Statute 617.0302.

#### **ARTICLE V Amendments**

These Bylaws may be amended by majority vote of the entire Board at any duly organized meeting, subject to the approval of the University of Central Florida Board of Trustees, and in accordance with the Article of the Corporation.

#### **ARTICLE VI Fiscal Year**

The fiscal year of the Corporation shall commence on July 1 of each year and end on June 30.

#### **ARTICLE VII Employment**

Section 1. Any person employed by the Corporation shall not be considered to be an employee of the State of Florida or the University solely by virtue of such employment with the Corporation.

Section 2. The Corporation shall provide equal employment opportunities for all persons regardless of race, color, religion, sex, age, or national origin.

#### **ARTICLE VIII Indemnification**

Section 1. Indemnification. Pursuant to Sections 607.0850 and 617.028, Florida Statutes, any person who was or is a party, or is threatened to be made a party, to any threatened, pending, or completed action, suit, or proceeding whether civil, criminal, administrative, or investigative (other than an action by, or in the right of, the Corporation, by reason of the fact that he or she is or was a Director or Officer of the Corporation) shall be indemnified against expenses (including attorney's fees), judgments, fines, and amounts paid in settlement actually and reasonably incurred by him or her in connection with such action, suit, or proceeding, including any appeal thereof, but only if he or she acted in good faith and in a manner he or she reasonably believed to be in, or not opposed to, the best interest of the Corporation, and, with respect to any criminal action or proceeding, had no reasonable cause to believe his or her conduct was unlawful. The Corporation shall have the authority to purchase insurance for this purpose.

Section 2. Authorization of Indemnification. Any indemnification hereunder shall be made by the Corporation only upon a determination that indemnification of the Director or Officer is proper in a specific case because he or she has met the standard of conduct set forth in Section 1 of this Article VIII. Such determination shall be made by the Board by a majority vote of a quorum consisting of Directors who were not parties to such action, suit or proceeding or, if such quorum is not obtainable, by a majority vote of a committee duly designated by the Board (in which Directors who are parties may participate) consisting solely of two (2) or more Directors not at the time parties to the action, suit or proceeding or by a committee comprised of individuals who were not parties to such action, suit or proceeding where such committee is selected by a majority vote of the full Board (in which Directors who are parties may participate).

## ARTICLE IX Ethics and Financial Disclosure

Section 1. Ethical Duties Generally. It is the duty of each Director and Officer to fully comply with the Government-in-the-Sunshine Law set forth in Section 286, et seq., Florida Statutes, the Public Records Law set forth in Section 119, et seq., Florida Statutes, and to the extent it applies, the Code of Ethics for Public Officers and Employees set forth in Chapter 112, Part III, Florida Statutes.

Section 2. Procedure for Filing and Handling Complaint. Any allegation of violation of any provision of this Article IX shall be referred to the President of the Corporation or such other person as the University President shall designate. The President of the Corporation, or such other person as may be designated by the University President, shall be responsible for undertaking an initial investigation of the factual and legal basis for the complaint. The President of the Corporation, or such other person designated by the University President, shall make a recommendation to the Chair as to whether sufficient probable cause exists to bring the complaint before the Board for its consideration, and if deemed appropriate as to an appropriate penalty.

Section 3. Conflict of Interest. All actual or potential conflicts of interest involving Directors of the Corporation shall be disclosed and addressed in accordance with the Corporation's Conflict of Interest Policy.

Section 4. Penalties. Any Director, Officer, or employee who knowingly violates any provision of this Article IX may be punished by: (a) written reprimand, and/or (b) in the case of a Director or Officer, recommendation that the Board terminate the Director's or Officer's affiliation with the Corporation. Any employee who knowingly violates any provision of this Article IX may be subject to discipline, up to and including termination of employment.

## ARTICLE X Miscellaneous Provisions

Section 1. Contracts for the routine activities of this Corporation shall be signed in the name of the Corporation or in the Corporation's fictitious name, University of Central Florida Applied Research Institute by the President or such other(s) Officers or Agents as the President may authorize in accordance with Article II(3)(a).

Section 2. Public access to the Corporation's records shall be governed by Section 1004.28, Florida Statutes.

The undersigned, as Secretary of the Corporation, hereby certifies that the foregoing Fourth Amended and Restated Bylaws of University of Central Florida Research Foundation, Inc. were approved by no less than a two-thirds (2/3) vote of the entire Board at the meeting held on August 22, 2018.

*Kim Smith*

5-17-2019

Signature

Date

Kim Smith, Secretary

Legal Approval: *AS* 5-17-19

ITEM: NG-2

**UCF BOARD OF TRUSTEES**  
**November 14, 2019**

**Title:** UCF Board of Trustees Statement of Expectations

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**Background:**

The AGB May 15, 2019 Report provided several recommendations to reform overall governance of the UCF Board of Trustees. One of the recommendations encourages the board to consider the adoption of a “Code of Board Member Behavior that embodies respect for the essential role of the chair, the duty of all members to seriously engage themselves in the work of the board, and the rules of transparency and decorum.”

This recommendation was included in UCF’s Post Investigation Action Plan as an item to be vetted through the Nominating and Governance Committee. The attached UCF Board of Trustees Statement of Expectations has been drafted for review and discussion.

**Issues to be Considered:**

Whether the proposed statement addresses the AGB report recommendation and meets best practice standards for a public higher education governing board.

**Alternatives to Decision:**

Approve a modified Statement of Expectations.

**Fiscal Impact and Source of Funding:**

N/A

**Recommended Action:**

Approve the Statement of Expectations as presented.

**Authority for Board of Trustees Action:**

N/A

**Contract Reviewed/Approved by General Counsel:**

N/A

**Committee Chair or Chair of the Board approval:**

Approved by Chair William Yeargin

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**Submitted by:**

W. Scott Cole, General Counsel

Karen Monteleone, Assistant Vice President for Board Relations

**Supporting Documentation:**

Attachment A: UCF Board of Trustees Statement of Expectations

**Facilitators/Presenters:**

W. Scott Cole, General Counsel

Karen Monteleone, Assistant Vice President for Board Relations

## Attachment A



UNIVERSITY OF CENTRAL FLORIDA

### **UCF Board of Trustees Statement of Expectations**

This Statement of Expectations is intended to provide guidelines and information to assist members of the Board of Trustees in fulfilling their roles and responsibilities in service to the University of Central Florida.

#### **I. The Role of the Board**

- a. The Board of Trustees is a public body corporate called the University of Central Florida Board of Trustees, with all the powers of a public body corporate under the laws of the State of Florida.
- b. 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 regulations 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 regulations and policies of the Board of Governors, or by law. The Board may adopt regulations and policies consistent with the university mission, with law, and with the regulations and policies of the Board of Governors, in order to effectively fulfill its obligations under the law.
- c. The Board's primary concerns are strategic governance and accountability. It should adopt a strategic plan designed to ensure the long-term fulfillment of the university's teaching, research and service mission, monitor progress in achieving the plan's goals, and update the plan as necessary. It should provide oversight to protect the university's fiscal integrity and make sure that the President, faculty and staff comply with all applicable laws and perform their responsibilities ethically and competently.
- d. The Board should govern through the President and should refrain from becoming involved in day-to-day operations.
- e. The Board should recognize the important role that the principle of shared governance plays in institutions of higher education. It should seek input from faculty, staff and students and whenever possible incorporate their views into its decisions.



## **II. The Role of Individual Trustees**

- a. By law, the Board, acting as a collective body, is responsible for governance of the university. Individual Trustees have no authority except as delegated by the Board as a whole.
- b. Members of the Board of Trustees are stewards of the public trust. They have a fiduciary obligation to act in the best interests of the university and the State of Florida. They must adhere to the highest ethical standards and perform their university duties without regard to any personal interests they may have. Trustees should understand and comply with state ethics laws and keep themselves informed of developments in these laws. They should avoid situations that may give rise to even the appearance of a conflict of interest and promptly disclose any conflicts of interest that may occur.
- c. Trustees should understand that they serve the institution as a whole and are not advocates for any particular unit or constituency of the university.
- d. Student Trustees have a unique responsibility to ensure that the views of students are heard in Board deliberations. They should also share with other students the Board's perspectives on university issues. In performing both of these functions, they should keep in mind the needs of all constituencies within the university.
- e. Service on the Board is a time consuming professional commitment. Trustees should attend all meetings of the Board and committees and should give notice to the Chair when they are unable to do so. Trustees should also make an effort to participate in conferences and other programs designed to educate and update Trustees and to attend commencements, convocations and other special events on campus.
- f. Trustees should be attentive during meetings and refrain from multitasking. They should treat the opinions of their colleagues on the Board as well as others participating in Board discussions with civility and respect and should be open to alternative points of view. They should respect matters discussed at board meetings and refrain from publicly or privately criticizing other Trustees.
- g. Trustees should strive to make informed decisions based on an analysis of objective data. In their deliberations they should rely on the application of sound management principles and prudent business judgment. To ensure thorough consideration of Board decisions, they should review briefing materials in advance and be prepared to actively participate in discussions.
- h. In order to make good decisions, Trustees need to engage in robust and thorough discussions of university issues in public meetings. Disagreements will occur and Trustees should seek productive ways to resolve them. Once a consensus is reached on an issue, all Trustees should respect the final decision of the Board.

- i. Trustees should keep themselves informed about issues and events at the local, state and national level that may affect the university and higher education in general.
- j. Trustees are encouraged to consider a philanthropic investment in the university in accordance with their means.
- k. Trustees should understand and comply with Florida's Sunshine Law and Public Records Laws and should keep themselves informed of developments in these laws.

### **III. The Board's Relationship with the President**

- a. The Board delegates responsibility for institutional management to the President. The Board and individual Trustees should refrain from involvement in operational matters except as necessary to fulfill their fiduciary duties.
- b. The Board and the President should agree on clearly defined institutional goals and strategies for achieving them.
- c. The Board should hold the President accountable for achieving institutional goals. Evaluation of the President should be an ongoing process with the Board offering candid and constructive feedback as necessary. Formal evaluations should be conducted on a regular basis.
- d. The President reports to the Board as a whole and not to individual Trustees. Trustees who have concerns about the President's performance should convey them to the Board Relations Office who will consult with the Chair. The Board Relations Office will report back to the Trustee who raised the concern in a timely manner.
- e. Individual Trustees should develop a comfortable working relationship with the President. They are encouraged to interact with the President one-on-one as needed to share information, concerns or advice but they should remember that when they do so they are not speaking for the entire Board.

### **IV. The Board's Relationship with Internal Constituencies**

- a. Trustees are encouraged to interact informally with administrators, faculty and students, bearing in mind that they do so as individual members of the Board. They should avoid any statements that would give rise to the perception that they speak for the entire Board.
- b. When interacting with faculty, staff and students, Trustees should not advocate for their personal position on university issues or criticize other members of the university community.
- c. Trustees should submit requests for information about institutional issues to the Board Office which will facilitate a response from the appropriate university official.

- d. Consistent with the principle of shared governance, the faculty, through the Faculty Senate, plays an active advisory role to the administration and the Board of Trustees on all academic matters, including but not limited to academic standards, research, admissions, curriculum and the granting of degrees. The Faculty Senate initiates resolutions relating to university-wide academic matters, the rights and responsibilities of faculty and faculty grievances. The Board should respect the role of the Senate in these areas and should also consider advice from the Senate on matters of general concern to the university community.
- e. The Board should encourage the President and administrators to involve individual faculty and students in the development of institutional goals and priorities. The active participation of faculty and students in these matters will give them a broader understanding of institutional governance and will enrich the Board's understanding of faculty and student views on university issues.

**V. Relationships with External Entities**

- a. The Board Chair is the only Trustee authorized to make public statements on behalf of the entire Board.
- b. When asked to comment on Board actions or deliberations, Trustees should defer to the Chair or the President. If Trustees choose to speak publicly on issues relating to the university or higher education in general they should make it clear that they are stating their personal views and are not expressing the formal position of the Board or the university.
- c. When individual Trustees communicate with federal, state or local officials on issues relating to higher education, they should take care not to create the perception that they speak for the Board or the university unless they have been authorized by the Chair or the Board to do so.
- d. When individual Trustees are presented with concerns about university operations, these matters should be communicated to the President and/or the Board Relations Office.
- e. While Trustees should seek information and ask questions of others, they should refrain from publicly criticizing the President or other members of the University Community. Criticisms or concerns that Trustees may have about the President or other members of the University Community should be conveyed to the Board Relations Office who will discuss with the Chair the appropriate method for the Board to address the issue.

**ITEM: EP-1**

**UCF BOARD OF TRUSTEES  
November 14, 2019**

**Title: 2021-2022 Proposed Academic Year Calendar**

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**Background:**

The Board of Governors requires that the Board of Trustees approve the university's academic calendar. The attached 2020-21 calendar developed by the UCF Academic Calendar Committee has been approved by Provost Dooley.

**Issues to be Considered:**

Approval of 2021-2022 Academic Calendar.

**Alternatives to Decision:**

There is no alternative action for the 2021-2022 calendar approval.

**Fiscal Impact and Source of Funding:**

No fiscal impact or funding required.

**Recommended Action:**

Board of Trustees approval of 2021-2022 Academic Calendar.

**Authority for Board of Trustees Action:**

BOG Regulation 8.001 - Authority: Section 7(d), Art. IX, Fla. Const.; History: --Former BOR Rule 6C-2.56, and 6C-8.01, 11-18-70, 12-17-74, 6-25-80, 8-11-85, 6-14-07.

**Committee Chair approval:**

Educational Programs Committee Chair Robert Garvy approved this agenda item and all supporting documentation.

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**Submitted by:** Maribeth Ehasz, Vice President, Student Development and Enrollment Services

**Supporting documentation:** Attachment A: 2021-2022 Proposed Academic Year Calendar

**Facilitator:** DeLaine Priest, Associate Vice President, Student Success

DRAFT

2021-22 Academic Calendar - Proposed

Proposal B

## Attachment A

EVENT	Fall 2021	Spring 2022	SU A (6 wks) 2022	B (6 wks) 2022	C (12 wks) 2022	D (8 wks) 2022
Classes Begin	23-Aug	10-Jan	16-May	27-Jun	16-May	16-May
Drop Deadline	26-Aug	13-Jan	19-May	30-Jun	19-May	19-May
Add Deadline	27-Aug	14-Jan	20-May	1-Jul	20-May	20-May
Withdraw Date	29-Oct	25-Mar	10-Jun	22-Jul	8-Jul	24-Jun
Thanksgiving Wednesday - No Classes- Student Holiday Only	24-Nov					
Last Day of Class	3-Dec	25-Apr	25-Jun	6-Aug	6-Aug	16-Jul
Study Day		26-Apr	-	-	-	-
Final Exams	12/6/-12/11	4/27-5/3	-	-	-	-
Grades Due	15-Dec	6-May	29-Jun	10-Aug	10-Aug	20-Jul
Degree Conferral Date	17-Dec	5-May	6-Aug	6-Aug	6-Aug	6-Aug
Certifications	17-Dec	9-May	12-Aug	12-Aug	12-Aug	12-Aug
Commencement	12/17-12/18	5/5-5/7	8/5-8/6	8/5-8/6	8/5-8/6	8/5-8/6
Number of Class Days	76	77	32	31	63	47.5
Number of Final Exam Days	6	6	0	0	0	0
Total Number of Instructional Days	82.0	83	32	31	63	47.5
<b>Grand Total Number of Instructional Days</b>	<b>228</b>					
Total Instructional Days*	Fall 2021	Spring 2022	SU A (6 wks) 2022	B (6 wks) 2022	C (12 wks) 2022	D (8 wks) 2022
August	7.5	-	-	-	-	-
September	22.5	-	-	-	-	-
October	23.5	-	-	-	-	-
November	19.5	-	-	-	-	-
December	9	-	-	-	-	-
January	-	16.5	-	-	-	-
February	-	22	-	-	-	-
March	-	19.5	-	-	-	-
April	-	23	-	-	-	-
May	-	2	12	-	12	12
June	-	-	20	4	24	24
July	-	-	-	22	22	11.5
August	-	-	-	5	5	0
Totals	82.0	83	32	31	63	47.5

\* Does include final exam days

# Saturday is counted as one-half an instructional day

Holidays - University Closed		
Labor Day	Monday	9/6/2021
Veterans Day	Thursday	11/11/2021
Thanksgiving	Thurs-Sat	11/25-11/27
MLK	Monday	1/17/2022
Spring Break	Mon-Sat	3/6-3/13
Memorial Day	Monday	5/30/2022
4th of July	Monday	7/4/2022

Recommended Calendar by Academic Calendar Committee  
October 17, 2018



**ITEM: EP-2**

**UCF BOARD OF TRUSTEES  
EDUCATIONAL PROGRAMS COMMITTEE  
November 12, 2019**

**Title: Approval of New Degree Program – Bachelor of Science in Molecular Cellular Biology and  
Bachelor of Science in Molecular Microbiology**

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**Background:**

All undergraduate degree programs utilizing a new CIP Code are required to be reviewed and approved by the Board of Trustees.

**Issues to be Considered:**

- **Program Description:**  
Both programs are STEM degree programs; the Bachelor of Science in Molecular Cellular Biology builds on a successful track within Molecular Cellular Biology creating a more focused, stand-alone bachelor's program. The Bachelor of Science in Molecular Microbiology will enable students with an interest in microbiology and infectious disease to gain a depth of knowledge not currently offered at UCF in the broader Biomedical Sciences program.

Programs in Molecular Cellular Biology are offered at UF and USF leaving little overlap across the state. This bachelor's degree program will draw primarily from existing Biomedical Sciences students, and it requires no faculty resources due to its transition from a track to a degree program.

- **Benefits:**  
The Burnett School of Biomedical Sciences currently offers a sought-after track in molecular microbiology, so the courses, faculty, lab spaces, and equipment needed for this specialized degree are already in place. Students will gain the advantage of a specialized degree, but it will not cost the university significant resources. More than two-thirds of Burnett School's graduates receive admittance into graduate/professional schools, and a specialized degree with assist in securing admission to their first-choice school.

Students prefer a degree title that explicitly notes their areas of expertise, rather than a track within a broader degree. Students will have greater opportunities to participate in disciplinary-specific undergraduate research activities. Since nearly 70% of all Burnett School graduates matriculate into professional or graduate schools within two years of graduating, this degree will provide students with a competitive advantage in securing admission to their first choice of medical, dental, health professions, or life sciences programs.

- **Career/Workforce Needs:**  
Graduates will be well prepared to enter the growing industries of biological technicians or biological scientists. Graduates could also teach science at the secondary school level. Graduates will be competitive for admission into graduate programs in health professional schools, life science programs, and biology fields.

**Alternatives to Decision:**

There is no alternative if this degree program is not approved. The track will remain in the broader degree program.

**Fiscal Impact and Source of Funding:**

No new funds requested. E&G reallocation from within the college.

**Recommended Action:**

The Provost's office recommends Board of Trustees approval of both new degree programs. They meet all eight BOG criteria.

**Authority for Board of Trustees Action:**

BOG Regulation 8.011 – Authorization for New Academic Degree Programs and Other Curricular Offerings.

**Committee Chair approval:**

Educational Programs Committee Chair Robert Garvy approved this agenda item and all supporting documentation.

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**Submitted by:**

Elizabeth A. Dooley, Provost and Vice President for Academic Affairs and  
Professor, College of Community Innovation and Education

**Supporting Documentation:**

Attachment A: Analysis Summary for New Degree Authorization – Molecular Cellular Biology  
Attachment B: Analysis Summary for New Degree Authorization – Molecular Microbiology

**Facilitator:**

Timothy Letzring, Senior Associate Provost for Academic Affairs

## Attachment A

**Analysis Summary for New Degree Authorization**  
**Program Name: Bachelor of Science in Molecular Cellular Biology**

	Criteria	Proposal Response to Criteria
1.	The goals of the program are aligned with the university's mission and relate to specific institutional strengths.	<b>Met with Strength.</b> The STEM degree furthers the university's commitment to ensuring the State University System reaches its goals to meet the state's professional and workforce needs, build world-class academic programs and research capacity, and promote STEM disciplines as areas of programmatic strategic emphasis. Specifically, the proposed degree program will strengthen UCF's already strong biomedical sciences offerings; further partnerships with local, statewide, and national healthcare corporations; and provide a competitive advantage to qualified graduates who may be interested in pursuing graduate education.
2.	If there have been program reviews or accreditation activities in the discipline or related disciplines pertinent to the proposed program, the proposal provides evidence that progress has been made in implementing the recommendations from those reviews.	<b>Met with Strength.</b> The Burnett School of Biomedical Sciences completed full program accreditations and review in 2016. The development of this new degree was one of the recommendations from that review. There is no specialized accreditation agency for this degree program.
3.	The proposal describes an appropriate and sequenced course of study, including expected student learning outcomes, an assessment plan to verify student learning, and, in the case of advanced technology and related disciplines, industry-driven competences. Evidence is provided that, if appropriate, the university anticipates seeking accreditation for the proposed program.	<b>Met with Strength.</b> The curriculum is sequenced, ensuring students have the foundations in math and science before reaching the disciplinary specific coursework. Students will have a background in biomedical sciences generally and molecular cellular biology specifically. There are 12 learning outcomes to accurately assess learning and application.
4.	Evidence is provided that a critical mass of faculty is available to initiate the program based on estimated enrollments, and that, if appropriate, there is a commitment to hire additional faculty in later years, based on estimated enrollments.	<b>Met with Strength.</b> The Burnett School has a substantial number of faculty, and they are productive in research while being dedicated to teaching. The projected program cost is minimal given that the courses are already taught within a track of an existing degree program.
5.	Evidence is provided that the necessary library volumes and serials; classroom, teaching laboratory, research laboratory, office, and any other type of physical space; equipment; and appropriate clinical and internship sites are sufficient to initiate the program.	<b>Met with Strength.</b> The library review notes access to 68 journals in cell biology and 190 journals in molecular biology. No new specialized equipment is needed, and no new lab facilities are needed. There are numerous internship and clinical shadowing sites identified.

	Criteria	Proposal Response to Criteria
6.	Evidence is provided that there is a need for more people to be educated in this program at this level. The proposal contains realistic estimates of headcount and FTE students who will major in the proposed program and indicates steps to be taken to achieve a diverse student body.	<b>Met with Strength.</b> The market demands show projected growth, yet the department is realistic in its anticipated headcount. The degree program will be a specialized option within the Burnett School, with an initial headcount of 75 and anticipated growth to 400 students in year five. The current student body in the Burnett School is diverse, and there is explicit programming to continue to grow the diversity within with undergraduate population.
7.	The proposal provides a complete and realistic budget for the program, which reflects the text of the proposal, which is comparable to the budgets of similar programs, and which provides evidence that, in the event that resources within the institution are redirected to support the new program, such a redirection will not have a negative impact on undergraduate education. The proposal demonstrates a judicious use of resources and provides a convincing argument that the output of the program justifies the investment.	<b>Met with Strength.</b> The proposed budget is modest because the curriculum exists as a track within a highly popular existing degree program. The current faculty are appropriate for the anticipated headcount, and the School's recent growth in research-productive faculty will ensure students have mentors for undergraduate research activities.
8.	The proposal provides evidence that the academic unit(s) associated with this new degree have been productive in teaching, research, and service.	<b>Met with Strength.</b> The faculty listed in Appendix A, who will provide the core instruction, are leaders in their fields. The faculty secured more than \$9.9MM in external contracts and grants in 2016-2017, a 37.40% increase from the previous fiscal year. The School's undergraduate headcount is on a steep upward trajectory as is its semester credit hour generation. The School is well poised to offer this new degree program.

## Attachment B

**Analysis Summary for New Degree Authorization**  
**Program Name: Bachelor of Science in Molecular Microbiology**

	Criteria	Proposal Response to Criteria
1.	The goals of the program are aligned with the university's mission and relate to specific institutional strengths.	<b>Met with Strength.</b> The STEM degree furthers the university's commitment to ensuring the State University System reaches its goals to meet the state's professional and workforce needs, build world-class academic programs and research capacity, and promote STEM disciplines as areas of programmatic strategic emphasis. Specifically, the proposed degree program will strengthen UCF's already strong biomedical sciences offerings; further partnerships with local, statewide, and national healthcare corporations; and provide a competitive advantage to qualified graduates who may be interested in pursuing graduate education.
2.	If there have been program reviews or accreditation activities in the discipline or related disciplines pertinent to the proposed program, the proposal provides evidence that progress has been made in implementing the recommendations from those reviews.	<b>Met with Strength.</b> The Burnett School of Biomedical Sciences completed full program accreditations and review in 2016. The development of this new degree was drawn from the recommendations of that review. There is no specialized accreditation agency for this degree program.
3.	The proposal describes an appropriate and sequenced course of study, including expected student learning outcomes, an assessment plan to verify student learning, and, in the case of advanced technology and related disciplines, industry-driven competences. Evidence is provided that, if appropriate, the university anticipates seeking accreditation for the proposed program.	<b>Met with Strength.</b> The curriculum is sequenced, ensuring students have the foundations in math and science before reaching the disciplinary specific coursework. Students will have a background in biomedical sciences generally and molecular microbiology specifically. There are 12 learning outcomes to accurately assess learning and application.
4.	Evidence is provided that a critical mass of faculty is available to initiate the program based on estimated enrollments, and that, if appropriate, there is a commitment to hire additional faculty in later years, based on estimated enrollments.	<b>Met with Strength.</b> The Burnett School has a substantial number of faculty, and they are productive in research while being dedicated to teaching. The projected program cost is minimal given that the courses are already taught within a track of an existing degree program.
5.	Evidence is provided that the necessary library volumes and serials; classroom, teaching laboratory, research laboratory, office, and any other type of physical space; equipment; and appropriate clinical and internship sites are sufficient to initiate the program.	<b>Met with Strength.</b> The library review notes access to 211 journals in microbiology and 190 journals in molecular biology. No new specialized equipment is needed, and no new lab facilities are needed. There are numerous internship and clinical shadowing sites identified.



	Criteria	Proposal Response to Criteria
6.	Evidence is provided that there is a need for more people to be educated in this program at this level. The proposal contains realistic estimates of headcount and FTE students who will major in the proposed program and indicates steps to be taken to achieve a diverse student body.	<b>Met with Strength.</b> The market demands show projected growth, yet the department is realistic in its anticipated headcount. The degree program will be a specialized option within the Burnett School, with an initial headcount of 75 and anticipated growth to 300 students in year five. The current student body in the Burnett School is diverse, and there is explicit programming to continue to grow the diversity within with undergraduate population.
7.	The proposal provides a complete and realistic budget for the program, which reflects the text of the proposal, which is comparable to the budgets of similar programs, and which provides evidence that, in the event that resources within the institution are redirected to support the new program, such a redirection will not have a negative impact on undergraduate education. The proposal demonstrates a judicious use of resources and provides a convincing argument that the output of the program justifies the investment.	<b>Met with Strength.</b> The proposed budget is modest because the curriculum exists as a track within a highly popular existing degree program. The current faculty are appropriate for the anticipated headcount, and the School's recent growth in research-productive faculty will ensure students have mentors for undergraduate research activities.
8.	The proposal provides evidence that the academic unit(s) associated with this new degree have been productive in teaching, research, and service.	<b>Met with Strength.</b> The faculty listed in Appendix A, who will provide the core instruction, are leaders in their fields. The faculty secured more than \$9.9MM in external contracts and grants in 2016-2017, a 37.40% increase from the previous fiscal year. The School's undergraduate headcount is on a steep upward trajectory as is its semester credit hour generation. The School is well poised to offer this new degree program.

**ITEM: EP-3**

**UCF BOARD OF TRUSTEES  
November 14, 2019**

**Title: Conferral of Degrees for Fall 2019 Commencement Ceremonies**

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**Background:**

UCF expects to award the following degrees at the Fall 2019 Commencement on December 13 and 14, 2019.

Baccalaureate Degrees:	5,032
Master's Degrees:	825
Doctoral and Specialist:	103
Total:	5,960

**Issues to be Considered:**

Fall 2019 Commencement dates and number of graduates.

**Alternatives to Decision:**

N/A

**Fiscal Impact and Source of Funding:**

N/A

**Recommended Action:**

Recommend approval of the conferral of Degrees during the Fall 2019 Commencement.

**Authority for Board of Trustees Action:**

BOG 1.001 (4)(a)

UCF BOT EPC Charter 2.1

**Committee Chair approval:**

Educational Programs Committee Chair Robert Garvy approved this agenda item and all supporting documentation.

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**Submitted by:** Brian Boyd, University Registrar

**Supporting**

**Documentation:** Attachment A: Graduation Count

**Facilitator:** Elizabeth A. Dooley, Provost and Vice President for Academic Affairs and Professor, College of Community Innovation and Education

Attachment A

**UCF Fall 2019 Commencement**

<b>College</b>	<b>Bachelor</b>	<b>Master</b>	<b>Doctorate</b>	<b>CollegeTotals</b>
College of Arts and Humanities	411	84	4	499
College of Business Administration	644	54	0	698
College of Community Innovation and Education	654	315	15	984
College of Engineering and Computer Science	649	145	54	848
College of Graduate Studies	0	17	0	17
College of Health Professions and Sciences	574	87	0	661
College of Medicine	148	13	1	162
College of Nursing	214	30	5	249
College of Optics and Photonics	4	10	5	19
College of Sciences	1,095	46	15	1,156
College of Undergraduate Studies	354	0	0	354
Rosen College of Hospitality Management	285	24	4	313
<b>Degree level totals:</b>	<b>5,032</b>	<b>825</b>	<b>103</b>	<b>5,960</b>

**ITEM: EP-4**

**UCF BOARD OF TRUSTEES**

**November 14, 2019**

**Title: Tenure with Hire**

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**Background:**

New faculty members are hired each year with tenure. Normally, such faculty members have earned tenure at their previous institution and meet UCF's requirements for tenure. For others, tenure is part of the hiring package when senior faculty members are hired for administrative positions. Department faculty members and the university's administrative officers have approved granting tenure to these faculty members.

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.

The primary purpose of tenure is to protect academic freedom. The award of tenure shall provide annual reappointment until voluntary resignation, retirement, removal for just cause, or layoff.

**Issues to be Considered:**

Please refer to Attachment A - Tenure with Hire Justification.

**Alternatives to Decision:**

N/A

**Fiscal Impact and Source of Funding:**

Faculty are considered employees of the university and like other employees, compensation is negotiated during the hiring process. Recommendations for tenure are considered independently from compensation. Faculty who are awarded tenure will have annual reappointment until voluntary resignation, retirement, removal for just cause, or layoff.

**Recommended Action:**

The department, college and Provost support the recommendations for tenure with hire.

**Authority for Board of Trustees Action:**

UCF 3.015(4)(a)5 – Promotion and Tenure of Tenured and Tenure-earning Faculty

**Committee Chair approval:**

Educational Programs Committee Chair Robert Garvy approved this agenda item and all supporting documentation.

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**Submitted by:** Jana L. Jasinski, Vice Provost for Faculty Excellence and  
Pegasus Professor of Sociology

**Supporting  
Documentation:** **Attachment A:** Tenure with Hire Justification

**Facilitator:** Elizabeth A. Dooley, Provost and Vice President for Academic Affairs and  
Professor, College of Community Innovation and Education



**Attachment A**

**Tenure with Hire Justification  
Board of Trustees Meeting  
November 12, 2019**

**Theodorea R. Berry, Professor  
College of Community Innovation and Education, Department of Learning Sciences and  
Educational Research**

Dr. Theodorea R. Berry received her Ed.D. in curriculum and social inquiry from National-Louis University. She comes to UCF from San Jose State University, where she was a professor and chair of the Department of African American Studies. Dr. Berry previously held the rank of tenured professor, associate dean of Academic Affairs, and director of Graduate School Recruitment and Engagement at the University of Texas at San Antonio. At UCF, she will serve as vice provost for the Division of Student Learning and Academic Success and dean of the College of Undergraduate Studies. She was the recipient of the Critical Race Studies in Education Association Derrick Bell Legacy Award and the American Educational Studies Association Critics Choice Book Award. Dr. Berry has published in top- and mid-tier journals, and written and contributed to books published by good academic publishers. She has presented at numerous regional, national, and international invited presentations and conferences. Dr. Berry has extensive teaching experience at the undergraduate and graduate levels and has taught courses in critical perspectives in curriculum and instruction, and applications of qualitative interdisciplinary research methods. She has mentored doctoral students and served on many dissertation committees as chair, co-chair, and committee member. Dr. Berry serves as *Western Journal of Black Studies* editorial board member, *American Educational Research Journal* reviewer, and *International Journal of Curriculum and Social Justice* founding co-editor, among many other service activities in the profession, school, and university. The Department of Learning Sciences and Educational Research and College of Community Innovation and Education support the recommendation for tenure with hire.

**ITEM: EP-5**

**UCF BOARD OF TRUSTEES  
EDUCATIONAL PROGRAMS COMMITTEE  
November 14, 2019**

**Title: Resubmission of New Degree Program – Master of Science in Systems Engineering**

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**Background:**

This program was previously approved by UCF Board of Trustees in March 2019 and submitted to the Board of Governors for staff approval. Due to requested changes made in FTE and resulting changes in the budget, BOG has requested a second approval. All graduate degree programs utilizing a new CIP Code are required to be reviewed and approved by the Board of Trustees. The College of Engineering and Computer Science is proposing a new degree program for CIP Code 14.2701 (Systems Engineering).

**Issues to be Considered:**

- **Changes to enrollment and Cost per FTE:**
  - Year 2-5 headcount and FTE significantly increased when department clarified its recruiting expectations.
  - This made no change to Year 1 budget, but significantly reduced Year 5 E&G cost per FTE to \$3951.

**Alternatives to Decision:**

There is no alternative if this degree program is not approved.

**Fiscal Impact and Source of Funding:**

No new funds requested. E&G reallocation from within the department.

**Recommended Action:**

The Provost's office recommends approval of the new degree program. It meets six of the eight criteria with strength and meets the remaining two criteria.

**Authority for Board of Trustees Action:**

BOG Regulation 8.011, Authorization for New Academic Degree Programs and Other Curricular Offerings

**Committee Chair or Chair of the Board approval:**

Educational Programs Committee Chair Robert Garvy approved this agenda item and all supporting documentation.

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<b>Submitted by:</b>	Elizabeth A. Dooley, Provost and Vice President for Academic Affairs and Professor, College of Community Innovation and Education
<b>Supporting Documentation:</b>	Attachment A: Analysis Summary for New Degree Authorization Attachment B: New Degree Program Cover Page
<b>Facilitator:</b>	Timothy Letzring, Senior Associate Provost, Academic Affairs

**Attachment A**

**Analysis Summary for New Degree Authorization**  
**Program Name: Master of Science in Systems Engineering**

	<b>Criteria</b>	<b>Proposal Response to Criteria</b>
1.	The goals of the program are aligned with the university's mission and relate to specific institutional strengths.	<p><b>Met with Strength</b></p> <p>The program aligns with two of UCF's Goals: 2 - Achieving international prominence in key programs of graduate study and research and 5 - Be America's leading partnership university. The program expects to attract an International student base eventually, by offering the courses completely online. The program has extensive support from local industry. The program has partnered with the Institute for Simulation and Training and has included modeling as a focus. The program is a STEM discipline.</p>
2.	If there have been program reviews or accreditation activities in the discipline or related disciplines pertinent to the proposed program, the proposal provides evidence that progress has been made in implementing the recommendations from those reviews.	<p><b>Met</b></p> <p>The existing graduate certificate in Systems Engineering is in its fourth year. During this period, there have been a modest number (2-7) of students enrolled. However, there is a robust number of students (~100) enrolled in the introductory systems engineering class (ESI 6551). This bodes well for future SE certificate and MSSE enrollment. Though the MSSE program has been endorsed by the local chapter of the International Council on Systems Engineering (INCOSE), there is no accreditation body.</p>
3.	The proposal describes an appropriate and sequenced course of study. Admissions and graduation criteria are clearly specified and appropriate. The course of study and credit hours required may be satisfied within a reasonable time to degree. In cases in which accreditation is available for existing bachelor's or master's level programs, evidence is provided that the programs are accredited, or a rationale is provided as to the lack of accreditation.	<p><b>Met with Strength</b></p> <p>A detailed list of courses is provided for the program's curriculum, which follows existing standards of other MSSE programs. The 30-hour degree is based on existing UCF courses that can be completed on a full-time or part-time basis in a reasonable (2-3 year) period. The syllabi for the required courses (core and concentration) are included in the proposal.</p>
4.	Evidence is provided that a critical mass of faculty members is available to initiate the program based on estimated enrollments, and that, if appropriate, there is a commitment to hire additional faculty members in later years, based on estimated enrollments. For doctoral programs, evidence is provided that the faculty members in aggregate have the necessary experience and research activity to sustain a doctoral program.	<p><b>Met</b></p> <p>Though there are several faculty members involved, the Program Review and Awards Committee is concerned about the program's significant dependence on a single faculty member, Dr. John Farr, who serves as an adjunct. The Committee suggests some succession planning to sustain the program in the absence of Dr. Farr. Courses in this program are already being taught successfully. To support the MSSE program, the Industrial Engineering &amp; Management Systems Department will hire one additional faculty member.</p>

	Criteria	Proposal Response to Criteria
5.	Evidence is provided that the necessary library volumes and serials; classroom, teaching laboratory, research laboratory, office, and any other type of physical space; equipment; appropriate fellowships, scholarships, and graduate assistantships; and appropriate clinical and internship sites are sufficient to initiate the program.	<p><b>Met with Strength</b></p> <p>Library resources are adequate to support the MSSE program. The program is non-thesis and will not need additional space for research. The program will be offered online and requires no additional physical space for instruction. Because of the strong partnerships and local demand, there is the potential for student financial support through industry-sponsored scholarships and tuition reimbursement.</p>
6.	Evidence is provided that there is a need for more people to be educated in this program at this level. For all degree programs, if the program duplicates other degree programs in Florida, a convincing rationale for doing so is provided. The proposal contains realistic estimates of headcount and FTE students who will major in the proposed program and indicates steps to be taken to achieve a diverse student body.	<p><b>Met with Strength</b></p> <p>The need for this program is demonstrated by the letters of support from local industry and statistical data provided in the proposal. However, the Committee had some concern about the currency (&gt; 10 years old) of data for the need of master's level systems engineering graduates and would like more recent data to be included.</p>
7.	The proposal provides a complete and realistic budget for the program, which reflects the text of the proposal, is comparable to the budgets of similar programs, and provides evidence that, in the event that resources within the institution are redirected to support the new program, such a redirection will not have a negative impact on undergraduate education. The proposal demonstrates a judicious use of resources and provides a convincing argument that the output of the program justifies the investment.	<p><b>Met with Strength</b></p> <p>The program requires only a modest budget using existing resources and reallocation of funds. The budget only reflects salaries associated with teaching the courses and administering the program. The Committee suggests that the projected budget be adjusted to account for inflation, raises, cost of living increases, etc.</p>
8.	The proposal provides evidence that the academic unit(s) associated with this new degree have been productive in teaching, research, and service.	<p><b>Met with Strength</b></p> <p>The core faculty in the program are productive in teaching and research. The Committee requests CVs that detail and demonstrate productivity for all of the faculty involved in the MSSE program. The instructors in the program have a history of positive teaching evaluations. The Industrial Engineering &amp; Management Systems Department as a whole is productive.</p>

## Board of Governors, State University System of Florida

### Request to Offer a New Degree Program

(Please do not revise this proposal format without prior approval from Board staff)

University of Central Florida	Fall 2020
<b>University Submitting Proposal</b>	<b>Proposed Implementation Term</b>
College of Engineering and Computer Science (CECS)	Industrial Engineering and Management Systems (IEMS)
<b>Name of College(s) or School(s)</b>	<b>Name of Department(s)/ Division(s)</b>
Systems Engineering	Master of Science in Systems Engineering (MSSE)
<b>Academic Specialty or Field</b>	<b>Complete Name of Degree</b>
14.2701	
<b>Proposed CIP Code</b>	

The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary financial resources and the criteria for establishing new programs have been met prior to the initiation of the program.

<b>Date Approved by the University Board of Trustees</b>	<b>President</b>	<b>Date</b>
<b>Signature of Chair, Board of Trustees</b>	<b>Date</b>	<b>Vice President for Academic Affairs</b>
		<b>Date</b>

Provide headcount (HC) and full-time equivalent (FTE) student estimates of majors for Years 1 through 5. HC and FTE estimates should be identical to those in Table 1 in Appendix A. Indicate the program costs for the first and the fifth years of implementation as shown in the appropriate columns in Table 2 in Appendix A. Calculate an Educational and General (E&G) cost per FTE for Years 1 and 5 (Total E&G divided by FTE).

Implementation Timeframe	Projected Enrollment (From Table 1)		Projected Program Costs (From Table 2)				
	HC	FTE	E&G Cost per FTE	E&G Funds	Contract & Grants Funds	Auxiliary Funds	Total Cost
Year 1	20	12.5	\$12,000	150,000			150,000
Year 2	45	28.1					
Year 3	55	34.4					
Year 4	65	40.6					
Year 5	75	46.9	\$3,951	185,325			185,325

**ITEM: FF-1**

**UCF BOARD OF TRUSTEES**

**November 14, 2019**

**Title:** Specialized Tuition for Master of Science in Financial Technology

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**Background:**

The Master of Science in Financial Technology is a new program and has received academic approval. However, it also requested a self-supporting tuition model that requires Board of Trustees approval. Self-supporting tuition programs are Auxiliary enterprises, and all expenses must be covered by tuition revenue. Self-supporting tuition levels exist between in-state and out-of-state graduate tuition (equivalent per credit hour charges between \$369.65 and \$1,194.05).

The Master of Science in Financial Technology is a 30-credit, self-sustaining, lock-step/cohort program offered jointly by the Department of Finance (College of Business) and Department of Computer Science (College of Engineering and Computer Science). The curriculum includes five courses in Finance and five courses in Computer Science. The face-to-face program will be offered at the main UCF campus.

Financial Technology, or FinTech, refers to the application of technological innovation in the financial services industry. Recent developments in technology and computer science have brought about significant changes in many sectors of the financial services industry, enabling individuals and businesses to use products and services at a lower cost, with greater ease and convenience. According to recent industry reports, global FinTech funding has increased significantly. In 2008, investment in FinTech was around the \$900 million mark, and investments increased to upwards of \$12 billion in 2016

(<https://www.pwc.com/sg/en/publications/fintech-apac-landscape-devt.html>;

(<https://www.cbinsights.com/research/report/fintech-trends-2018/>).

**Issues to be Considered:**

The approval of the Master of Science in Financial Technology tuition level as detailed in Attachment A.

**Alternatives to Decision:**

1. Not approve the self-supporting tuition level selected.
2. Recommend alternative tuition levels at any level below an out-of-state graduate tuition equivalent.

**Fiscal Impact and Source of Funding:**

The program tuition is set at a level that ensures program expenses are self-supported by tuition revenue and will run as an Auxiliary enterprise.



**Recommended Action:**

Approval of the Master of Science in Financial Technology tuition model.

**Authority for Board of Trustees Action:**

Florida Board of Governors Regulation 8.002 (*Self Supporting and Market Tuition Rate Program and Course Offerings*)

**Contract Reviewed/Approved by General Counsel:**

N/A

**Committee Chair or Chair of the Board approval:**

Approved by Chair Alex Martins.

---

**Submitted by:** Elizabeth A. Dooley, Provost and Vice President for Academic Affairs and  
Professor, College of Community Innovation and Education

**Supporting Documentation:**

Attachment A: Request to Establish Specialized Tuition for Self-Supporting or  
Market Rate Programs

**Facilitators/Presenters:** Tim Letzring, Senior Associate Provost for Academic Affairs



Attachment A

## Request to Establish Specialized Tuition for Self-Supporting or Market Rate Programs

See [FLBOG Regulation 8.002](#) for more details on the governing language.

**College:** College of Business Administration and College of Engineering and Computer Science

**Program Name:** Master of Science in FinTech

**CIP Code:** 30.3001

**Implementation Date:** Fall 2020

**Tuition Type:** *(check one)*

☒ Self-Supporting Tuition – Tuition and fees charged for college-credit continuing education courses that offset the full instructional cost of serving the student and do not exceed the existing approved tuition and out-of-state fees for similar level courses (BOT approval)

☐ Market Rate Tuition – tuition rate that is competitively aligned with comparable programs offered by public and independent institutions located both in-state and out-of-state. (BOT & BOG approval)

**Rationale and Process for Tuition Level:** *(Why specialized tuition? How was the rate calculated?)*

The self-sustaining model of tuition at the rate of \$1,150 per credit hour (30 credits = \$34,500) was determined to be appropriate for these reasons: (a) the UCF FinTech MS will be the very first and only program of its type, not only in the State of Florida, but across the U.S.—the most similar program is Brandeis University’s Masters in Digital Innovation for FinTech; (b) faculty in the Departments of Finance and Computer Science are expensive in terms of their salaries, and (c) it is sufficient to offset the full instructional cost of the program.

**Comparison Tuition Examples:** *(At least two examples, including public and private institutions)*

While this is not market rate, the tuition charged by comparative institutions does demonstrate the need to charge more than traditional tuition rates to cover the cost of the program.

1. Brandeis University launched its part-time, fully online Masters in Digital Innovation for FinTech in Fall 2019, with a tuition of \$1,179 per credit.
2. The University of Massachusetts (Amherst) is launching its Masters in Alternative Investments program, with a tuition of \$1,750 per credit hour, with an aggregate cost of \$52,500 for the credit program.
3. Lehigh University has a 30-credit hour MS in Analytical Finance (MSAF) program with a tuition of \$1,250 per credit hour. The aggregate cost for Lehigh’s MSAF program is \$37,500.



**SUS Tuition Examples:** *(Are there any other state institutions offering the program and at what tuition level?)*

This proposed Master of Science in FinTech does not duplicate any other program in existence in the SUS and represents an innovative and timely addition to graduate education.

**Economic Impact:** *(What is the projected revenue [indicate if net or gross]? What are the anticipated expenses? Model revenue and expenses based on enrollment plan? How will the revenues be spent?)*

The **MS in FinTech** will be a self-supporting program. The funding flow is as follows:

- Students pay \$1,150 per credit hour (\$34,500 for the 30-credit program)

Revenue, Expenses, and FTE

	Cohort 1	Cohort 2	Cohort 3
Estimated Revenue	\$983,250	\$1,104,000	\$1,242,000
After Tax Revenue	\$875,093	\$982,560	\$1,105,380
COB Faculty and Staff Costs	\$419,525	\$419,525	\$448,323
COECS Faculty and Staff Cost	\$240,891	\$240,891	\$358,973
Total Faculty and Staff Costs	\$660,416	\$660,416	\$807,296
Other Joint Costs	\$210,785	\$235,786	\$270,287
Total Costs	\$871,201	\$896,202	\$1,077,583
Net Surplus (deficit)	-\$21,109	\$61,358	\$2,797
Student FTE	23.25	25.5	36
Cost Per FTE Student	\$37,471	\$35,145	\$29,933

**ITEM: FF-2**

**UCF BOARD OF TRUSTEES  
November 14, 2019**

**Title:** Sublease Agreement with Florida Parks Service

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**Background:**

Representatives of University of Central Florida Coastal, University of Central Florida Foundation, Inc., and the College of Sciences met in January 2019 with representatives of the Florida Division of Recreation and Parks to discuss a partnership between the Florida Park Service (FPS) and the University of Central Florida to provide a facility at Econfina River State Park for coastal research. This facility is a former restaurant that has been vacant for several years but was recently completely renovated to include a new roof, new A/C system, new floors, and new walls.

The facility will provide educational and research opportunities for UCF while providing a benefit to the park. This agreement will give UCF Coastal a facility that will facilitate basic research activities as well as provide an opportunity for multiple departments (Biology, Anthropology, Civil, Environmental & Construction Engineering) to develop one- and two-week field courses that provide UCF students high-impact, research-intensive study opportunities. The FPS will gain a partner who will help maintain the image of the park, provide the park with daily facility maintenance and a presence and security, allow Park Service staff to focus on other projects, and efficiently and effectively utilize empty building space. Importantly, it provides a research and educational component that can involve park visitors and staff with research.

Research efforts will initially be focused in Econfina River State Park and the surrounding areas, addressing biological, hydrological, and archaeological concerns. In addition, other UCF departments have expressed interest in working more broadly in Taylor County, specifically the Departments of Sociology, Political Science, Chemistry, and Civil, Environmental & Construction Engineering. This is envisioned as a long-term relationship designed to better understand the unique qualities and issues relating to Taylor County and specifically Econfina River State Park.

The goal at UCF Coastal is to integrate education, basic research, economics, and policy development associated with the coastal environment, ocean and coastal industry clusters, and related technology development opportunities. UCF Coastal is moving toward building the best interdisciplinary coastal conservation program in the nation with an overarching goal of linking the ecological security of coastal ecosystems with the economic security of coastal communities. Developing world-class coastal research stations such as this proposed acquisition will help achieve that goal.

Charitable contributions will be used to support associated operating fees. Costs in excess of the charitable contributions will be paid by the department using appropriate funds.

**Issues to be Considered:**

This structure was recently completely renovated and only requires the installation of benches and cabinets to accommodate research equipment and students. UCF will be responsible for utility services and costs, facility maintenance, and park grounds.

**Alternatives to Decision:**

Not approve the sublease agreement.

**Fiscal Impact and Source of Funding:**

Electricity costs per calendar year are approximately \$1,600, and water costs are approximately \$500 per year. In addition, UCF will maintain the site. This latter activity will be covered through an arrangement with the Econfina River Community (an adjacent trailer park).

**Recommended Action:**

Approve the sublease agreement.

**Authority for Board of Trustees Action:**

UCF BOT Policy Delegation of Authority to the President – Items requiring specific approval of the Board  
(3) Contractual obligation of more than five (5) years' duration and an aggregate net value of five million or more dollars, options, renewals, extensions, or amendments thereto, other than grants, contracts, and other agreements for research, sponsored training, clinical trials, patents and licensing, technology transfer, and research compliance.

**Contract Reviewed/Approved by General Counsel:**

Jennifer F. Cerasa, Senior Associate General Counsel

**Committee Chair or Chairman of the Board approval:**

Approved by Chair Alex Martins.

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**Submitted by:**

Misty Shepherd, Interim Vice President for Administrative Affairs and Chief Operating Officer  
Dr. Elizabeth Klonoff, Vice President for Research and Dean of the College of Graduate Studies

**Supporting Documentation:**

Attachment A: Contract Summary Form

**Facilitators/Presenters:**

Jennifer F. Cerasa, Senior Associate General Counsel  
Graham A.J. Worthy, Ph.D., Pegasus Professor, Department Chair and Director of National Center for Integrated Coastal Research

## Attachment A

**Summary of Agreement**

<b>Purpose/Background</b>	<p>In January 2019, a meeting was held with representatives of UCF Coastal, UCF Foundation, Inc. and the UCF College of Sciences along with representatives from the Florida Division of Recreation and Parks under the Florida Department of Environmental Protection. The meeting was to discuss a partnership between the Florida Park Service and University of Central Florida to provide a facility at Econfina River State Park for coastal research. The facility would provide for educational and research opportunities to UCF while providing a benefit to the park.</p> <p>The property is generally located at 4741 Econfina River Road, Lamont, Florida in Taylor County. It is owned by the State of Florida.</p> <p>The purpose of this Sublease is limited to the conservation and protection of natural and historical resources and resource based public outdoor recreation compatibility with the conservation and protection of the property.</p>
<b>Parties</b>	<p>State of Florida Department of Environmental Protection Division of Recreation and Parks ("Sublessor")</p> <p>University of Central Florida Board of Trustees ("Sublessee" or "UCF")</p>
<b>Term</b>	20 years (terminate on March 22, 2039 unless sooner terminated)
<b>Obligations of UCF</b>	UCF has general maintenance obligations, including maintenance and keeping open the public restrooms on the property during the hours of operation for the Econfina River State park. UCF is also responsible for maintaining security presence or volunteer presence on site 24 hours a day. UCF is responsible for maintaining insurance, submitting a Management Plan to the state, providing a Phase 1 if requested by Sublessor, implementing Best Management Practices and identifying any anthropod control districts.
<b>Obligations of other party</b>	Sublessor is required to grant any easements. Any subsublease requires Sublessor prior written approval.
<b>Financial terms</b>	UCF pays for all charges related to utility fees, maintenance of the property (including the cost of keeping the public restrooms open during park hours of operation), taxes and assessments, etc.
<b>Termination rights</b>	Sublessor may terminate if UCF breaches the Sublease and does not cure the breach after 60 days written notice



<b>Additional terms</b>	<p>This Sublease is subject to a master lease between the Board of Trustees of the Internal Improvement Trust Fund of the State of Florida Lease number 3540. This form of Sublease requires is subject to state approval.</p> <p>UCF and Sublessor shall partner together to share knowledge and information which includes, but is not limited to, fire ecology, controlled burns and sea water level rise data.</p> <p>UCF and Sublessor shall partner together to create opportunities to educate the public and students on DRP's Prescribed Fire Program and any other program area that is mutually agreeable.</p>
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<b>Link to agreement</b>	<a href="https://bot.ucf.edu/files/2019/10/Econfina-River-State-Park-Sublease-for-BOT-and-Exhibit-A.pdf">https://bot.ucf.edu/files/2019/10/Econfina-River-State-Park-Sublease-for-BOT-and-Exhibit-A.pdf</a>

**ITEM: FF-3**

**UCF BOARD OF TRUSTEES  
November 14, 2019**

**Title:** Roth Athletics Center Phase II Building Program

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**Background:**

The Roth Athletics Center project was initially planned as an expansion of the existing Wayne Densch Sports Center but eventually evolved into a standalone project. The project has been in development for several years and was first presented to the committee in 2012. The project was approached in phases, with Phase I consisting of the building “shell” that included foundation, walls, and roof, along with essential elements required by building code. Phase II involved the interior buildout of the shell. In September 2018, a moratorium was placed on all new projects at the university, which halted the start of Phase II.

This project (Phase II) was included in the university’s Fixed Capital Outlay budget that was approved by the Finance and Facilities Committee and the Board of Trustees at the September 18, 2019, and September 19, 2019, meetings, respectively, and approved by the Board of Governors on October 3, 2019.

**Issues to be Considered:**

The Roth Athletics Center Interior-Buildout Building Program and signed Funding Certification Form are attached.

**Alternatives to Decision:**

Not approve the Roth Athletics Center Interior-Buildout Building Program.

**Fiscal Impact and Source of Funding:**

N/A

**Recommended Action:**

Approve the Roth Athletics Center Interior-Buildout Building Program.

**Authority for Board of Trustees Action:**

Specific trustee request.

**Committee Chair or Chair of the Board approval:**

Approved by Chair Alex Martins.

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**Submitted by:**

Misty Shepherd, Interim Vice President for Administrative Affairs and Chief Operating Officer

**Supporting Documentation:**

Attachment A: Roth Athletics Center Building Program

Attachment B: Roth Athletics Center Funding Certification Form

**Facilitators/Presenters:**

Misty Shepherd, Interim Vice President for Administrative Affairs and Chief Operating Officer

Attachment A

**14.0025 Action Required Prior to Fixed Capital Outlay Budget Request**

- (1) No new construction or remodeling project shall be requested by a university for inclusion on the first year of the 3 year, PECO-eligible priority list without being recommended in an educational plant survey.
- (2) The university is responsible for the preparation of the building program. The program shall be consistent with the university strategic plan, academic and facilities master plan, and shall include the project budget and the building codes applicable to the project.
- (3) The university president shall have the responsibility for building program review and approval to assure compatibility with the institution's approved strategic plan, master plan, educational plant survey and with space utilization criteria. Building programs approved by the university president, and budgets approved by the university board of trustees shall serve as the basic planning documents for development of plans and specifications for construction.
- (4) Proposals for fixed capital outlay projects to be funded by Capital Improvement Fees shall be prepared by the university, and submitted to the Board of Governors. Each proposed project shall be approved by the university president after consultation with the student government association. For the purpose of this regulation, "consultation" is defined as an ongoing dialogue with the student body president prior to developing the university proposal. An attachment containing any objections and alternatives, and stating that both the university president and the student government association have reviewed the project proposals, shall be included in the proposal.

Authority: Section 7(d), Art. IX, Fla. Const., History-Formerly 6C-14.0025, 1-24-89, Amended 1-13-99, Amended and Renumbered as 14.0025, 3-27-08, Amended 11-21-13.



UNIVERSITY OF CENTRAL FLORIDA

# Roth Athletics Center Interior-Buildout

## UCF Project # 583

### *Building Program*

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This program has been prepared in response  
to Board of Governors regulation 14.0025 and  
UCF requirements for Capital Projects

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Prepared by UCF FACILITIES PLANNING & CONSTRUCTION • MAY 3, 2019

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## **BUILDING PROGRAM CONTRIBUTORS AND REVIEWERS**

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### **CONTRIBUTORS**

#### **Chapter 1.0 Building Program**

Susan B. Hutson, *Assistant Director of Planning, FP&C*

#### **Chapter 2.0 Project Overview**

David Hansen, *Executive Associate AD and COO, Athletics*

Bill Martin, *Director of Facilities Planning and Construction (FP&C)*

#### **Chapter 3.0 Site and Utilities**

Curt Wade, *Director of Utilities and Energy Services (UES)*

Kris Singh, *Director of Parking and Transportation*

#### **Chapter 4.0 History of Approvals and Next Steps**

Susan B. Hutson, *Assistant Director of Planning, FP&C*

#### **Chapter 5.0 Educational Plant Survey**

Christy Miranda, *Director of Space Planning, Analysis and Administration*

#### **Chapter 6.0 Strategic Plan**

Lisa Jones, *Associate Provost for Strategy*

#### **Chapter 7.0 Academic Master Plan**

Susan B. Hutson, *Assistant Director of Planning, FP&C*

Paige Borden, *Associate Provost APQ and Associate Vice President IKM*

#### **Chapter 8.0 Campus Master Plan**

Susan B. Hutson, *Assistant Director of Planning, FP&C*

#### **Chapter 9.0 Space Utilization Criteria**

Christy Miranda, *Director of Space Planning, Analysis, and Administration*

Susan B. Hutson, *Assistant Director of Planning, FP&C*

#### **Chapter 10.0 Project Budget**

Bill Martin, *Director of FP&C*

David Hansen, *Executive Associate AD and COO, Athletics*

#### **Chapter 11.0 Building Codes**

Roy Johnston, *UCF Building Code Official*

Bill Martin, *Director of FP&C*

**Editor:** Susan B. Hutson, *Assistant Director of Planning, FP&C*

### **REVIEWERS**

The Building Program for the Roth Athletics Center (Project # UCF-583) was submitted to the following reviewers. Their remarks or corrections, if provided, were incorporated into the document.

- Daniel J. White, *Vice President and Director of Athletics*
- David Hansen, *Senior Associate AD, Internal Operations, UCF Athletics*
- Brian Barton, *Associate Athletics Director, UCF Athletics*
- Elizabeth Dooley, *Provost and Vice President of Academic Affairs*
- Bill Martin, *Director of Facilities Planning & Construction (FP&C)*
- Joel Hartman, *Vice President Information Technologies & Resources & CIO*
- Misty Shepard, *Interim Vice President for Administration & Finance*
- Duane Siemen, *Interim Assoc. Vice President, Administration & Finance (F&S)*

## **PROJECT REQUEST, RECOMMENDATION, AND APPROVAL**

### **REQUEST**

The UCF Athletics Association needs the Roth Athletics Center - Project # 583



Daniel J. White  
*Vice President and Director of Athletics*

5.13.19

Date

### **RECOMMENDATION**

UCF Administration & Finance supports the Roth Athletics Center - Project # 583



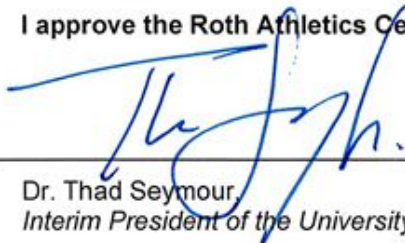
Misty Shepherd  
*Interim Vice President for Administration & Finance*

9/24/19

Date

### **APPROVAL**

I approve the Roth Athletics Center - Project # 583



Dr. Thad Seymour  
*Interim President of the University of Central Florida*

9/25/19

Date

## 1.0 BUILDING PROGRAM

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*Chapter 1 provides general information about the building program.*

The intent of a building program is to define a project's high-level objectives and campus impacts. Below are requirements of the building program and the project process, as defined by the Board of Governors and UCF requirements.

### **Board of Governors Requirements**

A building program is required by Board of Governors regulation 14.0025 Action Required Prior to Fixed Capital Outlay Budget Request. The current version of BOG 14.0025 was approved on November 21, 2013, and establishes a few specific parameters for building programs:

- The university is responsible for the preparation of the *building program*.
- The *program* shall be consistent with the university strategic plan, academic and facilities master plan, and shall include the project budget and the building codes applicable to the project.
- The university president shall have the responsibility for *building program* review and approval to assure compatibility with the institution's approved strategic plan, master plan, educational plant survey and with space utilization criteria.
- Projects funded by Capital Improvement Fees shall be approved by the university president after consultation with the student government association.
- *Building programs* approved by the university president, and budgets approved by the university board of trustees shall serve as the basic planning documents for development of plans and specifications for construction.

Hyperlink to the [Florida Board of Governors regulation 14.0025](#)

### **UCF Requirements**

In addition to Board of Governors requirements, UCF follows an internal checklist of requirements for Capital Projects, from which these actions apply to this project:

The project is on the Campus Master Plan	See Chapter 8.0
The project is on the Educational Plant Survey, if required	See Chapter 5.0
The project is on the Capital Improvement Plan (CIP)	See Chapter 4.0
The project has Capital Outlay Budget Approval	See Chapter 4.0
The project has BOT Individual Project Approval	See Chapter 4.0, Next Steps
The project has a completed Certification of Funding Form	See Chapter 4.0, Next Steps
The Project has gone back to the BOT for approval for a Budget increase of 10% or more, if required	See Chapter 4.0, Next Steps

## 2.0 PROJECT OVERVIEW

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*Chapter 2 provides general information about the project.*

### **Project Description**

The Project encompasses the *interior build-out* of a two-story building shell (Building 165) at the north end of the existing *Wayne Densch Sports Center* (Building 77). The facility will serve as the headquarters for the UCF Athletics Department and include much-needed additional space for the football program and new team facilities for the men's and women's soccer programs.

**FP&C Project:** Project #583 - Roth Athletics Center Interior Buildout (Building 165)

**Related Projects:** MP# 17ZN2004 Utility Relocate  
MP# 16077003 Foundation and Shell

**Building Area:**<sup>1</sup> 45,791 gross square feet  
31,324 net assignable square feet

**Budget:** See Chapter 10 Project Budget

### **Building Occupants**

The facility will house the following intercollegiate athletics units:

- Administrative offices will be provided for the Vice President and Director of Athletics, executive staff, brand advancement, business operations, championship resources, corporate partnerships, facility and event management, human resources and risk management, information technology, premium sales, sales and service, strategic communications, travel operations, cheer and dance, and video services.
- Sport program offices will be provided for women's cross country, men's and women's golf, men's and women's tennis, women's rowing, men's and women's soccer, and women's track and field.
- Team facilities will be provided for men's soccer and women's soccer and will include locker rooms, a training room, and meeting space.
- Team facilities for football will include meeting rooms and a recruiting lounge.

### **Alternatives Considered**

Athletics considered several locations for a new "headquarters" building within the Kenneth G. Dixon Athletics Village. It was determined that the best location would be connected to the existing Wayne Densch Sports Center (building 77), based on the following rationale:

- The football unit, located in building 77, has for several years needed additional space due to rapid growth of the program.
- Location of the site within the "athletics footprint" was advantageous based on adjacencies to other athletics facilities.
- Integration of the administrative headquarters with the football program (Athletics' largest unit) is advantageous to program business and development efficiencies, as well as culture.

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<sup>1</sup> Gross and Net Building Areas are based on data from Davis Architects, Inc.



### 3.0 SITE AND UTILITIES

*Chapter 3 provides specific information about the project site and utilities.*

#### **Proposed Site**

The Roth Athletics Center (RAC, building 165) will abut the north end of the Wayne Densch Sports Center (WDSC, building 77). A walkway will remain between the RAC and the Nicholson Fieldhouse (NFH, building 128). The site is less than half an acre, of which roughly a third is currently impervious surface.



#### **Roads, Transportation, and Parking**

The Roth Athletics Center site fronts on an access road that leads north from North Orion Boulevard to the Spectrum Stadium. The project will not displace any parking, and there is adequate parking in the immediate vicinity of the site.

- Parking Garage E immediately southwest of the proposed site serves 697 cars.
- Parking Lot E-1 south of the WDSC serves 59 cars.
- Parking Lot E-2 immediately southeast of the proposed site serves 56 cars.
- Parking Lot E-1 A is a grass lot west of E-1, providing event parking for 75 cars.

Handicap parking is available in the vicinity of Roth Athletics Center: Garage E has 15 spaces, Lot E-1 has 2 spaces. The related utility relocation and site preparation project will also convert two existing parking spaces into one ADA parking space. "Champions' Way," a separate project now in planning, will add ADA parking spaces to parking lot E-2.

### **Utility Providers <sup>2</sup>**

Power:	Duke Energy Florida provides primary electrical service – (Feeder capacity is available).
Cooling:	General comfort cooling will be distributed to the project by the university's district chilled water loop (Generation capacity is available)
Potable Water:	Potable water is provided by the university's water treatment plant and is supplied to the campus via an underground piping system. Reduced-pressure principle backflow preventers and meters are required on all water supplies to UCF buildings. (Consumptive Use Permit capacity is available)
Irrigation:	The irrigation system is supplied with reclaimed water from the Iron Bridge Water Treatment Facility in Seminole County (Capacity is available)
Sanitary Sewer:	Effluent runs to Iron Bridge Water Pollution Control Facility in Seminole County. (Permit capacity is available)
Storm Water:	This project site drains to 2-H basins (2-H and 2-H Extension). As the Roth Athletic Center will be located on a site that is largely grassy (pervious), it will increase the quantity of storm water drainage to the ponds. (Permit capacity is available)
Telecommunications:	UCF IT/Telecom
Cable TV:	Spectrum/UCF IT
Natural Gas:	TECO People's Gas

### **Service Providers**

Police Protection:	The UCF Police Department provides 24-hour service, seven days a week.
Fire Protection:	The campus police coordinate all fire emergency responses via the '911' network. Orange County Fire Station 65 (FS65, building 351) is less than a mile from the site.
Trash Removal:	The facility will utilize dumpsters located in the existing service yard west of WDSC. Housekeeping and Recycling Services provides trash and recycling services.

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<sup>2</sup> Each university and third-party commodity provided to the project shall be metered with a utility-grade revenue meter approved by the UCF Department of Utilities and Energy Services and the utility provider. Meters, and sub-meters serve several purposes; load profiling and research, cost allocation, calculation and verification of bills, energy auditing, identification of energy use and savings, specification tracking, contracting, measurement, and verification; operation, maintenance and power quality problem identification, and process system optimization. Accurate, properly selected, and properly installed systems are essential to these functions. The project budget must cover all costs associated with utility interconnection to include system development and expansion.



## 4.0 HISTORY OF APPROVALS

*Chapter 4 provides a history of the approvals for the project, and the next steps to be taken.*

### **Campus Master Plan Approval**

The Wayne Densch Sports Center Expansion was first included in the *2010-2020 Campus Master Plan Update* approved by the BOT on November 19, 2009. The Urban Design and Capital Improvements Map and the Capital Improvements List showed Wayne Densch Sports Center Expansion as Item 79 at \$4,000,000.

### **Five-year Capital Improvement Plan (CIP) Approvals**

The following is a list of the Five-year Capital Improvement Plans that included this project, and the dates they were approved by the Board of Trustees.

- 2013 CIP - Wayne Densch Sports Center Expansion/Renovation at \$1,000,000. BOT approved July 26, 2012.
- 2014 CIP - Wayne Densch Sports Center Expansion/Renovation at \$1,000,000. BOT approved July 25, 2013.
- 2015 CIP - Wayne Densch Sports Center Expansion at \$1,020,000. BOT approved July 31, 2014.
- 2016 CIP - Wayne Densch Sports Center Expansion/Renovation was removed. BOT approved June 29, 2015.
- 2017 CIP - Wayne Densch Sports Center Expansion at \$5,100,000. BOT approved July 28, 2016.
- 2018 CIP - Wayne Densch Sports Center Expansion was removed. BOT approved July 20, 2017.
- 2019 CIP (Current) - Roth Athletics Center (renamed in January 2018) at \$8,750,000. BOT approved July 19, 2018.

*Hyperlink to the [2019-24 Five-year Fixed Capital Improvements Plan \(CIP 2019\)](#)*

### **Capital Outlay Budget Approval**

A project will typically appear first on the Capital Outlay Budget Approval list, for approval by the BOT, in May of the year following its inclusion on the CIP.

This project was included on the 2017-2018 Capital Outlay Budget, approved by the Board of Trustees on May 18, 2017. "Projects constructed with proceeds from non-state sources, including debt" Wayne Densch Athletics Center Expansion - Funded \$5,100,000

### **Building Name Approval**

On January 18, 2018, the Board of Trustees renamed the project "Roth Athletics Center."

### **NEXT STEPS**

Prior to the execution of the Guaranteed Maximum Price contract amendment to the Construction Manager, and the subsequent start of construction, the following steps must be completed:

The Board of Trustees Charter, approved on June 14, 2017, requires the following:

- **Individual Project Approval** - "Review all proposed new construction and renovation projects exceeding \$2 million in construction costs."
- **Budget Increase Approval** – "Review all changes to projects that exceed \$2 million in construction costs or that increase project costs by more than 10 percent of the original estimate presented to the committee."

Additionally, for any capital project exceeding \$2 million, a *Capital Projects Funding Certification Form* must be signed by the University President, the Vice President submitting the item, the Chief Financial Officer, and the General Counsel, certifying that the project has been reviewed and the funding source is appropriate for the nature of the project. As this is a UCFAA/donor funded project, UCFAA will prepare this document for approval.

## 5.0 EDUCATIONAL PLANT SURVEY

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*Chapter 5 confirms that the project was recommended in an educational plant survey in accordance with BOG 14.0025 (1), and describes compatibility with the educational plant survey per BOG 14.0025 (3).*

### ***The Current Educational Plant Survey***

The title of the current Educational Plant Survey is 2015 Educational Plant Survey (effective July 1, 2016 - 30 June 30, 2021)

Hyperlink to the [UCF Educational Plant Survey 2015](#)

### ***Adding the project to the Educational Plant Survey***

The Roth Athletics Center, aka Wayne Densch Sports Center Renovation/Expansion, was not included in the 2015 Educational Plant Survey or on the first year of the 3-year PECO-eligible priority list.

Bonded projects that are created solely for auxiliary use do not count against the university's need; therefore, the project does not need to be added to the Educational Plant Survey.

## 6.0 STRATEGIC PLAN

*Chapter 6 indicates consistency with the university strategic plan in accordance with BOG 14.0025 (2), and compatibility with the approved strategic plan per BOG 14.0025 (3).*

### ***The Collective Impact Strategic Plan***

The University of Central Florida (UCF) is on an upward trajectory as an emerging preeminent public research university. The Collective Impact Strategic Plan, approved by the UCF Board of Trustees in May 2016, sets the university on a course towards enhanced quality, heightened excellence and greater impact.

Focused on a long-range twenty-year vision with a five-year roadmap, the strategic plan is transforming the way we teach, learn, and engage. As a model for higher education in the 21st century, we are challenging long-held assumptions about the role and scope of higher education. Grounded in the belief that bigger is better, we are harnessing the strength of our size with a constant pursuit of excellence to make positive, lasting impacts on the students, communities, and society we serve. We set big goals in the Collective Impact Strategic Plan and are working together with our partners to achieve our collective impact in five key focus areas.

#### ***Our Area of Focus***

- Increase Student Access, Success and Prominence - Transforming lives and livelihoods through the power of higher education degree attainment.
- Strengthen Our Faculty and Staff - Attracting and cultivating exceptional and diverse faculty, students, and staff whose collective contributions strengthen us.
- Grow our Research and Graduate Programs - Deploying our distinctive assets to solve society's greatest challenges and create the next generation of pioneering scholars and practitioners.
- Create Community Impact Through Partnerships - Leveraging and developing partnerships at every level that amplify our academic, economic, social, and cultural impact and reputation.
- Leading Innovation in Higher Education - Innovating to create academic, operational, and diversified funding models that transform higher education.

*Hyperlink to the [UCF Collective Impact Strategic Plan 2016](#)*

### ***Consistency and Compatibility with the Strategic Plan***

The Roth Athletics Center will unify the Athletics Department units for enhanced coordination and collaboration within athletics and across the university; and is most closely aligned with two of the UCF Collective Impact Strategic Plan metrics within the of Leading Innovation in Higher Education focus area as described below.

#### ***Priority Metrics:***

- Increase alumni engagement from approximately 8,000 to 16,000
- Increase annual alumni giving donors from approximately 15,000 to 30,000

#### ***Strategy:***

- Develop joint strategies among Advancement, Alumni Engagement and Annual Giving, Athletics, Community Relations, and other university offices to leverage athletic events and programs as critical engagement tools and avenues for increased alumni giving.

As with most strategic plans, an expectation is that the reputation and visibility of the institution will be elevated. The enhanced coordination and collaboration resulting from co-located units in the Roth Athletics Center will help UCF continue to develop a nationally recognized athletics program that builds awareness, recognition, alumni, and fan participation.



## 7.0 ACADEMIC MASTER PLAN

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*Chapter 7 confirms consistency with the academic master plan in accordance with BOG 14.0025 (2).*

### ***Academic Program Identification***

The proposed Roth Athletics Center is not an academic building, and will not house any academic programs.

### ***Academic Program Reviews***

Pursuant to Florida Statute, UCF conducts in-depth reviews of academic programs at least every seven years. The primary purpose is to examine the quality and productivity of academic programs with a goal to develop recommendations leading to program improvement.

The proposed Roth Athletics Center is not an academic building, and will not address space deficits in any Academic Program Reviews.

### ***Return on Investment (ROI)***

The ROI checklist is submitted to the Board of Governors for PECO projects for which the university is requesting funding in the first year of the 5-year plan. It is a tool developed to facilitate the identification of return on investment metrics for higher education facilities. It addresses nine key areas:

1. Degrees and certificates produced that meet state needs
2. Students served and benefits/efficiencies
3. Increased research funding
4. Areas of strategic emphasis
5. Preeminent program rankings or improve on a performance-based funding metrics
6. Increase business partnerships
7. Improve existing space
8. Local fund Contributions
9. Reduction of future deferred maintenance, extends the life of facility

The proposed Roth Athletics Center is not an academic building or a PECO-eligible project; therefore, no Return on Investment checklist is required.

## 8.0 CAMPUS MASTER PLAN

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*Chapter 8 describes consistency with the facilities master plan in accordance with BOG 14.0025 (2), and compatibility with the approved master plan per BOG 14.0025 (3).*

### ***The Campus Master Plan (CMP)***

Campus Master Plans that included this project:

- 2010-20 Campus Master Plan Update includes the Wayne Dench Sports Center Expansion on the Urban Design and Capital Improvements Map and the Capital Improvements List.
- 2015-25 Campus Master Plan Update includes the Wayne Dench Sports Center Expansion and Renovation on the Urban Design and Capital Improvements Map and the Capital Improvements List.

Hyperlink to the [UCF 2015-2025 Campus Master Plan Update](#)

### ***Consistency with Goals, Objectives or Policies of the Campus Master Plan***

The Roth Athletics Center will comply with:

#### ELEMENT 2.3 – Urban Design

Policy 11.5.10: *All UCF buildings shall be LEED certified and meet Silver<sup>3</sup> accreditation...*

#### ELEMENT 2.4 – Future Land Use

Goal 1: *To create developmental patterns that direct future growth to appropriate areas on campus in a manner that promotes the educational mission of the university...*

#### ELEMENT 2.15 – Architectural Design Guidelines

Objective 1.1: *... define the elements of consistency (materials, massing, color, detailing, etc.) that exist in current campus in order to derive the principles that govern future designs.*

Objective 1.4: *To establish guidelines and standards for energy efficiency and life cycle costing.*

Policy 1.4.1: *New buildings shall comply with the UCF Design, Construction, and Renovation Standards for energy efficiency and life cycle costing.*

#### ELEMENT 2.17 – Facilities Maintenance

Objective 1.2: *To establish the desired level of performance for building components.*

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<sup>3</sup> UCF requires LEED Gold certification (60-79 points) for all new construction with a cooling demand greater than 40 refrigerated tons (RT). This project was projected (preliminary) at ~ 160 RT. Former Vice President for Administration and Finance, William Merck, waived LEED Silver accreditation for this project, but requested that energy savings measures be evaluated and incorporated where possible. The project will strive to achieve credits required for LEED certification (40-49 points).



## 9.0 SPACE UTILIZATION CRITERIA

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*Chapter 9 indicates compatibility with space utilization criteria in accordance with BOG 14.0025 (3).*

### **State Space Criteria**

State criteria is available to guide space planning in Florida institutions of higher education and at UCF, including: State Requirements for Educational Facilities, 2014 (SREF). The project will be compatible with State Space Criteria.

*Hyperlink to [SREF 2014](#)*

### **University Space Criteria**

University criteria is available to guide space planning at UCF, including the UCF Space Allocation and Use Policy - August 8, 2018. The project will be compatible with UCF Space Criteria.

*Hyperlink to the [UCF Space Allocation and Use Policy](#)*

### **Project-specific Space Criteria**

The Athletics Department, and Facilities Planning and Construction, with the consulting architects, established the quantity of office and other space required for the Roth Athletics Center. The footprint of the facility was limited by the available site.

### **Academic Program Statement (APS)**

This project has no academic component and does not require an Academic Program Statement.

### **Space to be Released**

No space will be released upon construction of the Roth Athletics Center.

## 10.0 PROJECT BUDGET

Chapter 10 provides the project budget.

### Funding of Capital Projects

For more information on funds that may be used for capital projects, see Chapter 4 Educational Plant Survey, Chapter XI (page 47).

### Project Budget History

The most recent budget approved for the Roth Athletics Center was \$8,750,000, approved by the UCF Board of Trustees on the 2019 CIP. The current estimated project budget is \$10,423,744.84, as listed below.

This final project budget will be brought to the Board of Trustees for approval per BOG 14.0025 (2) and (3), and per the BOT Finance and Facilities Committee Charter.

Roth Athletic Center Build-out	UCF-583
DESIGN TOTAL	\$ 533,985.00
PERMITTING, MANAGEMENT TOTAL	\$ 308,455.27
CONSTRUCTION TOTAL	\$ 7,300,000.00
UCF CONSTRUCTION TOTAL	\$ 724,713.51
FF&E TOTAL	\$ 1,556,591.06
<b>TOTAL</b>	<b>\$ 10,423,744.84</b>

Related Minor Project - Roth Athletic Center Shell Building	Project No: 16077003
DESIGN TOTAL	\$ 270,487.00
PERMITTING, MANAGEMENT TOTAL	\$ 56,613.46
CONSTRUCTION TOTAL *	\$ 2,174,497.00
UCF CONSTRUCTION TOTAL	\$ 92,198.82
FF&E TOTAL	\$ -
<b>TOTAL</b>	<b>\$ 2,593,796.28</b>

\* the initial project cost for this Minor Project was \$1,956,351.46. The BOT approved a budget increase and the project exceeding the \$2M on November 15, 2018.

Related Minor Project - Utility Relocation	Project No: 17ZN2004
DESIGN TOTAL	\$ 214,015.80
PERMITTING, MANAGEMENT TOTAL	\$ 67,446.54
CONSTRUCTION TOTAL	\$ 1,643,707.61
UCF CONSTRUCTION TOTAL	\$ 74,830.05
FF&E TOTAL	\$ -
<b>TOTAL</b>	<b>\$ 2,000,000.00</b>

## 11.0 BUILDING CODES

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*Chapter 11 provides the building codes applicable to the project, as required by BOG 14.0025 (2).*

### ***Building Code Compliance***

This project will comply with all applicable codes, laws, standards, and regulations.

### ***Building Codes***

The codes applicable to this project include, but are not limited to:

- Building Codes - Administered by UCF Building & Fire Code Office
- Fire Codes - Administered by UCF Building & Fire Code Office and the Florida Division of State Fire Marshal

Hyperlink to [Applicable Building, Fire, and Other Codes](#).

### ***Standards and Guidelines***

All UCF Standards and Guidelines (minus approved deviations to the UCF Standards and Guidelines) will be adhered to during the design and construction of this facility.

UCF Standards and Guidelines include, but are not limited to:

- UCF Design, Construction, and Renovation Standards  
*Administered by UCF Facilities Planning and Construction (FP&C)*
- Telecommunications Design Standards  
*Administered by UCF Computer Services & Telecommunications (CS&T)*
- Utilities and Energy Standards  
*Administered by UCF Department of Utilities & Energy Services (UES)*
- Green Building Construction and Renovation Requirements  
*Administered by UCF Department of Utilities & Energy Services (UES)*
- State of Florida Model Energy Efficiency Code for Building Construction  
*Administered by UCF Department of Utilities & Energy Services (UES)*
- Campus Landscape Master Plan and Design Standards (2016)  
*Administered by UCF Landscape & Natural Resources (LNR)*

Attachment B



Capital Projects Funding Certification Form

This form is required as a condition for approval by the Finance and Facilities Committee and the Board of Trustees.

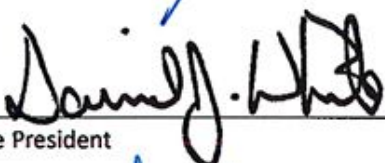
Project name/description: Roth Athletics Center

Funding source(s): Donations and pledges – 5 years

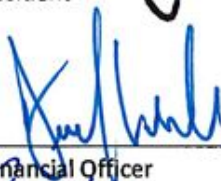
This is to certify that the above capital project which exceeds \$2 million has been reviewed and approved and the type of funding for the project is authorized by state law and Board of Governors Regulations.

  
\_\_\_\_\_  
President

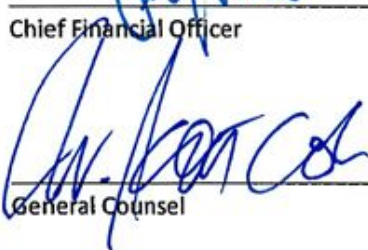
9/25/19  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Vice President

5/2/19  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Chief Financial Officer

9/30/2019  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
General Counsel

10/2/19  
\_\_\_\_\_  
Date

**ITEM: NG-3**

**UCF BOARD OF TRUSTEES  
November 14, 2019**

**Title:** UCF Stadium Corporation Bylaws Amendments

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**Background:**

UCF Stadium Corporation (UCFSC) was certified as a direct support organization on October 25, 2005. Its purpose is to promote and support the mission of the university as well as financing facilities to meet university needs for large meetings, or convocation space and to provide additional student housing. The current UCFSC Second Amended and Restated Bylaws were adopted by the UCFCC Board of Directors on January 30, 2018.

UCFSC has the responsibility to annually review its bylaws and propose any amendments to the Nominating and Governance Committee and Board of Trustees.

The UCFSC Third Amended and Restated Bylaws were amended on October 1, 2019, by its Board of Directors as recommended by the Association of Governing Boards; to ensure compliance with statute and regulation changes regarding DSOs; to align with the bylaws of other university DSOs; to update titles; and to make changes to roles of certain officers.

As any red-line of the bylaws would be significant and confusing, this section includes a summary of substantive changes:

- A new definition for Laws identifies current laws, regulations and policies applicable to direct support organizations and anticipates changes to the laws without the need to update the bylaws in the future.
- The revised bylaws designate a presidential appointee as the chair of the board of directors.
- The title President was changed to Vice Chair to conform with model DSO bylaws.
- Certain financial obligations of the board are clarified, including approval of any material changes to the budget.
- The chair possesses line-item authority over the budget to be consistent with other direct support organizations and the sovereign immunity court cases and has oversight of the day-to-day operations of the corporation rather than the volunteer president.
- Officers now have two-year terms.
- The secretary-treasurer role also the university's Chief Operating Officer is further clarified and included is responsibility for day-to-day duties related non-housing matters.
- The surety bond was deleted as unnecessary for UCF employees and trustees.
- The 15-day requirement was deleted to provide flexibility to each board member.

**Issues to be Considered:**

Margaret Cole, the university's Associate Vice President for Direct Support Organizations, has reviewed, provided edits and support regarding the proposed bylaw amendments. The amended bylaws were also approved by the UCF General Counsel's office.



**Alternatives to Decision:**

Many of the proposed amendments are required for UCFSC to comply with Florida statutes and regulations or to conform with model DSO bylaws. While other language can be considered, the substance and spirit of the amendments required by statute and regulation changes are necessary.

**Fiscal Impact and Source of Funding:**

N/A

**Recommended Action:**

Approval of proposed Third Amended and Restated Bylaws.

**Authority for Board of Trustees Action:**

- Section 1004.28 Florida Statutes
- BOG Regulation 9.011
- UCF Regulation 4.034(3)(d)
- Second Amended and Restated UCF Nominating and Governance Committee Charter, Section 1.11

**Contract Reviewed/Approved by General Counsel:**

N/A

**Committee Chair or Chair of the Board approval:**

Approved by Chair William Yeargin

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**Submitted by:**

Grant Heston, Chair, UCF Stadium Corporation

**Supporting Documentation:**

Attachment A: Proposed Third Amended and Restated Bylaws

**Facilitators/Presenters:**

Margaret Jarrell-Cole, Associate Vice President, Direct Support Organizations



Attachment A

**THIRD AMENDED AND RESTATED BYLAWS OF  
UCF STADIUM CORPORATION (Corporation)**

**ARTICLE 1 MEMBERSHIP**

The Corporation will have no members and will be managed by the Board of Directors.

**ARTICLE 2 BOARD OF DIRECTORS AND MEETINGS**

1. Directors. The Board of Directors (Board) will consist of:
  - A. The President of the University of Central Florida (UCF) or designee.
  - B. A trustee appointed by the Chair of the University of Central Florida Board of Trustees (BOT).
  - C. In addition, both the UCF President and the Chair of the BOT may appoint one or more additional members.

The BOT representative provided for in Section 1B may not be the UCF President. The BOT Chair and the UCF President may not appoint the same individual to represent them both on the Board.

The BOT will approve all appointments to the Board other than the representatives appointed by the UCF President or the BOT Chair.

2. Term of Office. Ex-officio directors, who are employees of UCF or its affiliated entities, will serve a two (2)-year term or the term of their position with UCF when appointed, whichever is less. Other directors will serve a two (2)-year term. Any director may be removed, with or without cause, by the person who appointed the director. Directors may serve successive terms.
3. Powers and Duties. The property, affairs, activities and concerns of the Corporation will be vested in the Board subject to the Articles of Incorporation, Bylaws, applicable laws, guidelines, policies and regulations, including section 267, F.S. section 1004.28, F.S., section 1010.62 F.S., Florida Board of Governors Regulation 9.011 and UCF Regulations 2-100.5, 2-1002.3, 2-207, 2-208, 2-209, and 4.034 (Laws). All management functions will be exercised by the Board subject to its delegation. The powers and duties of the Board will be to:
  - A. Faithfully discharge its duties under the Laws.
  - B. Meet when requested by the Chair of the Board, the Vice Chair of this Corporation, or any two members of the Board.

- C. Select a bank or banks or other depositories for the Corporation; and to cause the Corporation to conduct its financial affairs in conformity with the policies and procedures adopted by the Board.
  - D. Cause an independent audit of the books and records of this Corporation at least once each fiscal year together with a management letter, including the response from management, if required. This audit will be conducted by a firm of independent Certified Public Accountants selected in accordance with the Laws by the Chair of the Board. The engagement letter will provide the audit render an opinion on the financial statements under generally accepted accounting principles and to have the results of the audit reported to and accepted by the Board. In accordance with the Laws the audit will be forwarded to the BOT for review and oversight.
  - E. To hold and to invest and reinvest monies it receives and to hold property, to sell or exchange the same, and to invest and reinvest the proceeds of any sale or other conversion of any property.
  - F. 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, subject to the Laws.
  - G. Approve the Corporation's budget as well as any material changes to the budget.
  - H. Cause the Corporation to conduct its financial affairs in conformity with the policies and procedures adopted by the Board.
- 4. Quorum and Voting. A majority of the directors will constitute a quorum at any meeting of the Board or its committees and all questions will be determined by a majority vote.
  - 5. Meetings of the Board. The Chair of the Board will preside at meetings of the Board. In the absence of the Chair from any meeting, the Vice Chair of the Corporation will preside.

The annual meeting of the Board will be held before the end of the Corporation's fiscal year, or as soon after that date as possible. The time and location of the annual meeting will be designated by the Chair of the Board.

- 6. Vacancies. Whenever any vacancy occurs in the Board by death, resignation, or otherwise, it will be filled without undue delay. Any person appointed or designated to fill a vacancy in the Board will hold office for the unexpired term of his or her predecessor in office. A director or officer may resign at any time by submitting a written resignation to the Chair of the Board and the UCF President.

7. Removal. The UCF President may remove any director at any time upon written notice, with or without cause, except for directors appointed by the BOT Chair. The Board may remove any director at any time upon a two-thirds vote of the directors, whenever the best interests of the Corporation would be served.
8. Participation by Telephone. Board members may participate in a meeting of the Board by telephone or similar communications equipment provided all persons participating in the meeting are able to communicate with each other if permitted by the Laws.

### **ARTICLE 3 CHAIR AND OFFICERS**

1. Chair. The Chair of the Board will be an appointee of the President of UCF and will have the following authority:
  - A. Preside at meetings of the Board. In the absence of the Chair from any meeting, the Vice Chair will preside.
  - B. Retain the authority to monitor and control the use of the Corporation's resources. The Chair will retain control of the Corporation's name and will monitor compliance of the Corporation with the Laws.
  - C. Review and approve, or appoint a designee, for the Corporation's quarterly expenditure plans. If the Chair appoints a designee to review and approve the quarterly expenditure plans, the designee will be a Vice President or another senior officer of UCF who reports directly to the UCF President. The quarterly expenditure plan will separately delineate planned actions which may result in a commitment of UCF resources or the resources of the Corporation.
  - D. Possess line-item authority over the budget of the Corporation. This authority includes the establishment of additional line items and reduction or elimination of existing budgetary items.
  - E. Prepare the agenda for all meetings of the Board or appoint a designee.
  - F. Appoint the officers of the Corporation. The Vice Chair, Secretary, and Treasurer are to serve terms of two (2) year each commencing immediately following their appointment. The Chair may appoint additional officers as needed. In the absence of the Chair, the Vice Chair may appoint officers.
  - G. In the event of absence, inability, or refusal to act of any of the officers, the Chair will appoint a successor or successors to perform the duties of their respective offices.
2. Vice Chair. The duties of the Vice Chair of this Corporation will be to:

- A. Serve in the absence or disability of the Chair.
  - B. In the absence of the Chair, appoint officers.
3. Secretary. The duties of the Secretary will be to keep:
- A. Accurate minutes of the proceedings of the annual meeting of the Corporation and all meetings of the Board and preserve them as a permanent record.
  - B. A copy of the Articles of Incorporation and Bylaws of the Corporation and all amendments to them.
  - C. The seal of the Corporation, if necessary, and affix it to official documents, records and papers as may be required.
  - D. An accurate list of all members of this Corporation and their respective terms of service.
4. Treasurer. The duties of the Treasurer will be to:
- A. Assure adequate provision is made for the care and custody of all the assets of the Corporation.
  - B. Prepare the annual budget of the Corporation and provide it to the Board for approval and BOT for review.
  - C. Oversee the preparation of any required federal or state tax forms, including IRS Form 990.
  - D. Oversee any financing, lease or related documents.
  - E. Manage the day to day operations of the Corporation, subject to delegation.
  - F. Facilitate the annual independent audit.
5. Secretary and Treasurer. The offices of Secretary and Treasurer may be held by a single person.
6. Removal. The UCF President may remove any officer at any time upon written notice, with or without cause. The Board may remove any officer at any time upon a two-thirds vote of the directors, whenever the best interests of the Corporation would be served.
7. Vacancies. In the event of absence, inability, or refusal to act of any of the ex officio or

designated officers of the Corporation, the Chair, except as otherwise provided for in these Bylaws will appoint a successor or successors to perform the duties of their respective offices subject to the Laws.

#### **ARTICLE 4 COMMITTEES**

The Chair of the Board may, at any time, appoint and charge committees (Committees) as necessary and advisable to assist in the conduct of the Corporation's affairs. Committee members may include members who are not directors. Committees will include a majority of directors and will be chaired by a director appointed by the Chair of the Board. Committee member appointments will be for defined terms, and committee members may be removed at any time, with or without cause, by the Chair of the Board. A majority of any committee of the Corporation will constitute a quorum for the transaction of business. Committees will comply with the Laws.

Standing Committees may be established by the Board. Standing Committees will be permanent unless a term is specified, and their membership will consist of directors or other members of the UCF community as appointed by the Chair. Standing Committee members will serve until the Chair of the Board appoints a replacement.

#### **ARTICLE 5 MISCELLANEOUS PROVISIONS**

1. Contracts. Contracts for the routine activities of this Corporation will be signed in the name of the Corporation by the Chair or Vice Chair, or as otherwise delegated by the Board.
2. Officer and Director Compensation. The Directors and Officers of this Corporation, except those otherwise employed by the Corporation, will not receive any compensation from this Corporation for their services as director or officer; provided, however, 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. Any expense reimbursement or personal services compensation will comply with the Laws.
3. Officer and Director Indemnification. This Corporation will indemnify and hold harmless all directors, officers, and employees of the Corporation for any liability incurred as a result of their actions in the performance of their duties on behalf of this Corporation. The Corporation will have the authority to purchase insurance for this purpose.
4. Governing Authority. The Corporation operates as a Direct Support Organization (DSO) for the benefit of UCF as defined by Florida statute. DSOs are certified by the BOT and follow the Law.
5. University Resources and Name. The UCF President has the authority to monitor and control the use of UCF's resources, including the names of DSOs.

6. Public Records and Open Meetings. Public access to the Corporation's records and public meetings of a DSO are governed by the Laws, including Section 1004.28, Florida Statutes.
7. Employees. Persons employed by the Corporation will not be considered to be employees of the State of Florida by virtue of employment with the organization.

#### **ARTICLE 6 AMENDMENTS**

These Bylaws may be made, altered, or rescinded by a two-thirds (2/3) vote of members of the Board present at any regular or special meeting at which a quorum is present. All amendments must be submitted to the BOT in accordance with UCF Regulation 4.034 (3) (d) for approval prior to becoming effective.

#### **ARTICLE 7 FISCAL YEAR**

The fiscal year of the Corporation will begin on July 1 and end on June 30 of the following year, or as otherwise directed by the BOT.

#### **ARTICLE 8 NONDISCRIMINATION**

The Corporation is committed to non-discrimination with respect to race, creed, color, religion, age, disability, sex, marital status, national origin, veteran status or any other basis protected by law.

#### **ARTICLE 9 CONFLICT OF INTEREST**

All actual or potential conflicts of interest involving directors of the Corporation will be disclosed and addressed in accordance with the Corporation's conflict of interest policy.

I CERTIFY these 3<sup>rd</sup> Amended and Restated Bylaws were approved by majority vote of the Board on October 1, 2019 and submitted to the BOT on November 14, 2019.

\_\_\_\_\_  
Secretary

\_\_\_\_\_, 2019  
Date



**ITEM: NG-4**

**UCF BOARD OF TRUSTEES  
November 14, 2019**

**Title:** UCF Finance Corporation Bylaws Amendments

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**Background:**

UCF Finance Corporation (UCFFC) was certified as a direct support organization on February 21, 2007. Its purpose is to promote and support the mission of the university as well as a vehicle for non-operational financings to meet university needs. The current UCFFC Second Amended and Restated Bylaws were adopted by the UCFFC Board of Directors on February 9, 2018.

UCFFC has the responsibility to annually review its bylaws and propose any amendments to the Nominating and Governance Committee and Board of Trustees.

The UCFFC Third Amended and Restated Bylaws were amended on October 8, 2019, by its Board of Directors as recommended by the Association of Governing Boards; to ensure compliance with statute and regulation changes regarding DSOs; to align with the bylaws of other university DSOs; to update titles; and to make changes to roles of certain officers.

As any red-line of the bylaws would be significant and confusing, this section includes a summary of substantive changes:

- A new definition for Laws identifies current laws, regulations and policies applicable to direct support organizations and anticipates changes to the laws without the need to update the bylaws in the future.
- The revised bylaws designate a presidential appointee as the chair of the board of directors.
- The title President was changed to Vice Chair to conform with model DSO bylaws.
- Certain financial obligations of the board were clarified, including approval of any material changes to the budget.
- Officers now have two-year terms.
- The UCFFC Secretary-treasurer is also the university's Chief Operating Officer and that role is further clarified and included is responsibility for day-to-day duties operations of the Corporation rather than the UCFFC President (currently the UCF Provost)
- The surety bond was deleted as unnecessary for UCF employees and trustees.
- The 15-day requirement was deleted to provide flexibility as each board member.

**Issues to be Considered:**

Margaret Cole, the university's Associate Vice President for Direct Support Organizations, has reviewed, provided edits and support regarding the proposed bylaw amendments. The amended bylaws were also approved by the UCF General Counsel's office.

**Alternatives to Decision:**

Many of the proposed amendments are required for UCFFC to comply with Florida statutes and regulations or to conform with model DSO bylaws. While other language can be considered, the substance and spirit of the amendments required by statute and regulation changes are necessary.

**Fiscal Impact and Source of Funding:**

N/A

**Recommended Action:**

Approval of proposed Third Amended and Restated Bylaws.

**Authority for Board of Trustees Action:**

- Section 1004.28 Florida Statutes
- BOG Regulation 9.011
- UCF Regulation 4.034(3)(d)
- Second Amended and Restated UCF Nominating and Governance Committee Charter, Section 1.11

**Contract Reviewed/Approved by General Counsel:**

N/A

**Committee Chair or Chair of the Board approval:**

Approved by Chair William Yeargin

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**Submitted by:**

Deborah C. German, Chair, UCF Finance Corporation

**Supporting Documentation:**

Attachment A: Proposed Third Amended and Restated Bylaws

**Facilitators/Presenters:**

Margaret Jarrell-Cole, Associate Vice President, Direct Support Organizations

Attachment A

**THIRD AMENDED AND RESTATED BYLAWS OF  
UCF STADIUM CORPORATION (Corporation)**

**ARTICLE 1 MEMBERSHIP**

The Corporation will have no members and will be managed by the Board of Directors.

**ARTICLE 2 BOARD OF DIRECTORS AND MEETINGS**

1. Directors. The Board of Directors (Board) will consist of:
  - A. The President of the University of Central Florida (UCF) or designee.
  - B. A trustee appointed by the Chair of the University of Central Florida Board of Trustees (BOT).
  - C. In addition, both the UCF President and the Chair of the BOT may appoint one or more additional members.

The BOT representative provided for in Section 1B may not be the UCF President. The BOT Chair and the UCF President may not appoint the same individual to represent them both on the Board.

The BOT will approve all appointments to the Board other than the representatives appointed by the UCF President or the BOT Chair.

2. Term of Office. Ex-officio directors, who are employees of UCF or its affiliated entities, will serve a two (2)-year term or the term of their position with UCF when appointed, whichever is less. Other directors will serve a two (2)-year term. Any director may be removed, with or without cause, by the person who appointed the director. Directors may serve successive terms.
3. Powers and Duties. The property, affairs, activities and concerns of the Corporation will be vested in the Board subject to the Articles of Incorporation, Bylaws, applicable laws, guidelines, policies and regulations, including section 267, F.S. section 1004.28, F.S., section 1010.62 F.S., Florida Board of Governors Regulation 9.011 and UCF Regulations 2-100.5, 2-1002.3, 2-207, 2-208, 2-209, and 4.034 (Laws). All management functions will be exercised by the Board subject to its delegation. The powers and duties of the Board will be to:
  - A. Faithfully discharge its duties under the Laws.
  - B. Meet when requested by the Chair of the Board, the Vice Chair of this Corporation, or any two members of the Board.

- C. Select a bank or banks or other depositories for the Corporation; and to cause the Corporation to conduct its financial affairs in conformity with the policies and procedures adopted by the Board.
  - D. Cause an independent audit of the books and records of this Corporation at least once each fiscal year together with a management letter, including the response from management, if required. This audit will be conducted by a firm of independent Certified Public Accountants selected in accordance with the Laws by the Chair of the Board. The engagement letter will provide the audit render an opinion on the financial statements under generally accepted accounting principles and to have the results of the audit reported to and accepted by the Board. In accordance with the Laws the audit will be forwarded to the BOT for review and oversight.
  - E. To hold and to invest and reinvest monies it receives and to hold property, to sell or exchange the same, and to invest and reinvest the proceeds of any sale or other conversion of any property.
  - F. 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, subject to the Laws.
  - G. Approve the Corporation's budget as well as any material changes to the budget.
  - H. Cause the Corporation to conduct its financial affairs in conformity with the policies and procedures adopted by the Board.
- 4. Quorum and Voting. A majority of the directors will constitute a quorum at any meeting of the Board or its committees and all questions will be determined by a majority vote.
  - 5. Meetings of the Board. The Chair of the Board will preside at meetings of the Board. In the absence of the Chair from any meeting, the Vice Chair of the Corporation will preside.

The annual meeting of the Board will be held before the end of the Corporation's fiscal year, or as soon after that date as possible. The time and location of the annual meeting will be designated by the Chair of the Board.

- 6. Vacancies. Whenever any vacancy occurs in the Board by death, resignation, or otherwise, it will be filled without undue delay. Any person appointed or designated to fill a vacancy in the Board will hold office for the unexpired term of his or her predecessor in office. A director or officer may resign at any time by submitting a written resignation to the Chair of the Board and the UCF President.

7. Removal. The UCF President may remove any director at any time upon written notice, with or without cause, except for directors appointed by the BOT Chair. The Board may remove any director at any time upon a two-thirds vote of the directors, whenever the best interests of the Corporation would be served.
8. Participation by Telephone. Board members may participate in a meeting of the Board by telephone or similar communications equipment provided all persons participating in the meeting are able to communicate with each other if permitted by the Laws.

### **ARTICLE 3 CHAIR AND OFFICERS**

1. Chair. The Chair of the Board will be an appointee of the President of UCF and will have the following authority:
  - A. Preside at meetings of the Board. In the absence of the Chair from any meeting, the Vice Chair will preside.
  - B. Retain the authority to monitor and control the use of the Corporation's resources. The Chair will retain control of the Corporation's name and will monitor compliance of the Corporation with the Laws.
  - C. Review and approve, or appoint a designee, for the Corporation's quarterly expenditure plans. If the Chair appoints a designee to review and approve the quarterly expenditure plans, the designee will be a Vice President or another senior officer of UCF who reports directly to the UCF President. The quarterly expenditure plan will separately delineate planned actions which may result in a commitment of UCF resources or the resources of the Corporation.
  - D. Possess line-item authority over the budget of the Corporation. This authority includes the establishment of additional line items and reduction or elimination of existing budgetary items.
  - E. Prepare the agenda for all meetings of the Board or appoint a designee.
  - F. Appoint the officers of the Corporation. The Vice Chair, Secretary, and Treasurer are to serve terms of two (2) year each commencing immediately following their appointment. The Chair may appoint additional officers as needed. In the absence of the Chair, the Vice Chair may appoint officers.
  - G. In the event of absence, inability, or refusal to act of any of the officers, the Chair will appoint a successor or successors to perform the duties of their respective offices.
2. Vice Chair. The duties of the Vice Chair of this Corporation will be to:

- A. Serve in the absence or disability of the Chair.
  - B. In the absence of the Chair, appoint officers.
3. Secretary. The duties of the Secretary will be to keep:
- A. Accurate minutes of the proceedings of the annual meeting of the Corporation and all meetings of the Board and preserve them as a permanent record.
  - B. A copy of the Articles of Incorporation and Bylaws of the Corporation and all amendments to them.
  - C. The seal of the Corporation, if necessary, and affix it to official documents, records and papers as may be required.
  - D. An accurate list of all members of this Corporation and their respective terms of service.
4. Treasurer. The duties of the Treasurer will be to:
- A. Assure adequate provision is made for the care and custody of all the assets of the Corporation.
  - B. Prepare the annual budget of the Corporation and provide it to the Board for approval and BOT for review.
  - C. Oversee the preparation of any required federal or state tax forms, including IRS Form 990.
  - D. Oversee any financing, lease or related documents.
  - E. Manage the day to day operations of the Corporation, subject to delegation.
  - F. Facilitate the annual independent audit.
5. Secretary and Treasurer. The offices of Secretary and Treasurer may be held by a single person.
6. Removal. The UCF President may remove any officer at any time upon written notice, with or without cause. The Board may remove any officer at any time upon a two-thirds vote of the directors, whenever the best interests of the Corporation would be served.
7. Vacancies. In the event of absence, inability, or refusal to act of any of the ex officio or



designated officers of the Corporation, the Chair, except as otherwise provided for in these Bylaws will appoint a successor or successors to perform the duties of their respective offices subject to the Laws.

#### **ARTICLE 4 COMMITTEES**

The Chair of the Board may, at any time, appoint and charge committees (Committees) as necessary and advisable to assist in the conduct of the Corporation's affairs. Committee members may include members who are not directors. Committees will include a majority of directors and will be chaired by a director appointed by the Chair of the Board. Committee member appointments will be for defined terms, and committee members may be removed at any time, with or without cause, by the Chair of the Board. A majority of any committee of the Corporation will constitute a quorum for the transaction of business. Committees will comply with the Laws.

Standing Committees may be established by the Board. Standing Committees will be permanent unless a term is specified, and their membership will consist of directors or other members of the UCF community as appointed by the Chair. Standing Committee members will serve until the Chair of the Board appoints a replacement.

#### **ARTICLE 5 MISCELLANEOUS PROVISIONS**

1. Contracts. Contracts for the routine activities of this Corporation will be signed in the name of the Corporation by the Chair or Vice Chair, or as otherwise delegated by the Board.
2. Officer and Director Compensation. The Directors and Officers of this Corporation, except those otherwise employed by the Corporation, will not receive any compensation from this Corporation for their services as director or officer; provided, however, 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. Any expense reimbursement or personal services compensation will comply with the Laws.
3. Officer and Director Indemnification. This Corporation will indemnify and hold harmless all directors, officers, and employees of the Corporation for any liability incurred as a result of their actions in the performance of their duties on behalf of this Corporation. The Corporation will have the authority to purchase insurance for this purpose.
4. Governing Authority. The Corporation operates as a Direct Support Organization (DSO) for the benefit of UCF as defined by Florida statute. DSOs are certified by the BOT and follow the Law.
5. University Resources and Name. The UCF President has the authority to monitor and control the use of UCF's resources, including the names of DSOs.

6. Public Records and Open Meetings. Public access to the Corporation's records and public meetings of a DSO are governed by the Laws, including Section 1004.28, Florida Statutes.
7. Employees. Persons employed by the Corporation will not be considered to be employees of the State of Florida by virtue of employment with the organization.

#### **ARTICLE 6 AMENDMENTS**

These Bylaws may be made, altered, or rescinded by a two-thirds (2/3) vote of members of the Board present at any regular or special meeting at which a quorum is present. All amendments must be submitted to the BOT in accordance with UCF Regulation 4.034 (3) (d) for approval prior to becoming effective.

#### **ARTICLE 7 FISCAL YEAR**

The fiscal year of the Corporation will begin on July 1 and end on June 30 of the following year, or as otherwise directed by the BOT.

#### **ARTICLE 8 NONDISCRIMINATION**

The Corporation is committed to non-discrimination with respect to race, creed, color, religion, age, disability, sex, marital status, national origin, veteran status or any other basis protected by law.

#### **ARTICLE 9 CONFLICT OF INTEREST**

All actual or potential conflicts of interest involving directors of the Corporation will be disclosed and addressed in accordance with the Corporation's conflict of interest policy.

I CERTIFY these 3<sup>rd</sup> Amended and Restated Bylaws were approved by majority vote of the Board on October 1, 2019 and submitted to the BOT on November 14, 2019.

\_\_\_\_\_  
Secretary

\_\_\_\_\_, 2019  
Date

**ITEM: NG-5**

**UCF BOARD OF TRUSTEES  
November 14, 2019**

**Title:** Appointment of Board Member to UCF Finance Corporation

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**Background:**

UCF Finance Corporation (UCFFC) is a 501(c)(3) tax exempt organization created to receive, hold, invest, and administer property and to make expenditure to or for the benefit of the University of Central Florida.

Each year, the UCFFC is charged with the responsibility of annually receiving and placing in nomination the names of individuals to be considered or appointed for membership on the board.

Annually, the names are presented to the Board of Trustees Nominating and Governance Committee for further discussion and recommendation to the full board. This action is in accordance with Article 2 of the Third Amended and Restated Bylaws of the corporation. All candidates have acknowledged acceptance of the terms of service for membership on the UCFFC.

The UCFFC Bylaws authorize, as part of the UCFFC Board of Directors, appointment of one director for a two-year term.

Dr. Debra Reinhart was selected pursuant to UCFFC's Bylaws in an appointment by the UCF President to serve on the corporation's Board of Directors. In accordance with the Bylaws, Dr. Reinhart's two-year term will begin July 1, 2019 through June 30, 2021.

**Issues to be Considered:**

N/A

**Alternatives to Decision:**

Decline to approve the appointment.

**Fiscal Impact and Source of Funding:**

N/A

**Recommended Action:**

Approval of the appointment of Dr. Reinhart to serve on the UCFFC Board of Directors.

**Authority for Board of Trustees Action:**

Fl. Statute 1004.28(3)

**Contract Reviewed/Approved by General Counsel:**

N/A

**Committee Chair or Chair of the Board approval:**

Committee Chair Bill Yeargin approved.

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**Submitted by:**

Deborah C. German, Chair, UCF Finance Corporation

**Supporting Documentation:**

Attachment A: Board member candidate bio

Attachment B: Second Amended and Restated Bylaws of the UCF Finance Corporation

**Facilitators/Presenters:**

Margaret Jarrell-Cole, Associate Vice President, Direct Support Organizations

Attachment A

**UCF Finance Corporation  
Board Member Appointment**

Debra Reinhart, Ph.D.

Dr. Reinhart serves as the Associate Vice President for Research and Scholarship at the University of Central Florida. She is a Pegasus Professor in the Civil, Environmental and Construction Engineering Department. She is an associate editor for the Waste Management Journal. She is a member of the Oak Ridge Association of Universities Board and the Managing Board of the International Waste Working Group, and is an ABET Program Evaluator. For over 15 years, she served on the EREF Board of Directors and is a member of the EREF Research Council.

Dr. Reinhart is a registered professional engineer in Florida and Georgia, a board-certified environmental engineer, and a fellow of the American Society of Civil Engineers, the Association of Environmental and Science Engineering Professors, and the American Association for the Advancement of Science. She has served as a reviewer for more than 20 journals and organizations. Dr. Reinhart served from 2011 to 2013 as the Environmental Engineering Program Manager at the National Science Foundation in Washington D.C.

Attachment B

**SECOND AMENDED AND  
RESTATED BYLAWS OF  
UCF FINANCE CORPORATION**

**ARTICLE I.**

**MEMBERSHIP**

The Board of Directors of the Corporation shall constitute the members of the Corporation.

**ARTICLE II.**

**ANNUAL MEETING**

1. The annual meeting of the members of this Corporation shall be held on the first Monday of July of each year, or as soon thereafter as possible. The time and location of the annual meeting shall be designated by the Chairman of the Board of Directors.
2. The annual reports of the officers for the year shall be read and considered.
3. Following the reports of the officers, such other business as may come before the body may be transacted.
4. At this meeting, a majority of the members shall constitute a quorum and a majority of those members present may transact any business coming before the body.

**ARTICLE III.**

**BOARD OF DIRECTORS**

1. The following persons shall be directors of the Corporation:
  - A. The President of the University of Central Florida or his designee.
  - B. A person appointed by the Chairman of the University Of Central Florida Board Of Trustees.
  - C. One or more persons appointed by the President of the University of Central Florida.
2. Each director shall serve a 2 year term unless removed, with or without cause, by the person who appointed such director. Directors may serve successive terms.



3. The 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 bylaws.
  - B. To meet upon the call of the Chairman of the Board, the President of this Corporation, or any two 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 procedures adopted by the Board.
4. A majority of the directors shall constitute a quorum at any meeting of the Board of Directors or Committees thereof and all questions shall be determined by a majority vote.
5. The Chairman of the Corporation shall preside at meetings of the Board of Directors. In the absence of the Chairman from any meeting, the President of the Corporation shall preside.
6. Meetings may be conducted by telephone, video conference or similar communications equipment, provided all persons participating in such meetings are able to communicate with each other.
7. Proxies, general or special, shall not be accepted for any purpose in the meeting of the Board of Directors or Committees thereof.
8. The Board, in accordance with University policy 2-208, *Direct Support Organization External Auditor Selection*, shall 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 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.

#### **ARTICLE IV.**

##### **CHAIRMAN OF THE BOARD AND OFFICERS OF THE CORPORATION**

1. The Chairman of the Board of Directors shall have the following authority:
  - A. The Chairman shall retain the authority to monitor and control the use of the Corporation's resources. The Chairman shall retain control of the Corporation's name and shall monitor compliance of the Corporation with state and federal laws and the rules of the Board of Governors and University Board of Trustees.
  - B. The Chairman or Chairman's designee shall review and approve quarterly expenditure plans for the Corporation. If the Chairman appoints a designee to review and approve the quarterly expenditure plans, such designee shall be a Vice President or other senior officer of the University who reports directly to the President of the University. The quarterly expenditure plan shall separately delineate planned actions which may result in a commitment of University resources or the resources of the Corporation.
  - C. The Chairman of the Board shall possess line-item authority over the budget of the Corporation. This authority includes the establishment of additional line items and reduction or elimination of existing budgetary items.
  - D. The Chairman or designee shall prepare the agenda for all meetings of the Board of Directors.
  - E. The Chairman shall appoint the officers of the Corporation. The President, Secretary, and Treasurer shall be appointed annually. These officers are to serve terms of one year each commencing immediately following their appointment. The Chairman may appoint additional officers who do not serve on the Board of directors.
  - F. In the event of absence, inability, or refusal to act of any of the officers of this Corporation, the Chairman shall appoint a successor or successors to perform the duties of their respective offices.
2. The duties of the President of this Corporation shall be as follows:
  - A. To manage the day to day operations of the Corporation.
  - B. To present a written report of the conduct of his or her office at the next annual meeting following his or her appointment to office.

3. The duties of the Secretary shall be as follows:
  - A. To keep accurate minutes of the proceedings of the annual meeting of the Corporation and all meetings of the Board of Directors and preserve same in a book of such nature as to serve as a permanent record.
  - B. To keep on record a copy of the Articles of Incorporation and Bylaws of the Corporation and all amendments thereto.
  - C. To keep the seal of the Corporation and affix same to such official documents, records and papers as may be required.
  - D. To keep an accurate list of all members of this corporation.
  - E. To present a written report of the conduct of his or her office at the next annual meeting following his or her appointment to office.
4. The duties of the Treasurer shall be as follows:
  - A. To assure that adequate provision is made for the care and custody of all the assets of this Corporation.
  - B. To assure that adequate provision is made to keep in force a blanket surety bond to assure that each officer and employee who is authorized to collect, hold, or disburse funds of the Corporation shall faithfully discharge their duties, the adequacy of which shall be determined by the Executive Committee.
  - C. To present a written report of the conduct of his or her office at the next annual meeting following his or her appointment to office.
5. The offices of Secretary and Treasurer may be held by a single person.

#### **ARTICLE V.**

##### **COMMITTEES OF THE BOARD OF DIRECTORS**

1. The Standing Committees shall be established by the Board of Directors. Standing Committees shall be permanent and their membership shall consist of directors and such other members of the University community as appointed by the Chairman. Standing Committee members shall serve until the Chairman of the Board appoints a replacement.

## **ARTICLE VI.**

### **MISCELLANEOUS PROVISIONS**

1. Contracts for the routine activities of this Corporation shall be signed in the name of the Corporation by the Chairman or President.
2. 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.
3. Whenever a vacancy occurs on the Board of Directors of the Corporation or in any office, it may be filled by appointment made by the Chairman of the Board of Directors in conformity with these Bylaws. The newly appointed member or officer shall act during the remainder of the unexpired term of his or her predecessor.
4. 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.
5. Personnel employed by this Corporation shall not be considered to be employees of the State of Florida by virtue of employment by this Corporation.
6. 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.

## **ARTICLE VII.**

### **AMENDMENTS**

These Bylaws may be altered, amended, or rescinded only by an affirmative vote of the majority of all of the voting members. In case it becomes necessary to call a special meeting for this purpose, written notice shall be given to each voting member of the Corporation at least fifteen (15) calendar days before the date set for the meeting, and such notice shall indicate the provision sought to be amended and the nature of the amendment proposed to be adopted. All proposed amendments are subject to University Board of Trustees review and approval.

**ARTICLE VIII.**

**FISCAL YEAR**

The fiscal year of the Corporation shall begin on July 1 and end on June 30 of the following year.

**ARTICLE IX.**

**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 X.**

**CONFLICT OF INTEREST**

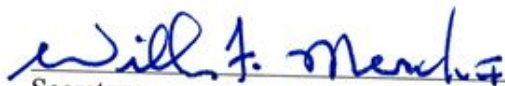
All actual or potential conflicts of interest involving directors of the Corporation shall be disclosed and addressed in accordance with the Corporation's Conflict of Interest Policy.

**ARTICLE XI.**

**PUBLIC RECORDS**

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

I HEREBY CERTIFY that the foregoing Second Amended and Restated Bylaws are the Bylaws of UCF Finance Corporation (formerly UCF Health Facilities Corporation) and were adopted by the Board of Directors on the day of February 9, 2018.

  
Secretary

**ITEM: NG-6**

**UCF BOARD OF TRUSTEES  
November 14, 2019**

**Title:** Change Name of the Committee and Review Committee Charter

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**Background:**

The Nominating and Governance Committee has been increasing its workload as the Board of Trustees and the university are focusing more on governance issues. Item 24 on the Post Investigation Action Plan indicates that “the current nominating and governance committee should be charged with a close examination of these and other recommendations with an eye toward implementation of changes in governance behavior – including, perhaps, the name of the committee.” Changing the name of this committee to the Governance Committee would better reflect the work that this committee is performing.

**Issues to be Considered:**

Review the Nominating and Governance Committee charter and determine if the committee should be renamed the Governance Committee. Determine if any other changes should be made to the charter.

**Alternatives to Decision:**

Keep the current committee name and do not make any changes to the charter.

**Fiscal Impact and Source of Funding:**

N/A

**Recommended Action:**

Change the name of the committee to the Governance Committee.

**Authority for Board of Trustees Action:**

Board of Governors Regulation 1.001

**Contract Reviewed/Approved by General Counsel:**

N/A

**Committee Chair or Chair of the Board approval:**

Committee Chair Bill Yeargin approved.

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**Submitted by:**

Scott Cole, Vice President and General Counsel

**Supporting Documentation:**

Attachment A: Fourth Amended and Restated UCF Nominating and Governance Committee Charter (redline)

**Facilitators/Presenters:**

N/A

## Attachment A

### **Fourth~~Third~~ Amended and Restated UCF ~~Nominating and~~ Governance Committee Charter**

#### **1. Overall Purpose and Objectives**

The ~~Nominating and~~ Governance Committee is appointed by the University of Central Florida Board of Trustees with the responsibility to:

- 1.1 propose for consideration by the full board a process by which presidents of the University of Central Florida would be selected
- 1.2 nominate a chair and vice chair of the University of Central Florida Board of Trustees for consideration by the full board
- 1.3 recommend candidates for designation as Trustee Emeritus for consideration by the full board
- 1.4 recommend candidates for designation as Honorary Doctor for consideration by the full board
- 1.5 review annually and recommend changes as necessary to the Board Bylaws.
- 1.6 review the self-assessment that each committee performs
- 1.7 review and provide recommendations to the Board regarding Board member education, including new member orientation and regularly scheduled board member training
- 1.8 inform members of corporate governance “best practices” and make recommendations to the Board and its committees
- 1.9 review and recommend to the Board the number and structure of committees
- 1.10 review and make recommendations regarding delegation of authority to the President
- 1.11 review and make recommendations regarding amendments to the bylaws of direct support organizations
- 1.12 review and approve university regulations



- 1.13 fulfill any other responsibilities as subsequently may be assigned by the University of Central Florida Board of Trustees and/or the board chair.

## **2. Authority**

The board authorizes the committee to:

- 2.1 perform activities within the scope of its charter
- 2.2 engage advisors as it deems necessary to carry out its duties
- 2.3 have unrestricted access to management, faculty, and employees of the University of Central Florida and its direct support organizations and affiliates.

## **3. Organization/Membership**

- 3.1 The chair of the board will appoint the chair and members of the committee.
- 3.2 The committee will consist of at least five members.
- 3.3 Members will serve on the committee until their resignation or replacement by the chair of the board.

### **Meetings**

- 3.4 A majority of the members of the committee will constitute a quorum for the transaction of business.
- 3.5 Meetings will be held not less than two times per year.
- 3.6 The committee will maintain written minutes of its meetings.
- 3.7 The committee may request special reports from members of the university or Direct Support Organization management personnel on topics that may enhance its understanding of their activities and operations as it relates to the committee's mission.

## **4. Governance**

The committee will review the committee charter annually and discuss any required changes with the board to ensure that the charter is approved or reapproved by the board annually.

| *Approved by the UCF Board of Trustees on -19 July 18, 2019.*

**ITEM: NG-7**

**UCF BOARD OF TRUSTEES  
November 14, 2019**

**Title:** Amendments to University Regulation UCF-3.001 Non-Discrimination; Affirmative Action Programs

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**Background:**

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.”

**Issues to be Considered:**

The University proposes to amend Regulation UCF-3.001 Non-Discrimination; Affirmative Action Programs to add new language clarifying compliance with state and federal law. Additionally, language was removed from paragraph (2)(a) so that the language would conform with the language in paragraph (1). This was inadvertently inserted in the regulation the last time revisions were made.

This regulation was posted online October 2, 2019, for public comment. No comments were received.

**Alternatives to Decision:**

Do not amend University Regulation UCF-3.001

**Fiscal Impact and Source of Funding:**

N/A

**Recommended Action:**

Approve amendments to University Regulation UCF-3.001.

**Authority for Board of Trustees Action:**

Board of Governors regulation 1.001

**Contract Reviewed/Approved by General Counsel:**

N/A

**Committee Chair or Chair of the Board approval:**

Committee Chair Bill Yeargin approved.

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**Submitted by:**

Scott Cole, Vice President and General Counsel

**Supporting Documentation:**

Attachment A: Proposed Amended Regulation UCF-3.001 (redline)

**Facilitators/Presenters:**

Youndy Cook, Deputy General Counsel

Attachment A

**UCF-3.001 Non-Discrimination; Affirmative Action Programs.**

(1) The University shall actively promote equal opportunity policies and practices conforming to federal and state laws against discrimination. The University shall not discriminate in offering access to its educational programs and activities or with respect to employment terms and conditions on the basis of race, color, ethnicity, national origin, religion, non-religion, age, genetic information, sex (including pregnancy and parental status), gender identity or expression, sexual orientation, marital status, physical or mental disability (including learning disabilities, intellectual disabilities, and past or present history of mental illness), political affiliations, veteran status (as protected under the Vietnam Era Veterans' Readjustment Assistance Act), or membership in any other protected classes as set forth in state or federal law. This commitment applies to the University's relationships with outside organizations, including the federal government, the military, ROTC, and private employers, only to the extent of state and federal requirements.

(2) It is the policy of the University that each employee and student be allowed to work and study in an environment free from unlawful discrimination, discriminatory harassment, and retaliation. To that end, the University prohibits specific forms behavior that violate state and federal laws, including but not limited to Title VII of the Civil Rights Act of 1964 ("Title VII"), Title IX of the Education Amendments of 1972 ("Title IX"), the Violence Against Women Reauthorization Act of 2013 ("VAWA"), Florida's Civil Rights Act (Florida Statutes ss. 760.10 and 110.1221), the Florida Educational Equity Act (Florida Statute s. 1000.05) and related state and federal anti-discrimination laws.

- (a) For purposes of this regulation, discrimination is defined as any unlawful distinction, preference, or detriment to an individual that is based upon an

individual's race, color, ethnicity, national origin, religion, non-religion, age, genetic information, sex (including pregnancy and parental status), gender identity or expression, sexual orientation, marital status, physical or mental disability (including learning disabilities, intellectual disabilities, and past or present history of mental illness), political affiliations, ~~prior conviction of a crime~~, veteran's status (as protected under the Vietnam Era Veterans' Readjustment Assistant Act), or membership in other protected classes set forth in state or federal law and that: (1) excludes an individual from participation in; (2) denies the individual the benefits of; (3) treats the individual differently with regard to; or (4) otherwise adversely affects a term or condition of an individual's employment, education, living environment or participation in a university program or activity. Religious discrimination includes failing to reasonably accommodate an employee's or student's religious practices where the accommodation does not impose an undue hardship. Disability discrimination includes not making reasonable accommodations to the known physical or mental limitations of an otherwise qualified individual with a disability where the accommodations do not impose an undue hardship.

- (b) Unlawful discriminatory harassment is a form of unlawful discrimination wherein an individual is subjected to verbal, physical, electronic or other conduct based upon an individual's protected class (such as race, color, religion, et al.), that interferes with that individual's educational or employment opportunities, participation in a university program or activity, or receipt of legitimately-

requested services and meets the description of either Hostile Environment Harassment or Quid Pro Quo Harassment, as defined below.

1. Hostile Environment Harassment: Discriminatory Harassment that is so severe or pervasive that it unreasonably interferes with, limits, deprives, or alters the terms or conditions of education (e.g., admission, academic standing, grades, assignment); employment (e.g., hiring, advancement, assignment); or participation in a University program or activity (e.g., campus housing), when viewed from both a subjective and objective perspective.
2. Quid Pro Quo Harassment: Discriminatory Harassment where submission to or rejection of unwelcome conduct is used, explicitly or implicitly, as the basis for decisions affecting an individual's education (e.g., admission, academic standing, grades, assignment); employment (e.g., hiring, advancement, assignment); or participation in a university program or activity (e.g., campus housing).

- (c) Retaliation is defined as taking an adverse action against an individual because that individual, in good faith: (i) reported or threatened to report discrimination or discriminatory harassment; or (ii) participated in any capacity, including as a witness or party, in a discrimination investigation or proceeding.

(3) Sexual harassment is a form of sex discrimination. Sexual harassment is defined as any unwelcome sexual advances, request for sexual favors, and other unwanted conduct of a sexual nature—, whether verbal, non-verbal, graphic, physical, or otherwise, when the conditions for Hostile Environment Harassment or Quid Pro Quo Harassment (as defined above) are present.

(4) Employee Reporting Responsibilities.

- (a) Responsible employees are required to immediately report to the university's Office of Institutional Equity all relevant details (obtained directly or indirectly) about an incident of sex/gender-based discrimination or harassment, sexual harassment, sexual assault, sexual exploitation, relationship violence, and/or stalking (as defined in the University's *Prohibition of Discrimination, Harassment and Related Interpersonal Violence Policy*, No. 2-004) that involves any student as a complainant, respondent, and/or witness, including dates, times, locations, and names of parties and witnesses. Reporting is required when the responsible employee knows (by reason of a direct or indirect disclosure) or should have known of such sex/gender-based discrimination or harassment, sexual harassment, sexual assault, sexual exploitation, relationship violence, and/or stalking.
- (b) Deans, directors, department heads and supervisors are required to report to the Office of Institutional Equity all relevant details about an incident of discrimination, discriminatory harassment, or retaliation where either the complainant or the respondent is an employee or Direct Support Organization employee. Reporting is required when such deans, directors, department heads, and supervisors know (by reason of direct or indirect disclosure) or should have known of the discrimination, discriminatory harassment, or retaliation.

(5) Disciplinary Action.

- (a) Any employee or student of the University who is found to have unlawfully discriminated against an employee, an applicant for employment, a student, or

other member of the University community will be subject to disciplinary action up to and including termination or expulsion. Any contractor or other visitor to the University who is found to have engaged in unlawful discriminatory or retaliatory conduct in violation of this regulation will be subject to removal from University facilities, may be denied reentry, and may provide cause to terminate any applicable contract.

- (b) Any employee in a supervisory capacity who has actual knowledge by direct observation or by receipt of a report of discrimination or discriminatory harassment, and who does not report the matter to the Office of Institutional Equity shall be subject to disciplinary action up to and including termination or expulsion.

(6) Complaint and Investigation Procedures. Any employee, student, or other member of the university community who believes that he or she is a victim of unlawful discrimination, discriminatory harassment, or retaliation may take formal or informal action. The individual may report the conduct to his or her supervisor or a higher level employee for further action; pursue informal resolution of the complaint; or pursue an investigation in accordance with Regulation UCF-3.0134 with the Office of Institutional Equity. The Office of Institutional Equity is available to assist employees, students, and members of the university community with reporting discriminatory conduct, obtaining information about the options to informally resolve a complaint, or pursuing an investigation by the Office of Institutional Equity.

(7) The University, in affirming equal opportunity practices, is committed to a continuing program of promotion and maintenance of an affirmative action program. The University, as a federal contractor, is required by law to maintain a current affirmative action plan for the



University. For further information about that plan, contact the Office of Institutional Equity, University of Central Florida, Orlando, Florida 32816.

*Authority: BOG Regulation 1.001. History—New 10-8-75, Amended 1-10-82, 1-9-83, 12-27-83, 12-27-84, Formerly 6C7-3.01, Amended 3-27-86, 1-6-93, 3-16-03, 11-07-07, 07-10-08. Formerly 6C7-3.001, Amended 3-25-00, 1-3-11, 10-26-17, \_\_\_\_\_-19.*

**ITEM: NG-8**

**UCF BOARD OF TRUSTEES  
November 14, 2019**

**Title:** Amendments to University Regulation UCF-3.0122 Resignation and Nonrenewal of Non-Unit Faculty and A&P Staff Members

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**Background:**

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.”

**Issues to be Considered:**

The University proposes to amend Regulation UCF-3.0122, Resignation and Nonrenewal of Non-unit Faculty and A&P Staff Members, to clarify language for employees on “soft-money” funded appointments.

This regulation was posted online October 2, 2019, for public comment. No comments were received.

**Alternatives to Decision:**

Do not amend University Regulation UCF-3.0122

**Fiscal Impact and Source of Funding:**

N/A

**Recommended Action:**

Approve amendments to University Regulation UCF-3.0122.

**Authority for Board of Trustees Action:**

Board of Governors regulation 1.001

**Contract Reviewed/Approved by General Counsel:**

N/A

**Committee Chair or Chair of the Board approval:**

Committee Chair Bill Yeargin approved.

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**Submitted by:**

Scott Cole, Vice President and General Counsel

**Supporting Documentation:**

Attachment A: Proposed Amended Regulation UCF-3.0122 (redline)

**Facilitators/Presenters:**

Youndy Cook, Deputy General Counsel

Attachment A

**UCF-3.0122 Resignation and Nonrenewal of Non-unit Faculty and Administrative and Professional Staff Members.**

(1) Resignation by the Employee.

- (a) Non-unit Faculty and Administrative and Professional (“A&P”) staff members shall give one month’s written notice of resignation if possible.
- (b) Failure to provide at least two (2) weeks’ written notice of resignation will result in the designation of the employee as ineligible for rehire, except in cases of medical or family emergency, or where the employee’s early departure is approved by the University.
- (c) Employees are required to work their resignation notice period unless on approved leave of absence. Failure to work during the resignation notice period will result in the designation of the employee as ineligible for rehire.

(2) Nonrenewal by the University.

- (a) Non-unit faculty and A&P staff members have no expectation of continued employment beyond the terms listed herein. These employees may be given a notice of nonrenewal for any reason, subject to the notice provisions herein, at any time during their employment, and such notice supersedes any term provisions of an appointment or contract. Notice is provided to allow time for the employee to seek other employment, either with UCF or elsewhere. Any reference to “non-unit faculty” in this Regulation specifically excludes tenured faculty.
- (b) Nonrenewal means an employee is given written notice that his or her employment with the University will end at the time set forth in the written notice.

(3) Terms and Conditions of Notice; Notice Periods

- (a) Non-unit Faculty and A&P staff members with up to 6 months of employment in their current pay plan, may be given two weeks’ notice terminating the employment relationship.
- (b) Non-unit Faculty and A&P staff members with at least six months but fewer than two (2) years of employment in their current pay plan may be given four (4) weeks’ written notice terminating the employment relationship.
- (c) Non-unit Faculty and A&P staff members with at least two (2) years but fewer than five (5) years of employment in their current pay plan, may be given twelve (12) weeks’ written notice terminating the employment relationship.

- (d) Non-unit Faculty and A&P staff members with at least five (5) years but fewer than ten (10) years of employment in their current pay plan may be given sixteen (16) weeks' written notice terminating the employment relationship.
- (e) Non-unit Faculty and A&P staff members with ten (10) years or more of employment in their current pay plan may be given twenty (20) weeks' written notice terminating the employment relationship.
- (f) Notwithstanding any provision of this regulation, employees hired on or moved to Executive Service appointments may have their employment terminated with sixty (60) days' written notice of nonrenewal, regardless of how long the individual has been employed with the University.

(4) Following receipt of the notice of nonrenewal, the employee may be reassigned to other duties and responsibilities. An employee reassigned during a notice of nonrenewal period is entitled to the same level of salary he or she received prior to reassignment. An employee on notice of nonrenewal shall not receive any pay increase during the notice period.

(5) At the time of or following issuance of a notice of nonrenewal to any employee, the University may elect in its discretion to pay the employee for all or a portion of the notice period, as may be allowed under Florida law. If the University elects this option, it shall pay the employee an amount, less withholding, equal to the salary for that portion of the notice period which the University is paying out, and the employee's employment shall terminate immediately.

(6) Exceptions to Notice Requirements; Special Conditions.

- (a) Employees on "soft money" funded appointments. Notwithstanding paragraphs (2) and (3) above, the University may nonrenew without notice employees- who are on "soft money" funded appointments (e.g., contracts and grants, sponsored research funds, and grants and donations trust funds) with less than five continuous years of service on such "soft money" funded appointments.~~in their current pay plan~~. For employees on a "soft money" funded appointment with five years or greater of such continued service, ~~in their current pay plan~~, the University shall provide ninety (90) days' notice of nonrenewal if funds are available in the contract, grant or fund.
- (b) Employees on Visiting Appointments. Notwithstanding paragraphs (2) and (3) above, the University may nonrenew an employee on a Visiting Appointment without providing notice.

- (c) Each employee on “soft money” or a Visiting Appointment shall have the following or an equivalent statement included in an appointment document or employment agreement: “Your employment is a Visiting Appointment or is funded by ‘soft money’ as defined in Regulation UCF-3.0122 and may cease with little or no notice.”
- (7) The decision to nonrenew a University employee shall not be based on constitutionally or statutorily impermissible grounds.

*Authority: BOG Regulation 1.001. History—New 4-30-81, Formerly 6C7-3.122, Amended 1-6-93, 4-23-03, 7-16-07; Formerly 6C7-3.0122, Amended 5-7-09, 8-25-14, 10-27-17, \_\_\_\_\_-19.*

**ITEM: NG-9**

**UCF BOARD OF TRUSTEES  
November 14, 2019**

**Title:** Nomination of Daniel Holsenbeck for Honorary Doctoral Degree of Humane Letters

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**Background:**

Since 1970, UCF has bestowed 93 honorary degrees to individuals who have made significant academic, cultural and scientific contributions to society.

**Issues to be Considered:**

Nomination of Daniel Holsenbeck for Honorary Doctoral Degree of Humane Letters.

**Alternatives to Decision:**

Deny recommendation.

**Fiscal Impact and Source of Funding:**

N/A

**Recommended Action:**

Approve honorary doctorate nomination for consideration by full Board.

**Authority for Board of Trustees Action:**

UCF Nominating and Governance Committee Charter Section 1.4: recommend candidates for designation as Honorary Doctor for consideration by the full board.

**Contract Reviewed/Approved by General Counsel:**

N/A

**Committee Chair or Chair of the Board approval:**

Nominating and Governance Committee Chair William Yeargin.

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**Submitted by:**

Tom Hope, Associate Vice President and Deputy Chief of Staff, on behalf of Thad Seymour Jr., Interim President

**Supporting Documentation:**

Attachment A: Letter of Recommendation from Thad Seymour Jr., Interim President

**Facilitators/Presenters:**

Tom Hope



## Attachment A

UNIVERSITY OF CENTRAL FLORIDA

**Office of the President**

P.O. Box 160002  
Orlando, FL 32816-0002

October 1, 2019

William Yeargin, Chair  
Nominating and Governance Committee  
UCF Board of Trustees  
Millican Hall 308  
University of Central Florida  
Orlando, FL 32816

Dear Chair Yeargin,

It is my distinct pleasure to nominate Dr. Daniel Holsenbeck, senior counsel to the president, for the degree of UCF Doctor of Humane Letters. For more than three decades, Dan Holsenbeck has served UCF and the Central Florida community as a key leader, advisor and strategist.

Since joining UCF in 1985, Holsenbeck has reported to every UCF president except its first. He has fostered deep relationships with elected officials who have helped propel the university's rise in quality and status, securing support for increased state funding, the College of Medicine, UCF Downtown and more.

Holsenbeck holds a B.S. in mathematics (with honors) from Auburn University, a M.Ed. from the Johns Hopkins University, and a Ph.D. in higher education management systems from the Florida State University. He has written, spoken, published and taught extensively on all aspects of public relations, governmental relations, teaching and testing in postsecondary education, and other related professional endeavors. In his career, he has managed every aspect of university advancement and development.

In his previous role as vice president of university relations and director of governmental relations, he supervised UCF's state legislative, local government and congressional liaison. He also served the president of the University of Central Florida in numerous public relations and advisory capacities, and managed University Economic Development and Defense Transition Services.

Before UCF, Holsenbeck was associate vice president for development and alumni affairs at the University of South Florida, the director of university relations at Auburn University, and vice chancellor for development at Auburn University at Montgomery.

He has been active in several local and national civic and professional organizations, including the Central Florida Partnership, the Economic Development Commission of Mid-Florida, Visit Orlando (board of directors), the Orange County R & D Authority (chairman, 1999-2000) and the Council for Advancement and Support of Education. Holsenbeck served on the CASE National Board of Trustees and was chairman of CASE's National Commission on Government Relations. He was chairman of the CASE National Association of State Universities and Land-





UNIVERSITY OF CENTRAL FLORIDA

**Office of the President**

P.O. Box 160002  
Orlando, FL 32816-0002

Grant Colleges (NASULGC) and American Association of State Colleges and Universities (AASCU) Task Force on State Relations from 1996 through 1997. In 1999, Holsenbeck received the highest national recognition for his state relations activities, the Swede Johnson Award sponsored by CASE, NASULGC and AASCU. He has served on the Boards of Kids House of Seminole, Work Force Central Florida, the UCF Foundation, the National Center for Simulation, the UCF Alumni Association and the Board of Visitors for the FAMU College of Law.

Holsenbeck is a captain (retired) in the U.S. Naval Reserve and was director of basic enlisted mathematics for the U.S. Navy Nuclear Power School from 1967-69. He served as the principal civilian advisor on college and university teaching and testing to the Chief of Naval Education and Training in Pensacola, Florida. In that capacity, he conducted teaching seminars for all NROTC Navy and Marine instructors from 1971-1998. As a drilling reservist, Holsenbeck held four commands in Montgomery, Alabama, and Orlando, Florida.

"Dan's political and communications skills are unmatched in the history of Florida higher education," said former UCF Board of Trustees Chairman Rick Walsh. "His wise counsel and key relationships helped UCF in immeasurable ways. Simply put, without 'Dr. Dan,' UCF would not be the institution it is today."

It is my privilege to nominate Dan Holsenbeck for the honorary Doctorate of Humane Letters degree. His many achievements and honors, and exemplary service to UCF, more than warrant this distinction

Sincerely,

Thad Seymour, Jr.  
Interim President

ITEM: NG-10

**UCF BOARD OF TRUSTEES**  
**November 19, 2019**

**Title:** Nomination of James Pitaro for Honorary Doctoral Degree of Humane Letters

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**Background:**

Since 1970, UCF has bestowed 93 honorary degrees to individuals who have made significant academic, cultural and scientific contributions to society.

**Issues to be Considered:**

Nomination of James Pitaro for Honorary Doctoral Degree of Humane Letters.

**Alternatives to Decision:**

Deny recommendation.

**Fiscal Impact and Source of Funding:**

N/A

**Recommended Action:**

Approve honorary doctorate nomination for consideration by full Board.

**Authority for Board of Trustees Action:**

UCF Nominating and Governance Committee Charter Section 1.4: recommend candidates for designation as Honorary Doctor for consideration by the full board.

**Contract Reviewed/Approved by General Counsel:**

N/A

**Committee Chair or Chairman of the Board approval:**

Nominating and Governance Committee Chair William Yeargin.

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**Submitted by:**

Tom Hope, Associate Vice President and Deputy Chief of Staff, on behalf of Thad Seymour Jr., Interim President

**Supporting Documentation:**

Attachment A: Letter of Recommendation from Thad Seymour Jr., Interim President

**Facilitators/Presenters:**

Tom Hope



## Attachment A

UNIVERSITY OF CENTRAL FLORIDA

**Office of the President**

P.O. Box 160002  
Orlando, FL 32816-0002

October 1, 2019

William Yeargin, Chair  
Nominating and Governance Committee  
UCF Board of Trustees  
Millican Hall 308  
University of Central Florida  
Orlando, FL 32816

Dear Chair Yeargin,

I am pleased to nominate James Pitaro for the degree of UCF Doctor of Humane Letters.

James Pitaro was named ESPN president and co-chair, Disney Media Networks, on March 5, 2018, after serving eight years as a top Disney executive. In making the announcement, Bob Iger, The Walt Disney Company chairman and chief executive officer, said, "Jimmy's appointment was the result of more than 20 years spent at the intersection of technology, sports and media."

A visionary leader, Pitaro has identified and consistently communicated internally and externally four business priorities — Innovation, Storytelling and Programming, Audience Expansion and Direct to Consumer — to keep ESPN poised for future success.

In Pitaro's year-plus as President, his collaborative leadership style has led to impressive results, including reaching creative new rights agreements with the NFL and UFC encompassing Disney-wide assets; ratings successes with a variety of shows and series, including ESPN's signature show, SportsCenter; and the April 2018 launch and consistent growth of ESPN+, the multi-sport, direct-to-consumer video service from The Walt Disney Company's Direct-to-Consumer and International (DTCI) segment and ESPN.

Since February 2016, Pitaro had served as chairman of Disney's consumer products and interactive media division, the world's largest licensor of consumer products. Among his many responsibilities, he oversaw the creation of branded digital and physical products, including a robust digital game slate. He and his team brought to life the characters and stories of four iconic brands — Disney, Pixar, Star Wars and Marvel — across toys, apparel, home goods, the world's largest children's publisher, hundreds of Disney store locations worldwide, the e-commerce destination ShopDisney, and the Disney Digital Network of social and digital channels that reach one out of every three U.S. social media accounts.

Pitaro originally joined The Walt Disney Company in 2010 as co-president, Disney Interactive, where he successfully led the turnaround of the digital media and gaming division.



UNIVERSITY OF CENTRAL FLORIDA

**Office of the President**

P.O. Box 160002  
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Pitaro came to Disney from Yahoo, where he rose to head of media. He was in charge of, and set strategy and executed growth-driving initiatives for, Yahoo's media properties, including Yahoo Sports and Yahoo Music. In 2009, he was named to Sports Business Journal's "Forty Under 40" annual list of top achievers in sports for his dynamic leadership and "breathless flurry of market-moving pacts" with major sports rightsholders and media companies. Pitaro was also honored as 2018's Multichannel News Sports Executive of the Year.

He serves on a variety of industry and charitable boards, including the NCTA, the Paley Center for Media, The V Foundation, Pacer and CoachArt. Pitaro also serves as Co-Committee Chair of the March of Dimes.

In endorsing this nomination, Dr. Richard Lapchick, Chair of the DeVos Sport Business Management Program and Director of the Institute for Diversity and Ethics in Sport writes "Jimmy Pitaro has reinforced ESPN's executive in residence program at the DeVos Sports Business Management Program. It is an exclusive relationship with UCF for ESPN. ESPN also supports financially two real world projects each year for DeVos graduate students to develop marketing plans for ESPN audience expansion. Other exclusive relationships are in the works. ESPN.com continues to have a regular column of mine on social justice issues and ESPN features all of the reports of UCF's Institute for Diversity and Ethics in Sport, including the Racial and Gender Report Cards, on its digital platform."

Pitaro earned a bachelor of science degree in economics in 1991 from Cornell University. He earned his Juris Doctor from St. John's Law School in 1994.

I am delighted to nominate James Pitaro for the honorary Doctorate of Humane Letters degree.

Sincerely,

A handwritten signature in black ink, appearing to read "Thad Seymour, Jr.", is positioned below the word "Sincerely,".

Thad Seymour, Jr.  
Interim President

ITEM: NG-11

**UCF BOARD OF TRUSTEES**  
**November 14, 2019**

**Title:** UCF Convocation Corporation Bylaws Amendments

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**Background:**

The Nominating and Governance Committee approved revisions to the UCF Convocation Corporation bylaws at their meeting on September 19, 2019. The revisions were approved by the Board of Trustees on the same date.

At the Nominating and Governance Committee meeting on October 22, 2019, the committee was asked to approve revisions to the bylaws for the UCF Stadium Corporation and the UCF Finance Corporation. A provision that was proposed for those bylaws was not approved and therefore removed from the documents. The language, contained in Article 3, Section 3.1F stipulates that “Only employees of the Corporation or the University may be appointed as officers of the Corporation.” To keep the bylaws among the three direct support organizations consistent, the committee voted at their committee meeting on October 22, 2019 to remove the same language from the UCF Convocation Corporation bylaws.

**Issues to be Considered:**

Whether to remove the language that was previously approved from these bylaws so that they conform with the bylaws of the other DSOs.

**Alternatives to Decision:**

Make no changes to the bylaws.

**Fiscal Impact and Source of Funding:**

N/A

**Recommended Action:**

Approval of proposed Fourth Amended and Restated Bylaws.

**Authority for Board of Trustees Action:**

- Section 1004.28 Florida Statutes
- BOG Regulation 9.011
- UCF Regulation 4.034(3)(d)
- Second Amended and Restated UCF Nominating and Governance Committee Charter, Section 1.11

**Contract Reviewed/Approved by General Counsel:**

N/A

**Committee Chair or Chair of the Board approval:**

Committee Chair Bill Yeargin approved.

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**Submitted by:**

Grant Heston, Chair, UCF Convocation Corporation

**Supporting Documentation:**

Attachment A: Proposed Fourth Amended and Restated Bylaws

**Facilitators/Presenters:**

Margaret Jarrell-Cole, Associate Vice President, Direct Support Organizations

Attachment A

**~~FOURTH~~THIRD AMENDED AND RESTATED BYLAWS OF  
UCF CONVOCATION CORPORATION (Corporation)**

**ARTICLE 1 MEMBERSHIP**

The Corporation will have no members and will be managed by the Board of Directors.

**ARTICLE 2 BOARD OF DIRECTORS AND MEETINGS**

1. Directors. The Board of Directors (Board) will consist of:
  - A. The President of the University of Central Florida (UCF) or designee.
  - B. A person appointed by the Chair of the University of Central Florida Board of Trustees (BOT).
  - C. In addition, both the UCF President and the Chair of the BOT may appoint one or more additional members.

The BOT representative provided for in Section 1B may not be the UCF President. The BOT Chair and the UCF President may not appoint the same individual to represent them both on the Board.

The BOT will approve all appointments to the Board other than the representatives appointed by the UCF President or the BOT Chair.

2. Term of Office. Ex-officio directors, who are employees of UCF or its affiliated entities, will serve a two (2)-year term or the term of their position with UCF when appointed, whichever is less. Other directors will serve a two (2)-year term. Any director may be removed, with or without cause, by the person who appointed the director. Directors may serve successive terms.
3. Powers and Duties. The property, affairs, activities and concerns of the Corporation will be vested in the Board subject to the Articles of Incorporation, Bylaws, applicable laws, guidelines, policies and regulations, including section 267, F.S. section 1004.28, F.S., section 1010.62 F.S., Florida Board of Governors Regulation 9.011 and UCF Regulations 2-100.5, 2-1002.3, 2-207, 2-208, 2-209, and 4.034 (Laws). All management functions will be exercised by the Board subject to its delegation. The powers and duties of the Board will be to:
  - A. Faithfully discharge its duties under the Laws.
  - B. Meet when requested by the Chair of the Board, the Vice Chair of this Corporation, or any two members of the Board.



- C. Select a bank or banks or other depositories for the Corporation; and to cause the Corporation to conduct its financial affairs in conformity with the policies and procedures adopted by the Board.
  - D. Cause an independent audit of the books and records of this Corporation at least once each fiscal year together with a management letter, including the response from management, if required. This audit will be conducted by a firm of independent Certified Public Accountants selected in accordance with the Laws by the Chair of the Board. The engagement letter will provide the audit render an opinion on the financial statements under generally accepted accounting principles and to have the results of the audit reported to and accepted by the Board. In accordance with the Laws the audit will be forwarded to the BOT for review and oversight.
  - E. To hold and to invest and reinvest monies it receives and to hold property, to sell or exchange the same, and to invest and reinvest the proceeds of any sale or other conversion of any property.
  - F. 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, subject to the Laws.
  - G. Approve the Corporation's budget as well as any material changes to the budget.
  - H. Cause the Corporation to conduct its financial affairs in conformity with the policies and procedures adopted by the Board.
- 4. Quorum and Voting. A majority of the directors will constitute a quorum at any meeting of the Board or its committees and all questions will be determined by a majority vote.
  - 5. Meetings of the Board. The Chair of the Board will preside at meetings of the Board. In the absence of the Chair from any meeting, the Vice Chair of the Corporation will preside.

The annual meeting of the Board will be held before the end of the Corporation's fiscal year, or as soon after that date as possible. The time and location of the annual meeting will be designated by the Chair of the Board.

- 6. Vacancies. Whenever any vacancy occurs in the Board by death, resignation, or otherwise, it will be filled without undue delay. Any person appointed or designated to fill a vacancy in the Board will hold office for the unexpired term of his or her predecessor in office. A director or officer may resign at any time by submitting a written resignation to the Chair of the Board and the UCF President.
- 7. Removal. The UCF President may remove any director at any time upon written notice, with or without cause, except for directors appointed by the BOT Chair. The Board may remove

any director at any time upon a two-thirds vote of the directors, whenever the best interests of the Corporation would be served.

8. Participation by Telephone. Board members may participate in a meeting of the Board by telephone or similar communications equipment provided all persons participating in the meeting are able to communicate with each other if permitted by the Laws.

### ARTICLE 3 CHAIR AND OFFICERS

1. Chair. The Chair of the Board will be an appointee of the President of UCF and will have the following authority:
  - A. Preside at meetings of the Board. In the absence of the Chair from any meeting, the Vice Chair will preside.
  - B. Retain the authority to monitor and control the use of the Corporation's resources. The Chair will retain control of the Corporation's name and will monitor compliance of the Corporation with the Laws.
  - C. Review and approve, or appoint a designee, for the Corporation's quarterly expenditure plans. If the Chair appoints a designee to review and approve the quarterly expenditure plans, the designee will be a Vice President or another senior officer of UCF who reports directly to the UCF President. The quarterly expenditure plan will separately delineate planned actions which may result in a commitment of UCF resources or the resources of the Corporation.
  - D. Possess line-item authority over the budget of the Corporation. This authority includes the establishment of additional line items and reduction or elimination of existing budgetary items.
  - E. Prepare the agenda for all meetings of the Board or appoint a designee.
  - F. Appoint the officers of the Corporation. ~~Only employees of the Corporation or the University may be appointed as officers of the Corporation.~~ In the absence of the Chair, the Vice Chair may appoint officers.
  - G. In the event of absence, inability, or refusal to act of any of the officers, the Chair will appoint a successor or successors to perform the duties of their respective offices.
2. Vice Chair. The Vice President, Student Development and Enrollment Services or designee, who will be Vice Chair and considered a designee of the UCF President. The duties of the Vice Chair of this Corporation will be to:
  - A. Manage the day to day operations of the Corporation related to housing, subject to

delegation.

B. Serve in the absence or disability of the Chair.

C. In the absence of the Chair, appoint officers.

3. Secretary. The duties of the Secretary will be to keep:

A. Accurate minutes of the proceedings of the annual meeting of the Corporation and all meetings of the Board and preserve them as a permanent record.

B. A copy of the Articles of Incorporation and Bylaws of the Corporation and all amendments to them.

C. The seal of the Corporation, if necessary, and affix it to official documents, records and papers as may be required.

D. An accurate list of all members of this Corporation and their respective terms of service.

4. Treasurer. The duties of the Treasurer will be to:

A. Assure adequate provision is made for the care and custody of all the assets of the Corporation.

B. Prepare the annual budget of the Corporation and provide it to the Board for approval and BOT for review.

C. Oversee the preparation of any required federal or state tax forms, including IRS Form 990.

D. Oversee any financing, lease or related documents.

E. Manage the day to day operations of the Corporation, subject to delegation.

F. Facilitate the annual independent audit.

5. Secretary and Treasurer. The offices of Secretary and Treasurer may be held by a single person.

6. Removal. The UCF President may remove any officer at any time upon written notice, with or without cause. The Board may remove any officer at any time upon a two-thirds vote of the directors, whenever the best interests of the Corporation would be served.

7. Vacancies. In the event of absence, inability, or refusal to act of any of the ex officio or

designated officers of the Corporation, the Chair, except as otherwise provided for in these Bylaws will appoint a successor or successors to perform the duties of their respective offices subject to the Laws.

#### **ARTICLE 4 COMMITTEES**

The Chair of the Board may, at any time, appoint and charge committees (Committees) as necessary and advisable to assist in the conduct of the Corporation's affairs. Committee members may include members who are not directors. Committees will include a majority of directors and will be chaired by a director appointed by the Chair of the Board. Committee member appointments will be for defined terms, and committee members may be removed at any time, with or without cause, by the Chair of the Board. A majority of any committee of the Corporation will constitute a quorum for the transaction of business. Committees will comply with the Laws.

Standing Committees may be established by the Board. Standing Committees will be permanent unless a term is specified, and their membership will consist of directors or other members of the UCF community as appointed by the Chair. Standing Committee members will serve until the Chair of the Board appoints a replacement.

#### **ARTICLE 5 MISCELLANEOUS PROVISIONS**

1. Contracts. Contracts for the routine activities of this Corporation will be signed in the name of the Corporation by the Chair or Vice Chair, or as otherwise delegated by the Board.
2. Officer and Director Compensation. The Directors and Officers of this Corporation, except those otherwise employed by the Corporation, will not receive any compensation from this Corporation for their services as director or officer; provided, however, 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. Any expense reimbursement or personal services compensation will comply with the Laws.
3. Officer and Director Indemnification. This Corporation will indemnify and hold harmless all directors, officers, and employees of the Corporation for any liability incurred as a result of their actions in the performance of their duties on behalf of this Corporation. The Corporation will have the authority to purchase insurance for this purpose.

#### **ARTICLE 6 AMENDMENTS**

These Bylaws may be made, altered, or rescinded by a two-thirds (2/3) vote of members of the Board present at any regular or special meeting at which a quorum is present. All amendments must be submitted to the BOT in accordance with UCF Regulation 4.034 (3) (d) for approval prior to becoming effective.

#### ARTICLE 7 FISCAL YEAR

The fiscal year of the Corporation will begin on July 1 and end on June 30 of the following year, or as otherwise directed by the BOT.

#### ARTICLE 8 NONDISCRIMINATION

The Corporation is committed to non-discrimination with respect to race, creed, color, religion, age, disability, sex, marital status, national origin, veteran status or any other basis protected by law.

#### ARTICLE 9 CONFLICT OF INTEREST

All actual or potential conflicts of interest involving directors of the Corporation will be disclosed and addressed in accordance with the Corporation's conflict of interest policy.

#### ARTICLE 10 DIRECT SUPPORT ORGANIZATIONS

1. Governing Authority. The Corporation operates as a Direct Support Organization (DSO) for the benefit of UCF as defined by Florida statute. DSOs are certified by the BOT and follow the Law.
2. University Resources and Name. The UCF President has the authority to monitor and control the use of UCF's resources, including the names of DSOs.
3. Public Records and Open Meetings. Public access to the Corporation's records and public meetings of a DSO are governed by the Laws, including Section 1004.28, Florida Statutes.
4. Employees. Persons employed by the Corporation will not be considered to be employees of the State of Florida by virtue of employment with the organization

I CERTIFY these ~~Fourth-Third~~ Amended and Restated Bylaws were approved by majority vote of the Board on-                    August 5                    , 2019 and submitted to the BOT on November 14, 2019.

\_\_\_\_\_  
Secretary

\_\_\_\_\_, 2019  
Date

**ITEM: BOT - 1**

**UCF BOARD OF TRUSTEES  
November 14, 2019**

**Title: 2020-30 Campus Master Plan Update SECOND PUBLIC HEARING and ADOPTION**

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**Background:**

Statutory events (quoted material is from Florida Statute 1013.30):

- May 15, 2019 – INFORMAL INFORMATION SESSION – The public did not speak
- July 19, 2019 – FIRST PUBLIC HEARING – The public did not speak, but four Comment Cards were submitted
- July 22, 2019 – REVIEW PERIOD BEGINS – The draft master plan was “made available electronically to the host and any affected local governments, the state land planning agency, the Department of Environmental Protection, the Department of Transportation, the Department of State, the Fish and Wildlife Conservation Commission, and the applicable water management district and regional planning council.”
- October 22, 2019 – REVIEW PERIOD ENDS – The agencies and the public were “given 90 days... in which to conduct their review and provide comments to the university board of trustees.” Facilities Planning & Construction, in concurrence with UCF General Counsel, responded to comments on behalf of the Board. Some revisions were made to the draft CMP.
- November 3, 2019 – ADVERTISEMENT – the Second Public Hearing & Adoption was advertised to ensure full public participation.
- November 7, 2019 – REVISED CMP POSTED – the revised 2020-30 Campus Master Plan, draft 11/7/2019 for adoption was re-posted on the website <https://fp.ucf.edu/mp2020/>
- November 14, 2019 – the Board of Trustees Meeting will include these statutory events:
  - SECOND PUBLIC HEARING – “held in conjunction with the adoption of the draft master plan by the university board of trustees.”
  - ADOPTION – “Following receipt and consideration of all comments and the holding of an informal information session and at least two public hearings within the host jurisdiction, the university board of trustees shall adopt the campus master plan.”
- Subsequent events
  - The adopted CMP is posted on the FPC website <https://fp.ucf.edu/planning/campus-master-plan/>
  - “Notice that the campus master plan has been adopted must be forwarded within 45 days after its adoption to any affected person that submitted comments on the draft campus master plan... The notice must state how and where a copy of the master plan may be obtained or inspected.” This begins the challenge period.
  - UCF and Orange County begin negotiation of a new Campus Development Agreement (CDA).

**Issues to be Considered:**

Second Public Hearing agenda

- PowerPoint presentation regarding the CMP
- The public is invited to speak (sign speaker roster, fill out speaker card, 3-minute limit,)
- The Board adopts the 2020-30 Campus Master Plan Update.

A court reporter will transcribe the Second Public Hearing and Adoption.

Two of the last three UCF Campus Master Plans (2005, 2015) have been challenged by an individual per f.s.1013.30(7).

**Alternatives to Decision:**

Florida statute requires that the CMP be adopted every five years; therefore, there is no viable alternative other than to adopt in November 2019, as previous CMPs have been adopted in November 2014, 2009, and 2004. However, the Board may modify the language of the Campus Master Plan prior to approval.

**Fiscal Impact and Source of Funding:**

N/A

**Recommended Action:**

Following the Second Public Hearing, the Board will be asked to adopt the 2020-30 Campus Master Plan Update.

**Authority for Board of Trustees Action:**

Florida Statute 1013.30, University campus master plans and campus development agreements.

**Contract Reviewed/Approved by General Counsel:**

N/A

**Committee Chair or Chair of the Board approval:**

Chair Seay approved this agenda item

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**Submitted by:**

Misty Shepherd, Interim Vice President and Chief Operating Officer

**Supporting Documentation:**

Attachment A: PRESENTATION – PowerPoint

Attachment B: COMMENT & RESPONSE PACKET – Includes all Agency, Government, and Public comments and UCF responses to those comments.

Also, please refer to the UCF CAMPUS MASTER PLAN WEBSITE at <https://fp.ucf.edu/mp2020>

NOTE: The revised UCF 2020-30 CAMPUS MASTER PLAN UPDATE (for adoption) is to be posted on November 7, 2019 at COB. Through the end of the challenge period, all other CMP materials will be posted on the CMP website, including, but not limited to, presentations, advertisements, transcripts, comment letters/emails, UCF responses, etc.

**Facilitators/Presenters:**

Misty Shepherd, Interim Vice President and Chief Operating Officer

Duane Siemen, Interim Associate Vice President for Administrative Affairs

Bill Martin, Senior Director, Facilities Planning and Construction



Attachment A

# UCF 2020-30 Campus Master Plan Update



## Second Public Hearing & Adoption

UCF Board of Trustees  
November 14, 2019

The CMP is posted at:

<https://fp.ucf.edu/>



# Agenda

If you wish to address the UCF Board of Trustees about the Campus Master Plan, please sign the Speaker Roster & fill out a Comment Card.

- Welcome and Introductions
- Rules of Order and Campus Master Planning Power Point

Short Recess – last chance for Speaker Roster and Comment Cards

- Public Comment Period
- Board of Trustees Adopts that Campus Master Plan



## Rules of Order

- All speakers must complete a COMMENT CARD and sign the SPEAKER ROSTER prior to the start of the public comment period.
- Each speaker will be given three (3) minutes.
- When presenting, please state your name, address, and affiliation before beginning your comment.
- Oral comments will be treated the same as written comments.
- All comments and questions should be held until after the presentation.



# Campus Master Planning

## Agenda

- Master Plan Components
- Context Area Map
- 2020-30 Campus Master Plan Elements
- Statutory Events
- Statutory Review
  - Comments by Governments and Agencies
  - Comments by Affected Persons
- After Adoption



## Master Plan Components

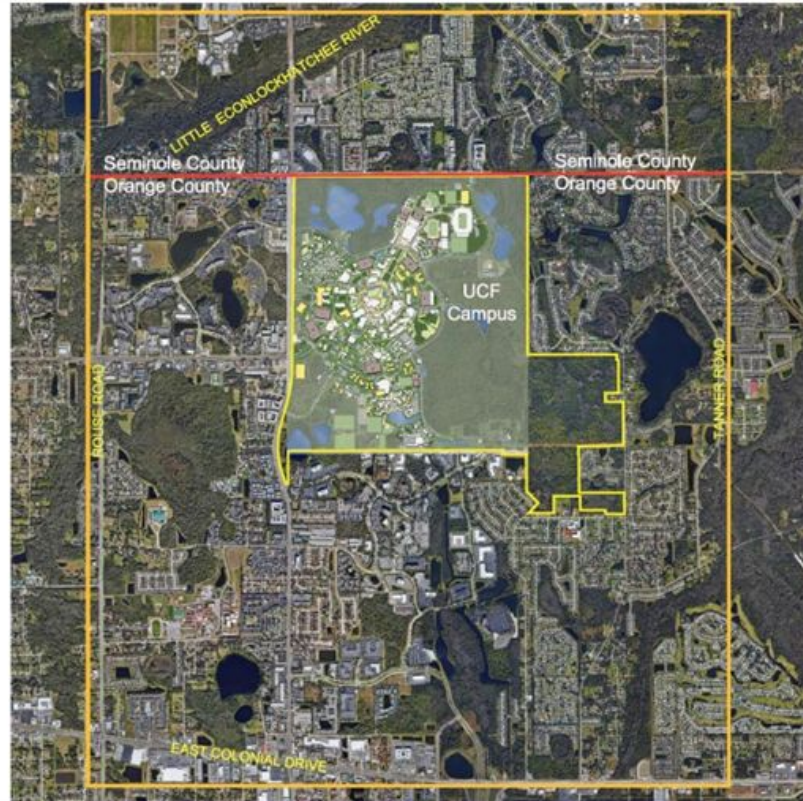
- CMP updated every 5 years and reflects a 10-year cycle
- Guidance
  - Florida Statue 1013.30
  - Board of Governors Regulations Chapter 21
- Introduction and 11 Elements
  - Goals, Objectives, & Policies
  - Data & Analysis
  - Maps





# Context Area Map

Figure 1.0-2: Context Area Map



## LEGEND

- CONTEXT AREA
- COUNTY LINE
- UCF CAMPUS BOUNDARY

## UCF CONTEXT AREA

North of Campus (Seminole County) to just north of the Little Econlockhatchee River at Alafaya Trail

East of Campus (Orange County) to just east of Tanner Road

South of Campus (Orange County) to just south of E. Colonial Drive (SR 50)

West of Campus (Orange County) to just west of Rouse Road



## 2020-30 Campus Master Plan Elements

1.0 INTRODUCTION

2.0 FUTURE LAND USE  
& URBAN DESIGN

3.0 HOUSING

4.0 ATHLETICS, RECREATION  
& OPEN SPACE

5.0 GENERAL INFRASTRUCTURE  
& UTILITIES

6.0 TRANSPORTATION

7.0 INTERGOVERNMENTAL  
COORDINATION

8.0 PUBLIC SAFETY

9.0 CONSERVATION

10.0 CAPITAL IMPROVEMENTS  
& IMPLEMENTATION

11.0 ACADEMIC  
& SUPPORT FACILITIES

12.0 FACILITIES MAINTENANCE





## Statutory Events

- Informal Information Session: May 15, 2019
- First Public Hearing: July 17, 2019
- Agency Review (90 days): July 22, 2019 - October 22, 2019
- Second Public Hearing: November 14, 2019
- Adoption by UCF Board of Trustees: November 14, 2019
- Notification of Adoption (within 45 days of Adoption)
- Public may file petitions/objections with the UCF Board of Trustees within thirty days (30) of Notification.
- Campus Development Agreement UCF / Orange County



## Statutory Review Agencies

Orange County (Host Local Government)

Seminole County, City of Orlando, City of Oviedo (Affected Local Governments)

Department of Economic Opportunity

Department of Environmental Protection

Department of Transportation

Department of State

Fish and Wildlife Conservation Commission

St. Johns River Water Management District

East Central Florida Regional Planning Council



# Statutory Review Agency Comments

Government or Agency	Respondent	Comments
East Central Florida Regionals Planning Council (ECFRPC)	Tara McCue	6 Comments
St. Johns River Water Management District (SJRWMD)	Steve Fitzgibbons	3 Comments
Florida Department of Transportation (FDOT)	Tina Williamson	1 Comment
Florida Department of Economic Opportunity Opportunity (DEO )	Mario Rubio	No Comment
Seminole County Sheriff's Office (SCSO)	Capt. Karen Mills	No Comment
City of Orlando - Planning Division	Paul S. Lewis	No Comment
Florida Department of Environmental Protection	Lindsay Weaver	No Comment
Orange County <ul style="list-style-type: none"> <li>Planning Division</li> <li>Transportation Planning Division</li> <li>Fire Rescue Department</li> <li>Sheriff's Office</li> <li>Environmental Protection Division</li> </ul>	Alberto A. Vargas	1 Comment 34 Comments 4 Comments 1 Comment 19 Comments



## Affected Persons

Neighbor	Submittal / Response	Comments
<b>Mr. Stan Jachimczak (Carillon)</b>	Comment Card / Email	1 Comment
<b>Ms. Margaret Flynn (Lake Price)</b>	Comment Card / Email	1 Comment
<b>Mr. Louis Meister (Stillwater)</b>	Comment Card / Email	2 Comments
<b>Ms. Lisa McCastlain (Carillon)</b>	Comment Card / Email	3 Comments
<b>Ms. Emily Lacy (Regency Park) and Mr. Ron Brooke (University Estates)</b>	Email / Email with attachment	4 Comments
<b>Mr. Ron Brooke (University Estates)</b>	Email / Email with attachment	4 Comments

## What happens after Adoption?

Following Florida Statute 1013.30(7):

- Within 45 days of adoption, notice of adoption will be sent to any affected person that submitted comments on the draft CMP.
- The adopted CMP will be made available at <https://fp.ucf.edu/mp2020/>.
- Within 30 days after receipt of notice, an affected person who submitted comments on the draft CMP may petition the Board of Trustees, challenging the CMP as not being in compliance with the statute.

Then, UCF will begin negotiations for a Campus Development Agreement (CDA) with our host local government, Orange County.



# Recess

Any speakers must sign the Speaker Roster and fill out a Comment Card

Each Speaker will be given three (3) minutes.



# UCF 2020-30 Campus Master Plan Update



## **Second Public Hearing & Adoption**

UCF Board of Trustees  
November 14, 2019





## **Comment & Response Packet**

Florida Statute 1013.30(6): Before a campus master plan is adopted, a copy of the draft master plan must be sent for review or made available electronically to the host and any affected local governments, the state land planning agency, the Department of Environmental Protection, the Department of Transportation, the Department of State, the Fish and Wildlife Conservation Commission, and the applicable water management district and regional planning council.

On July 22, 2019 the 2020-30 Campus Master Plan was made available for a 90-day review to:

- Orange County (host local government)
- Seminole County (affected local government)
- City of Orlando (affected local government)
- City of Oviedo (affected local government)
- Department of Economic Opportunity (state land planning agency)
- Department of Environmental Protection
- Department of Transportation
- Department of State
- Fish and Wildlife Conservation Commission
- St. Johns River Water Management District
- East Central Florida Regional Planning Council

On or before October 22, 2019, UCF received letters and email from the governments and agencies. The agency comments and UCF's responses are included herein.

Affected Persons - to ensure full public participation in the planning process, the Public is given the same 90 days to review and respond to the Campus Master Plan. The Affected Persons' comments and UCF's responses are included herein.

# Comment & Response Packet

## Orange County

(host local government)

- Response received with fifty-nine comments from:
  - OC Planning Division
  - OC Transportation Planning Division
  - OC Fire Rescue Department
  - OC Sheriff's Office
  - OC Environmental Protection Division
- UCF response



October 22, 2019

Mr. Bill Martin, Senior Director  
University of Central Florida  
Facilities Planning and Construction  
3528 North Perseus Loop, Building 16  
Orlando, FL 32816

**SUBJECT: University of Central Florida – Draft 2020 Campus Master Plan**

Dear Mr. Martin:

Orange County has completed its review of the Draft Campus Master Plan. The attached comments/questions/recommendations are arranged by reviewing County Department/ Divisions. Orange County looks forward to a continued cooperative relationship with the University. Please feel free to contact me if you have any questions.

Sincerely,

Alberto A. Vargas, MArch., Manager  
Planning Division

cc: Chris Testerman, Assistant County Administrator  
Jon Weiss, Director, Planning, Environmental and Development Services  
Alberto Vargas, Manager, Planning Division  
Liz Johnson, Assistant Manager, Orange County Environmental Protection Division  
Tim Hull, Environmental Programs Administrator, Orange County EPD  
Renzo Nastasi, Manager, Transportation Planning  
Jacob Lujan, Fire Rescue Compliance and Planning Administrator  
Belinda Atkins, Senior Research Analyst, Orange County Sheriff's Office

PLANNING DIVISION

ALBERTO A. VARGAS, MArch., *Planning Manager*

201 South Rosalind Avenue, 2nd Floor ■ Reply To: Post Office Box 1393 ■ Orlando FL 32802-1393  
Telephone 407-836-5600 ■ FAX 407-836-5862 ■ [orangecountyfl.net](http://orangecountyfl.net)

### **Planning Division Comments**

#### Future Land Use Element

- Context Area : Orange County's Commercial Floor Area Ratio (FAR) was amended in 2017, reducing the FAR from 3.0 to a FAR of 1.5. The Office FAR was also amended reducing it from a FAR of 3.0 to a FAR of 1.0

### **Transportation Planning Division Comments**

#### Transportation Element

- Terminology: need to add Transportation SWAT (Sustainability Working Advisory Team) for promoting a sustainable Transportation system on Campus. It's an advisory committee for the UCF president in different fields and transportation is one of them.
- Policy 1.1.5: the 2018 Q/LOS Handbook will be released and it is recommended to include it as a reference as well.
- Policy 1.2.3 – May want to elaborate on why data is being collected ...to ensure quality or quantity of alternate modes?
- Policy 2.2.5- May want to include a reason why no more parking garages in the Campus Core as the objective cites provide adequate parking facilities. Intercept garage noted in D&A page 28/31.
- Policy 2.2.7: need to add at the beginning "A parking study must be conducted before replacing an existing parking with new construction. If new construction....."
- Policy 2.2.7 - Funding for replacement parking shall be considered. May want to elaborate to address if the replacement parking will be permanent or temporary- gravel or grass / pavement etc.?
- Policy 3.3.2: need to consider adding quantitative assessment of the transit service in addition to the qualitative one.
- Policy 4.1.2 – May want to include well- maintained and lit sidewalks due to the pedestrian and vehicular conflicts to ensure pedestrian safety
- Policy 4.1.3: need to add "shall consider increasing the use of bicycle lanes by providing protected bicycle lanes to improve safety"
- Policy 4.2.2 – May want to add the term agencies after government as there may be agency plans that are considered in your review- Metro Plan , FDOT etc.
- Policy 4.2.3 – Please correct the spelling of Solon Drive from Salon Drive to Solon Drive.
- Policy 4.5.1: may need to revise this policy. Limiting "similar devices" to sidewalks and prohibiting it in bike lanes is not recommended especially for scooters and Segways which are considered similar devices. It is recommended to use micromobility instead of similar devices and allow it to use bike lanes. They have faster speeds and need to be on a separate path than pedestrians for safety reasons.
- Need to add a new policy 4.5.2 which considers separating "Wheels from Heels" due to the increased use of ebikes and scooters which pose safety risks to pedestrians.
- Policy 4.6.1: may need to consider adding smart lighting to the standards for energy savings.
- Objective 5.5 and Objective 5.6 – Consider using the term transportation in the objective.

- Policy 5. 1.2 - Consider rewording policy. Encourage supportive land use designs including compact and mixed use developments which reduce trip length and are pedestrian friendly.
- Policy 5.2.1: “to” is missing from the sentence. “The university shall continue to.....”
- Need to add a new policy 5.2.3: The University shall consider converting the UCF shuttle fleet to electric shuttles or a clean alternative to promote a healthy environment.
- Policy 5.3.1: Typo in the title. It is repeated twice. The second one should read 5.3.2.
- Policy 5.3.3: this is a repeated policy (see 2.2.4). However, need to consider adding an incentive program for those who have electric vehicles and carry two or more persons.
- Policy 5.3.3- May want to include some type of safety program for students as individuals have been posing as drivers not associated with these agencies and have harmed individuals. Possible designated on-campus pick-up locations etc. Possibly the UCF/LYNX Transit center referenced on page 19?

#### Data and Analysis Comments

- Page 24 Narrative – Sustainable Transportation Approaches: may want to use “reliable” instead of “dependable”.
- Page 24 Narrative – second bullet: need to add SWAT and micromobility. “UCF Student Government Association and SWAT committee in conjunction with student union offer a bike share and micromobility programs.....”
- Page 25 – Shuttle Tracking: this is an excellent service and it is recommended to add one or two routes to serve Avalon Park area, Eastwood and Stoneybrook residential areas. There are considerable number of students, staff and faculty that live in this area which will further reduce the auto trips.
- Page 26 – Class Scheduling: need to eliminate the 3-day class schedule (M-W-F) with 50 min class time each which defeats the purpose of reducing vehicular trips to Campus to utilize Fridays.
- Future Conditions: There was no mention about the hotel that will be constructed on Campus along Alafaya Trail and how it will impact the university’s transportation roadway network which contradicts with Policy 1.2.1 to ensure Concurrency of Campus Development with the host government. Please include this info.
- Page 28 – Committed Improvements: need to upgrade the SCOOT system and traffic controllers from Siemens to Intelight.
- Page 28 – Future Parking Structures: need to add “No future parking garages ..... per policy 2.2.5”
- Page 29 – Background Growth: is the 0.83% per year?
- Page 29 – Multimodal Mobility Plan Assessment: “The University has achieved these reductions through various strategies such as UCF shuttle ridership...” there is no info on previous years’ ridership to compare with the 2018 numbers. Please include for comparison.
- Figure 6.0-8 Trip Rate: How was the vehicle trips calculated?
- Figure 6.0-11 Future Roadway Conditions Table: please revise the table to make sure calculations are correct. For example, the first row, Alafaya Trail from SR 50 to Science Drive, YR 2030 total trips for the PM peak hour should be 3,566 instead of 3,466. Also, the heading of the column before the last one should read YR 2030 Total V/C instead of YR 2025 Total V/C.

- Figure 6.0-2 - May want to include a total row at the end of the table to calculate the total # of parking spaces.
- Figure 6.0-4 other row. Page 17, Figure 6.0-3, other row list 625 spaces for this item seem to be a conflict.

### **Fire Rescue Department Comments**

#### Transportation Element

- Transportation section does not indicate that new roads will take emergency vehicle accessibility into account.
- Public Safety Policy 1.1.3 does not mention Orange County Emergency Management.
- Public Safety Policy 1.2.12 should involve a party other than internal IT to ensure that radios can function properly.
- Conservation Policy 1.2.7 refers to Orange County Fire Department rather than Orange County Fire Rescue Department.

### **Sheriff's Office**

#### Public Safety General Comment

The University of Central Florida (UCF) is located in the Orange County Sheriff's Office patrol Sector Two. In 2018 the Sheriff's Office received 1,343,802 calls for service. Sector Two handled 275,778 calls during that time period. It should be noted that any additional expansion within the UCF campus and surrounding areas will increase the workload of the Sheriff's Office. Specific law enforcement and support personnel numbers are based upon the number and type of new construction and can be provided at the time of proposal through Orange County Planning. We look forward to supporting the growth of UCF, but want to make sure public safety is a consideration with future development of the campus and surrounding communities.

### **Environmental Protection Division Comments**

#### Future Land Use and Urban Design

- Goal 1, Policy 1.1.1 - Conservation Land Use: "No construction in these areas with the exception of minimal structures and improvements required to provide safe access and essential support functions..." Please provide examples and clarify what is considered minimal structures and improvements within conservation land use areas. 2) Explain why a FAR of 0.05 is necessary and why a FAR of 0.00 is not practicable in the conservation land use areas.
- Goal 1, Policy 1.2.1 No construction is anticipated in these (conservation) areas, with the exception of minimal structures and improvements necessary to ensure safe access and essential support functions. Please provide examples and clarify what is considered minimal structures and improvements.

#### Housing

- Policy 1.1.9 – also include recycling facilities.

General Infrastructure & Utilities

- Goal 1, Objective 1.2 – Green Industries BMPs should be specifically incorporated since applicators are required by Florida Department of Agriculture to have this training.
- Goal 1 – It is recommended that UCF enter into an Interlocal Agreement with Orange County that would serve as a guiding document for systems that potentially could co-mingle

Stormwater Management Sub-Element

- In the event that there are any illicit discharges from UCF into the County's MS4, Orange County would address them as we would with any other entity business/individual.

Solid Waste Sub-Element

- Goal 2 – Consider adding language promoting remanufacturing using recyclables as raw materials and responsible purchasing plans that minimize waste generation and reduce chemical waste.

Public Safety

- Goal 2, Objective 2.1.1– Consider adding personnel training in chemical handling and hazardous waste identification and management.
- Goal 2, Objective 2.2.1 – Consider adding an element for proper disposal of expired chemicals in inventory, especially those identified as having hazardous waste constituents.

Conservation

- If/when a Total Maximum Daily Load or Basin Management Action Plan is established for the Big and/or Little Econlockhatchee River Basins, UCF will be considered a stakeholder.
- Any areas outside of the geographical limits of the UCF Campus Master Plan are subject to Chapter 15, Orange County Code.
- UCF should continue to include measures to protect wetlands and adjacent upland buffers, particularly when such systems connect to wetland areas outside the University boundaries.
- Goal 1, Policy 1.2.5 - This policy allows for the use of Category 2 invasive species, listed by the 2019 Florida Exotic Plant Pest Council (FLEPPC), for limited landscape applications where there is minimal chance of their spread into adjacent natural lands. Since UCF is within the Econlockhatchee River Protection Area, it is recommended that the policy be revised to be more in line with Chapter 15 Article XI, Sec 442(d) of the Orange County Code. A suggested revision should state "native landscaping should be used to the greatest extent possible in the construction of new facilities and exclude the use of Category 1 and 2 invasive species, as listed in the current Florida Exotic Plant Pest Council (FLEPPC) List of Invasive Plant Species, in landscaping".
- Goal 1, Policy 1.2.6 - "The University shall maintain established buffers, termed Riparian Habitat Protection Zones (RHPZ), consisting of uplands that are within 50-feet of all campus wetlands...". A suggested addition to this policy is, "The RHPZ upland buffers shall remain in a natural undisturbed state to the greatest extent possible".
- Goal 1, Policy 1.2.1 - No construction in conservation areas except "minimal structures and improvements necessary to ensure safe access and essential support functions..." Please provide examples and clarify what is considered minimal structures and improvements within conservation areas.



- Goal 2 – In the event that there are any illicit discharges from UCF into the County's MS4, Orange County would address them as we would with any other entity business/individual.
- Goal 2, Policy 2.1.1 – It is recommended that UCF enter into an Interlocal Agreement with Orange County that would serve as a guiding document for systems that potentially could co-mingle.
- Goal 2, Policy 2.3.3 consider changing the phrase "environmental impacts" to "environmental benefits".

Capital Improvements and Implementation

- Demolition should involve careful deconstruction and recycling or reuse of building materials where possible



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**Facilities Planning & Construction**

3528 North Perseus Loop, Building 16  
Orlando, FL 32816-3020

November 6, 2019

Alberto A. Vargas, Manager  
Planning Division  
20 I South Rosalind Avenue, 2nd Floor  
Orlando FL 32802-1393

Thank you for your October 22, 2019 letter providing Orange County's comments on the draft UCF 2020-30 Campus Master Plan Update, specifically those from the Planning Division, Transportation Planning Division, Fire Rescue Department, Sheriff's Office, and Environmental Protection Division.

Your comments are shown below, followed by UCF responses. We have numbered your comments for convenience. Any resulting changes to the Campus Master Plan will be noted here and included in the revised Adoption Version to be re-posted at <https://fp.ucf.edu/mp2020/> on November 7, 2019.

**PLANNING DIVISION COMMENT****2.0 FUTURE LAND USE & URBAN DESIGN**

- 1 Context Area: Orange County's Commercial Floor Area Ratio (FAR) was amended in 2017, reducing the FAR from 3.0 to a FAR of 1.5. The Office FAR was also amended reducing it from a FAR of 3.0 to a FAR of 1.0

**UCF Response:** 2.0 Future Land Use & Urban Design, Data & Analysis, page 18, has been revised to reflect amended Floor Area Ratios as stated.

**TRANSPORTATION PLANNING DIVISION COMMENTS****6.0 TRANSPORTATION Introduction**

- 2 Terminology: need to add Transportation SWAT (Sustainability Working Advisory Team) for promoting a sustainable Transportation system on Campus. It's an advisory committee for the UCF president in different fields and transportation is one of them.

**UCF Response:** The following has been added to Terminology (page 2):

"Transportation SWAT: The Sustainability Working Advisory Team (SWAT), concentrating on transportation, reports on the university goals including, but not limited to, shuttle and other mass transit, commuter programs, Electric Vehicle (EV) charging, electrification of fleet vehicles, and improving the biking and pedestrian paths."

**6.0 TRANSPORTATION Goals, Objectives & Policies**

- 3 Policy 1.1.5: the 2018 Q/LOS Handbook will be released and it is recommended to include it as a reference as well.

**UCF Response:** POLICY 1.1.5 has been revised to read:

"... as defined in the current<sup>3</sup> *FDOT Quality/Level of Service Handbook* (Q/LOS...."

We will add footnote 3 "The 2018 FDOT Q/LOS Handbook will be adopted soon."



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- 4 Policy 1.2.3 – May want to elaborate on why data is being collected ...to ensure quality or quantity of alternate modes?

**UCF Response:** POLICY 1.2.3 has been revised to read:

“The University shall survey students every five years regarding transit, bicycle, and pedestrian services to ensure the quality and quantity of our transportation modes.”

- 5 Policy 2.2.5- May want to include a reason why no more parking garages in the Campus Core as the objective cites provide adequate parking facilitates. Intercept garage noted in D&A page 28/31.

**UCF Response:** POLICY 2.2.4 (was 2.2.5) has been revised to read:

“The University shall not build any future parking garages within the Campus Core, inside of Gemini Boulevard. All remaining buildable sites within the core must be reserved for future Academic Buildings. Future garages will be located at the campus periphery to intercept traffic and reduce congestion within the core.”

- 6 Policy 2.2.7: need to add at the beginning “A parking study must be conducted before replacing an existing parking with new construction. If new construction...”

**UCF Response:** POLICY 2.2.6 (was 2.2.7) has been revised to read:

“If new construction displaces an existing parking lot, replacement parking shall be considered as part of the new construction planning and budget. A parking study shall be conducted before removing existing parking to allow new construction...” See also Comment 7.

- 7 Policy 2.2.7 - Funding for replacement parking shall be considered. May want to elaborate to address if the replacement parking will be permanent or temporary, gravel or grass / pavement etc.?

**UCF Response:** POLICY 2.2.6 (was 2.2.7), continued from Comment 6, has been revised to read:

...”Need, funding, and type of replacement parking – paved or pervious (gravel, grass) shall be considered on a case-by-case basis...”

- 8 Policy 3.3.2: need to consider adding quantitative assessment of the transit service in addition to the qualitative one.

**UCF Response:** Quantitative assessment is accomplished by a continuing analysis of ridership numbers to assure UCF is providing appropriate transit service.

POLICY 3.3.2 has been revised to read:

“The University shall measure the quantity and quality of its current services using performance-based assessments resulting from feedback collected through online surveys, student orientation, and focus groups.”

- 9 Policy 4.1.2 – May want to include well-maintained and lit sidewalks due to the pedestrian and vehicular conflicts to ensure pedestrian safety.

**UCF Response:** To encourage and promote pedestrian and non-vehicular transportation, bullet point 1 has been revised to read:

“Well-maintained and *lighted* sidewalks and bike pathways”

- 10 Policy 4.1.3: need to add “shall consider increasing the use of bicycle lanes by providing protected bicycle lanes to improve safety”



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**UCF Response:** POLICY 4.1.3 has been revised to read:

“The University shall continue to provide bicycle lanes on newly-constructed or improved on-campus roadways, where feasible. *UCF will investigate locations where protected lanes are needed to improve safety; such as higher-speed campus roads.*”

- 11 Policy 4.2.2 – May want to add the term agencies after government as there may be agency plans that are considered in your review - Metro Plan , FDOT, etc.

**UCF Response:** POLICY 4.2.2 has been revised to read:

“The University shall continue to coordinate with the host and affected local governments by reviewing their local comprehensive plans, bicycle plans, or pedestrian circulation plans, and meeting with local government *agencies*, as necessary.”

- 12 Policy 4.2.3 – Please correct the spelling of Solon Drive from Salon Drive to Solon Drive.

**UCF Response:** Done. Thank you.

- 13 Policy 4.5.1: may need to revise this policy. Limiting “similar devices” to sidewalks and prohibiting it in bike lanes is not recommended especially for scooters and Segways which are considered similar devices. It is recommended to use micromobility instead of similar devices and allow it to use bike lanes. They have faster speeds and need to be on a separate path than pedestrians for safety reasons.

**UCF Response:** We have added the term Micromobility to 6.0 Transportation, Introduction, Terminology (page 2).

The referenced POLICY 4.5.1 addresses the use of skateboards, roller blades, etc. and states that their use is limited to sidewalks and crosswalks and prohibited from use on roadways, bike paths, parking lots. This is in accordance with University Policy *UCF-4.036 Skateboarding, Skating, and Similar Activities on University Property*. When last revised, the policy was unlikely to have considered the widespread use of micromobility devices that travel at higher speeds.

With the advent of eScooter sharing, micromobility devices are being addressed and policy considered. The UCF Police Department states that there must be a broad discussion regarding how our University Policies and State laws intersect. See also Comment 14 response.

- 14 Need to add a new policy 4.5.2 which considers separating “Wheels from Heels” due to the increased use of eBikes and scooters which pose safety risks to pedestrians.

**UCF Response:** Although funding is not currently available, it is a commendable goal to separate “Wheels from Heels”. The following forward-thinking policy has been added:

“POLICY 4.5.2: With the increased use of eBikes and eScooters on campus, UCF must adapt policies to address their use; and investigate pedestrian safety precautions, such as separating “Wheels from Heels.” These Micromobility devices travel at faster speeds and pedestrian safety would be better served if they travelled on separate paths from pedestrians (pending funding).”

- 15 Policy 4.6.1: may need to consider adding smart lighting to the standards for energy savings.

**UCF Response:** The recommendation to add smart lighting to the UCF Design, Construction, and Renovation Standards has been forwarded to Facilities Planning & Construction, the department that maintains the Standards.

- 16 Objective 5.5 and Objective 5.6 – Consider using the term transportation in the objective.



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**UCF Response:** Revised as recommended.

- 17 Policy 5.1.2 - Consider rewording policy. Encourage supportive land use designs including compact and mixed use developments which reduce trip length and are pedestrian friendly.

**UCF Response:** Revised as recommended.

- 18 Policy 5.2.1: “to” is missing from the sentence “The university shall continue to.....”

**UCF Response:** Corrected. Thank you.

- 19 Need to add a new policy 5.2.3: The University shall consider converting the UCF shuttle fleet to electric shuttles or a clean alternative to promote a healthy environment.

**UCF Response:** Electric shuttles were investigated and found to be fiscally infeasible for UCF, because of the technology and the added shuttles required to cover charging times. New Policy 5.2.3 has been added:

“UCF shall convert the bus/shuttle fleet to clean alternative fuels by 2020, specifically 80% propane and 20% clean bio-diesel.”

- 20 Policy 5.3.1: Typo in the title. 5.3.1 is repeated twice. The second one should read 5.3.2.

**UCF Response:** Corrected. Thank you.

- 21 Policy 5.3.3: this is a repeated policy (see 2.2.4). However, need to consider adding an incentive program for those who have electric vehicles and carry two or more persons.

**UCF Response:** We maintained Policy 5.3.3 as follows:

“Within the planning timeframe, the University shall study the effectiveness and feasibility of a parking incentive program that provides preferential parking for automobiles carrying two or more persons.”

We removed duplicate Policy 2.2.4, because it did not align with its objective.

- 22 Policy 5.3.2 - May want to include some type of safety program for students as individuals have been posing as drivers not associated with these agencies and have harmed individuals. Possible designated on-campus pick-up locations etc. Possibly the UCF/LYNX Transit center referenced on page 19?

**UCF Response:** The UCF Police Department teaches a safety program at Student Orientation, with safety topics varying as new issues arise. We have brought the “imposter ride-share driver” issue to their attention.

It would be challenging to enforce restricted pickup locations on campus; as our students, faculty, and staff expect the same level of convenience as do all ride-share users.

UCFPD states that it may be feasible to have designated pick-up locations on game days.

The UCF/Lynx Transit Center would be an unsafe location for ride-share pickup; as it is intended for shuttle/bus traffic only - cars are discouraged.

## 6.0 TRANSPORTATION, Data & Analysis

- 23 Page 24 Narrative – Sustainable Transportation Approaches: may want to use “reliable” instead of “dependable”.

**UCF Response:** First bullet point revised as recommended.



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- 24** Page 24 Narrative – second bullet: need to add SWAT and micromobility. “UCF Student Government Association and SWAT committee in conjunction with student union offer a bike share and micromobility programs.....”

**UCF Response:** Second bullet point revised as recommended.

- 25** Page 25 – Shuttle Tracking: this is an excellent service and it is recommended to add one or two routes to serve Avalon Park area, Eastwood and Stoneybrook residential areas. There are considerable number of students, staff and faculty that live in this area which will further reduce the auto trips.

**UCF Response:** UCF shuttles only serve residential apartment complexes that meet two criteria: they must have 400 residing students and be located within a one-mile radius from main campus. Additional and adequate funding must be available before we consider any new service.

- 26** Page 26 – Class Scheduling: need to eliminate the 3-day class schedule (M-W-F) with 50 min class time each which defeats the purpose of reducing vehicular trips to Campus to utilize Fridays.

**UCF Response:** UCF must continue to use a minimum 5-day class schedule to meet statutory requirements.

- To defer the need to *build more classroom facilities*, the Florida Legislature and the Florida Board of Governors expect greater utilization of postsecondary classrooms (more hours, more days). See [OPPAGA Report 09-25](#)
- Postsecondary education classrooms are required to be used a minimum of 40 hours per week. See [Florida Statute 1013.03\(2\)](#)
- The UCF schedule of classes adheres to the federal definition of the credit hour, adopted by our regional accrediting body, the Commission on Colleges of the Southern Association of Colleges and Schools. Based on the SACSCOC definition, a three hour class requires approximately three periods of instruction per week (e.g., Monday-Wednesday-Friday, 50-minute classes) for each 15 week semester. See [Federal Definition of the Credit Hour](#)

See also 11.0 Academic & Support Facilities, p.10, for course scheduling best-practices to be implemented to improve classroom utilization.

- 27** Future Conditions: There was no mention about the hotel that will be constructed on Campus along Alafaya Trail and how it will impact the university's transportation roadway network which contradicts with Policy 1.2.1 to ensure Concurrency of Campus Development with the host government. Please include this info.

**UCF Response:** The Celeste Hotel is being constructed on land sub-let to Pegasus Hotel, LLC by the UCF Board of Trustees, with consent of the Trustees of the Internal Improvement Fund (TIIF) and the Florida Department of Environmental Protection. Like the Orange County/Seminole County Fire/Rescue Station, the hotel property falls under UCF only as its landlord. The relationship between Pegasus Hotel, LLC and Orange County is outside of UCF's purview.

Mention of the Celeste Hotel has been added to 11.0 ACADEMIC & SUPPORT FACILITIES, page 12.

The hotel site has two driveways, one on the east and one on the west (opposite Strategy Blvd). Their impact is limited, as they do not align with each other to create a street and will not be considered a UCF campus entrance.

- 28** Page 28 – Committed Improvements: need to upgrade the SCOOT system and traffic controllers from Siemens to Intelight.



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**UCF Response:** The “Committed Improvements” listed on page 28 are quoted from the 2016 Campus Development Agreement. Item 11(e) committed UCF and Orange County to jointly evaluate the operability and compatibility of SCOOT annually every January.

This commitment did not obligate UCF to upgrade the system and traffic controllers. UCF has investigated optimizing and upgrading SCOOT. UCF’s SCOOT system is functioning poorly; and has a disruption at Libra Drive. No project to repair or upgrade has been funded.

- 29** Page 28 – Future Parking Structures: need to add “No future parking garages .....per policy 2.2.5”

**UCF Response:** Revised as recommended.

- 30** Page 29 – Background Growth: is the 0.83% per year?

**UCF Response:** Due to a typo, we must first correct the percentage from 0.83% to 0.88%. Page 29 has been revised to read:

“Based on the latest BEBR projections, the projected population growth rate for Orange County will be 0.88% *per year* from 2018 to 2030.

- 31** Page 29 – Multimodal Mobility Plan Assessment: “The University has achieved these reductions through various strategies such as UCF shuttle ridership...” there is no info on previous years’ ridership to compare with the 2018 numbers. Please include for comparison.

**UCF Response:** UCF has added the following to page 29:

“UCF average daily shuttle ridership increased from 13,555 to 15,659, when compared to the 2015-25 Campus Master Plan Update.

- 32** Figure 6.0-8 Trip Rate: How was the vehicle trips calculated?

**UCF Response:** The additional trip rate per student was developed by comparing the data from the 2015-25 Campus Master Plan Update (YR 2014) to the current data (YR2019). Over this period, the number of students increased by 5,324 and the number of vehicle trips entering/exiting the campus decreased by 6,931. Therefore, the trip rate per additional student was calculated as  $-6,931/5,324 = -1.30$ .

- 33** Figure 6.0-11 Future Roadway Conditions Table: please revise the table to make sure calculations are correct. For example, the first row, Alafaya Trail from SR 50 to Science Drive, YR 2030 total trips for the PM peak hour should be 3,566 instead of 3,466. Also, the heading of the column before the last one should read YR 2030 Total V/C instead of YR 2025 Total V/C.

**UCF Response:** Corrections have been made. Calculations have been verified.

- 34** Figure 6.0-2 - May want to include a total row at the end of the table to calculate the total # of parking spaces.

**UCF Response:** Revised as recommended. Total parking spaces in garages = 11,786.

- 35** Figure 6.0-4 other row. Page 17, Figure 6.0-3, other row list 625 spaces for this item seem to be a conflict.

**UCF Response:** Event Garage F in Figure 6.0-2 Campus Parking Structures and Figure 6.0-4 Specialty Parking have been aligned at 678 spaces.





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## FIRE RESCUE DEPARTMENT COMMENTS

### 6.0 TRANSPORTATION

- 36** Transportation section does not indicate that new roads will take emergency vehicle accessibility into account.

**UCF Response:** UCF has no plans for new roads during the 10-year planning timeframe. If UCF should fund road improvements during the planning timeframe, emergency vehicle accessibility will be taken into account.

Construction documents provided by lessee Pegasus Hotel, LLC indicate that the Celeste Hotel driveways are planned to accommodate Orange County 95-Platform Trucks, HP75 Aerial Ladder Trucks, and #80323 Pumpers.

### 8.0 PUBLIC SAFETY

- 37** Public Safety Policy 1.1.3 does not mention Orange County Emergency Management.

**UCF Response:** Revised to mention Orange County Emergency Management.

- 38** Public Safety Policy 1.2.12 should involve a party other than internal IT to ensure that radios can function properly.

**UCF Response:** UCFPD states “signal strength of the Distributed Antennae System (DAS) is tested by UCF IT; and we recommend that this does not change. They are the UCF frequency coordinator.”

### 9.0 CONSERVATION

- 39** Conservation Policy 1.2.7 refers to Orange County Fire Department rather than Orange County Fire Rescue Department.

**UCF Response:** Revised to mention Orange County Fire Rescue Department.

## SHERIFF'S OFFICE COMMENT

### 8.0 PUBLIC SAFETY

- 40** The University of Central Florida (UCF) is located in the Orange County Sheriff's Office patrol Sector Two. In 2018 the Sheriff's Office received 1,343,802 calls for service. Sector Two handled 275,778 calls during that time period. It should be noted that any additional expansion within the UCF campus and surrounding areas will increase the workload of the Sheriff's Office. Specific law enforcement and support personnel numbers are based upon the number and type of new construction and can be provided at the time of proposal through Orange County Planning. We look forward to supporting the growth of UCF, but want to make sure public safety is a consideration with future development of the campus and surrounding communities.

**UCF Response:** Duly noted.

## ENVIRONMENTAL PROTECTION DIVISION COMMENTS

### 2.0 FUTURE LAND USE & URBAN DESIGN

- 41** Goal 1, Policy 1.1.1 - Conservation Land Use: “No construction in these areas with the exception of minimal structures and improvements required to provide safe access and essential support functions...” Please provide examples and clarify what is considered minimal structures and



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improvements within conservation land use areas. 2) Explain why a FAR of 0.05 is necessary and why a FAR of 0.00 is not practicable in the conservation land use areas.

**UCF Response:** Revised to exclude remarks about construction in these areas; see response to Comment 42.

UCF concurs that the target Conservation Land Use FAR should be 0.00. Revised as recommended.

- 42** Goal 1, Policy 1.2.1 No construction is anticipated in these (conservation) areas, with the exception of minimal structures and improvements necessary to ensure safe access and essential support functions. Please provide examples and clarify what is considered minimal structures and improvements.

**UCF Response:** POLICY 1.2.1 has been revised to read:

“...minimal structures and improvements necessary to ensure safe access and essential support functions (e.g., signage kiosks, security fencing or barricades, natural water crossings).”

### 3.0 HOUSING

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- 43** Policy 1.1.9 – also include recycling facilities.

**UCF Response:** POLICY 1.1.9 has been revised to read:

“Sanitary sewer, potable water, stormwater management, and solid waste facilities (waste and recycling facilities) shall be provided at established levels of service prior to occupancy of future housing facilities.”

### 5.0 GENERAL INFRASTRUCTURE & UTILITIES

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- 44** 5.1 Stormwater Management Goal 1, Objective 1.2 – Green Industries BMPs should be specifically incorporated since applicators are required by Florida Department of Agriculture to have this training.

**UCF Response:** Objective 1.2 has been revised to read:

“Use Green Industry Best Management Practices (BMPs) to minimize University-generated storm water pollutants.”

- 45** Goal 1 – It is recommended that UCF enter into an Interlocal Agreement with Orange County that would serve as a guiding document for systems that potentially could co-mingle

**UCF Response:** UCF is open to further discussion regarding this recommendation.

- 46** 5.1 Stormwater Management: In the event that there are any illicit discharges from UCF into the County’s MS4, Orange County would address them as we would with any other entity business/individual.

**UCF Response:** Duly noted

- 47** 5.4 Solid Waste, Goal 2 – Consider adding language promoting remanufacturing using recyclables as raw materials and responsible purchasing plans that minimize waste generation and reduce chemical waste.

**UCF Response:** POLICY 2.2.2 has been revised to read:

“UCF Recycling shall continue to work with departments to properly recycle or repurpose materials that would otherwise be discarded; and promote responsible purchasing plans that minimize waste generation and reduce chemical waste”.



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New "POLICY 2.2.4 will read:

"UCF will continue to work closely with contracted haulers and local Recycling Centers to promote remanufacturing and the use of recyclables as a source of raw material."

## 8.0 PUBLIC SAFETY

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- 48** Goal 2, Objective 2.1.1– Consider adding personnel training in chemical handling and hazardous waste identification and management.

**UCF Response:** Goal 2, Objective 2.1.1 has been revised to read:

"EHS will conduct and document training courses for all registered UCF laboratory workers: including, but not limited to, courses in Biological Safety, Bloodborne Pathogens, Chemical Safety, Hazardous Management and Disposal, Laboratory Safety, Laser Safety, Controlled Substances, Animal Exposure, etc."

- 49** Goal 2, Objective 2.2.1 – Consider adding an element for proper disposal of expired chemicals in inventory, especially those identified as having hazardous waste constituents.

**UCF Response:** Goal 2, Objective 2.2.1 has been revised to read:

"EHS will conduct annual verification of chemical inventory by department, and coordinate the disposal of expired chemicals and hazardous materials in compliance with federal, state, and local regulatory requirements."

## 9.0 CONSERVATION

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- 50** If/when a Total Maximum Daily Load or Basin Management Action Plan is established for the Big and/or Little Econlockhatchee River Basins, UCF will be considered a stakeholder.

**UCF Response:** Duly noted.

- 51** Any areas outside of the geographical limits of the UCF Campus Master Plan are subject to Chapter 15, Orange County Code.

**UCF Response:** Duly noted.

- 52** UCF should continue to include measures to protect wetlands and adjacent upland buffers, particularly when such systems connect to wetland areas outside the University boundaries.

**UCF Response:** Duly noted.

- 53** Goal 1, Policy 1.2.5 - This policy allows for the use of Category 2 invasive species, listed by the 2019 Florida Exotic Plant Pest Council (FLEPPC), for limited landscape applications where there is minimal chance of their spread into adjacent natural lands. Since UCF is within the Econlockhatchee River Protection Area, it is recommended that the policy be revised to be more in line with Chapter 15 Article XI, Sec 442(d) of the Orange County Code. A suggested revision should state "native landscaping should be used to the greatest extent possible in the construction of new facilities and exclude the use of Category 1 and 2 invasive species, as listed in the current Florida Exotic Plant Pest Council (FLEPPC) List of Invasive Plant Species, in landscaping".

**UCF Response:** While UCF makes a concerted effort to utilize native plantings, we are also a research and education institution with an established Arboretum that demonstrates horticultural variety including many introduced species. The University uses many naturalized species across campus for diversity and educational purposes. The current list of Category 1 and 2 invasive species includes many plants that are already installed on campus.

As stated below we agree to exclude these species from *future planting* on campus.



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Policy 1.2.5 has been revised to read: "Native landscaping should be used to the greatest extent possible in the construction of new facilities. UCF shall exclude the use of Category I and II invasive species in landscaping, as listed in the current Florida Exotic Plant Pest Council (FLEPPC) List of Invasive Plant Species. Efforts should be made to avoid using all other invasive species where applicable.

LNR will periodically survey UCF's natural campus lands for the presence of Category 1 and 2 invasive species and will properly remove and dispose of these exotic plants, as defined in UCF's Weed Management Plan. Existing landscaped areas will not be cleared of exotics."

- 54** Goal 1, Policy 1.2.6 - "The University shall maintain established buffers, termed Riparian Habitat Protection Zones (RHPZ), consisting of uplands that are within 50-feet of all campus wetlands...". A suggested addition to this policy is, "The RHPZ upland buffers shall remain in a natural undisturbed state to the greatest extent possible".

**UCF Response:** Policy 1.2.6 has been revised as recommended.

- 55** Goal 1, Policy 1.2.1 - No construction in conservation areas except "minimal structures and improvements necessary to ensure safe access and essential support functions..." Please provide examples and clarify what is considered minimal structures and improvements within conservation areas.

**UCF Response:** Duplicate of 2.0 FUTURE LAND USE & URBAN DESIGN, Policy 1.2.1, which has been revised to read:

"Construction these areas is limited as described in 9.0 CONSERVATION, Policy 1.2.1."

- 56** Goal 2 – In the event that there are any illicit discharges from UCF into the County's MS4, Orange County would address them as we would with any other entity business/individual.

**UCF Response:** Duplicate of Comment 46.

- 57** Goal 2, Policy 2.1.1 – It is recommended that UCF enter into an Interlocal Agreement with Orange County that would serve as a guiding document for systems that potentially could co-mingle.

**UCF Response:** Duplicate of Comment 45.

- 58** Goal 2, Policy 2.3.3 consider changing the phrase "environmental impacts" to "environmental benefits".

**UCF Response:** Revised as recommended.

## **10.0 CAPITAL IMPROVEMENTS & IMPLEMENTATION**

- 59** Demolition should involve careful deconstruction and recycling or reuse of building materials where possible

**UCF Response:** POLICY 1.3.3 revised to read:

"The University shall demolish facilities that are listed under Demolition Recommendations on the Educational Plant Survey, that is conducted every five (5) years. Demolition should involve careful deconstruction and recycling or reuse of building materials where possible."



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The 2020-30 Campus Master Plan Update, revised for adoption, will be re-posted on November 7, 2019 at <https://www.fp.ucf.edu/mp2020/>. Your comments and UCF's responses will be posted there as well.

The Master Plan will be adopted by the UCF Board of Trustees at a Second Public Hearing on the UCF Campus on November 14, 2019. Following adoption, the 2020-30 Campus Master Plan Update will be permanently posted on our website at <https://fp.ucf.edu/planning/campus-master-plan/>.

Thank you,

A handwritten signature in blue ink, which appears to read "Bill Martin".

Bill Martin, Senior Director  
Facilities Planning & Construction  
University of Central Florida  
P.O. Box 163020  
Orlando, FL 32816-3020  
Office: 407-823-3196  
[bill.martin@ucf.edu](mailto:bill.martin@ucf.edu)  
[www.fp.ucf.edu](http://www.fp.ucf.edu)

cc: W. Scott Cole, UCF General Counsel

# **Comment & Response Packet**

## **Seminole County**

(affected local government)

- Response from the Seminole County Sheriff's Office
- No UCF response was required

---

**From:** Mills, Capt. Karen <[kmills@seminolesheriff.org](mailto:kmills@seminolesheriff.org)>  
**Sent:** Tuesday, October 15, 2019 2:31 PM  
**To:** Bill Martin <[Bill.Martin@ucf.edu](mailto:Bill.Martin@ucf.edu)>  
**Subject:** RE: UCF Campus Master Plan 2020-30 - draft for review

Bill,

The Seminole County Sheriff's Office does not have any comments in regards to the proposed 2020-30 UCF Master Plan.

***Captain Karen Mills***  
***Seminole County Sheriff's Office***  
***Domestic Security Division***  
***City/County Investigative Bureau***  
***[kmills@seminolesheriff.org](mailto:kmills@seminolesheriff.org)***  
***407-402-1063***  
***FBINA 266***





# **Comment & Response Packet**

## **City of Orlando**

(affected local government)

- Response from the City of Orlando Planning Division
- No UCF response was required

---

**From:** Paul S Lewis <Paul.Lewis@cityoforlando.net>  
**Sent:** Tuesday, October 15, 2019 1:40 PM  
**To:** Bill Martin <Bill.Martin@ucf.edu>  
**Cc:** Elisabeth J Dang <Elisabeth.Dang@cityoforlando.net>  
**Subject:** Re: UCF Campus Master Plan 2020-30 - draft for review

Hi Bill,

I reviewed the draft UCF Campus Master Plan back in late July or early August. It's excellent. We had no comments. Sorry I didn't relate that to you way back then.

Let me know if you have any questions.

Thanks,

Paul

Paul S. Lewis, FAICP, Chief Planning Manager

City of Orlando  
400 South Orange Avenue  
Orlando, Florida 32801  
p. 407.246.3358  
f. 407.246.2895

<https://www.orlando.gov/Our-Government/Departments-Offices/Economic-Development/City-Planning>



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---

**From:** Elisabeth J Dang <[Elisabeth.Dang@cityoforlando.net](mailto:Elisabeth.Dang@cityoforlando.net)>  
**Sent:** Tuesday, October 15, 2019 1:32 PM  
**To:** Paul S Lewis <[Paul.Lewis@cityoforlando.net](mailto:Paul.Lewis@cityoforlando.net)>  
**Subject:** Fw: UCF Campus Master Plan 2020-30 - draft for review

Can you please respond if you have not already?

thanks,

Elisabeth Dang, AICP  
City Planning Division Manager / Planning Official  
[City of Orlando](#)  
p. 407.246.3408  
email: [elisabeth.dang@orlando.gov](mailto:elisabeth.dang@orlando.gov)  
[@citybeautiful](#)  
[facebook.com/cityoforlando](https://facebook.com/cityoforlando)



# **Comment & Response Packet**

## **Department of Economic Opportunity**

(State Land Planning Agency)

- Response from the DEO
- No UCF response was required

**Ron DeSantis**  
GOVERNOR



**Ken Lawson**  
EXECUTIVE DIRECTOR

September 18, 2019

Bill Martin, AIA, LEED AP  
Director, Facilities Planning & Construction  
University of Central Florida  
P.O. Box 163020  
3528 North Perseus Loop, Building 16  
Orlando, FL 32816-3020

Dear Mr. Martin:

The Department of Economic Opportunity ("Department") has completed its review of the proposed update to the Campus Master Plan 2020-30 of the University of Central Florida located in Orange County. The Department reviewed the proposed update to the Campus Master Plan pursuant to Section 1013.30, Florida Statutes, and identified no comment or objection. The Department commends the University of Central Florida for proposing updates to its Campus Master Plan that reflect the University's adopted vision of growth and sustainability, and also for engaging the faculty, staff, students and the public in the Campus Master Plan update process.

We appreciate the opportunity to review the proposed update to the University of Central Florida Campus Master Plan. If you have any questions concerning this review, please contact Jennie Leigh Copps, Planning Analyst, by telephone at (850) 717-8534 or by email at [jennie.copps@deo.myflorida.com](mailto:jennie.copps@deo.myflorida.com).

Sincerely,

Mario Rubio, Director  
Division of Community Development

MR/jlc

cc: Alberto A. Vargas, MArch., Manager, Orange County Planning Division  
Hugh W. Harling, Jr., P.E., Executive Director, East Central Florida Regional Planning Council

Florida Department of Economic Opportunity | Caldwell Building | 107 E. Madison Street | Tallahassee, FL 32399  
850.245.7105 | [www.FloridaJobs.org](http://www.FloridaJobs.org)  
[www.twitter.com/FLDEO](https://www.twitter.com/FLDEO) | [www.facebook.com/FLDEO](https://www.facebook.com/FLDEO)

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# **Comment & Response Packet**

## **Department of Environmental Protection**

- Response from the DEP
- No UCF response was required

---

**From:** Plan\_Review <Plan.Review@dep.state.fl.us>

**Sent:** Friday, October 18, 2019 5:04 PM

**To:** Campus Master Plan <CampusMasterPlan@ucf.edu>; Bill Martin <Bill.Martin@ucf.edu>

**Cc:** Plan\_Review <Plan.Review@dep.state.fl.us>; DCPexternalagencycomments@deo.myflorida.com

**Subject:** UCF Campus Master Plan

To: Bill Martin, Director of Facilities Planning and Construction

Re: UCF Campus Master Plan – Review of Proposed Campus Master Plan

The Office of Intergovernmental Programs of the Florida Department of Environmental Protection (Department) has reviewed the above-referenced amendment package under the provisions of Chapter 163, Florida Statutes. The Department conducted a detailed review that focused on potential adverse impacts to important state resources and facilities, specifically: air and water pollution; wetlands and other surface waters of the state; federal and state-owned lands and interest in lands, including state parks, greenways and trails, conservation easements; solid waste; and water and wastewater treatment.

Based on our review of the submitted amendment package, the Department has found no provision that, if adopted, would result in adverse impacts to important state resources subject to the Department's jurisdiction.

If you have any questions, please contact Lindsay Weaver at (850) 717-9037 or [Lindsay.Weaver@FloridaDEP.gov](mailto:Lindsay.Weaver@FloridaDEP.gov).

---



# **Comment & Response Packet**

## **Department of Transportation**

- Response received from FDOT, with one comment
- UCF response





*Florida Department of Transportation*

**RON DESANTIS**  
**GOVERNOR**

719 S. Woodland Boulevard  
DeLand, Florida 32720

**KEVIN J. THIBAUT, P.E.**  
**SECRETARY**

September 26, 2019

Bill Martin, AIA, LEED AP  
Director, Facilities Planning & Construction  
University of Central Florida  
P.O. Box 163020  
Orlando, FL 32816-3020

**SUBJECT: CAMPUS MASTER PLAN REVIEW**  
**INSTITUTION: UNIVERSITY OF CENTRAL FLORIDA**  
**DEO #: CAMPUS MASTER PLAN 2020-30**

Dear Mr. Martin,

The Department of Transportation has completed its review of the Transportation Element of the Campus Master Plan, as requested in your transmittal e-mail dated July 22, 2019.

We appreciate the opportunity to participate in this review process. Since the proposed Campus Master Plan has the potential to result in adverse impacts to the State Highway System (SHS) or Strategic Intermodal System (SIS), the Department offers the following technical assistance comments:

- 1) The Department recommends the University of Central Florida continue to monitor impacts to State Facilities and coordinate with the Department to identify appropriate mitigation strategies as student population continues to grow.

We are providing a technical assistance comment consistent with Section 1013.30(6), Florida Statutes. The technical assistance comment will not form the basis of a challenge.

If you have any questions, you may contact me at 386-943-5150 or by e-mail at [Tina.Williamson@dot.state.fl.us](mailto:Tina.Williamson@dot.state.fl.us).

Sincerely,

A handwritten signature in blue ink that reads "Tina Williamson". The signature is written in a cursive, flowing style.

Tina Williamson, AICP  
Growth Management Coordinator

C: Kellie Smith, FDOT  
Jeremy Upchurch, FDOT  
Jennifer Carver, FDOT

**CAMPUS MASTER PLAN REVIEW**

**Institution:** University of Central Florida

**DEO Amendment #:** Campus Master Plan 2020-30

**Date Amendment Received FDOT:** 07/23/2019

**Review Comments Deadline:** 10/22/2019

**Today's Date:** 9/26/2019

**GENERAL BACKGROUND INFORMATION**

The University of Central Florida has submitted the proposed Campus Master Plan 2020-30 for review pursuant to Section 1013.30(6), Florida Statutes. The Florida Department of Transportation (Department) has reviewed the Transportation Element.

**CAMPUS MASTER PLAN REVIEW**

**Elements:** Transportation Element

**Rule Reference:** Chapter 1013, Florida Statutes

**Background:**

The Transportation Master Plan "assesses and makes transportation recommendations for integrating all modes of travel (bicycle, pedestrian, bus/transit, and motor vehicles) both on campus and in the off-campus planning study area. These recommendations shall coordinate policies, programs and projects with the host and/or affected local governments, as well as with other state and regional agencies."

The Transportation Element of the Master Plan includes Data and Analysis pursuant to Section 1013.30(3), F.S.

**Technical Assistance:**

Pursuant to the Data and Analysis section, student population growth is anticipated to exacerbate the operational deficiency on S.R. 434 (Alafaya Trail) from Colonial Drive to Science Drive. Since the proposed Campus Master Plan has the potential to result in adverse impacts to the State Highway System (SHS) or Strategic Intermodal System (SIS), the Department offers the following technical assistance comments:

- 1) The Department recommends the University of Central Florida continue to monitor impacts to State Facilities and coordinate with the Department in order to identify appropriate mitigation strategies as student population continues to grow.

We are providing a technical assistance comment consistent with Section 1013.30(6), Florida Statutes. The technical assistance comment will not form the basis of a challenge.

<b>FDOT Contact:</b> Tina Williamson, AICP Growth Management Coordinator FDOT District Five, PLEMO <b>Telephone:</b> 386-943-5150 <b>Fax:</b> 386-943-5713 <b>E-mail:</b> <a href="mailto:Tina.Williamson@dot.state.fl.us">Tina.Williamson@dot.state.fl.us</a> <b>File:</b> H:\Deland\Development\PLEMO\Planning\Growth Management\UCF Master Plan 2020-2030\UCF_Campus_Master_Plan_2020-30_FDOT_092619.docx	<b>Reviewed by:</b> Tyler K. Johnson, AICP  VHB 407-839-4006 407-839-4008 <a href="mailto:tjohnson@vhb.com">tjohnson@vhb.com</a>
--	---



UNIVERSITY OF CENTRAL FLORIDA

**Facilities Planning & Construction**

3528 North Perseus Loop, Building 16  
Orlando, FL 32816-3020

November 6, 2019

Tina Williamson, AICP  
Senior Planner/Growth Management Coordinator  
HNTB Corporation, FDOT In-House Consultant  
719 South Woodland Boulevard  
DeLand, Florida 32720

Dear Ms. Williamson,

Thank you for your September 26, 2019 email with an enclosed letter providing Florida Department of Transportation (FDOT) comments on the draft UCF 2020-30 Campus Master Plan Update.

Your comments are shown below, followed by UCF responses. Any resulting changes to the Campus Master Plan will be noted here and included in the revised Adoption Version to be re-posted at <https://fp.ucf.edu/mp2020/> on November 7, 2019.

**FDOT COMMENT & UCF RESPONSES**

**Element:** 6.0 Transportation

1. **Technical Assistance Comment:** The Department recommends the University of Central Florida continue to monitor impacts to State Facilities and coordinate with the Department to identify appropriate mitigation strategies as student population continues to grow.

**UCF Response:** We are aware that UCF growth has the potential to result in adverse impacts to the State Highway System (SHS) or Strategic Intermodal System (SIS).

As stated in the UCF Campus Master Plan 1.0 INTRODUCTION, page 2 of 15, "in Spring 2019, Interim UCF President Thad Seymour charged a strategic enrollment task force with investigating and proposing projected enrollment over the next decade. Their report is to be completed in Fall 2019."

We will continue to monitor impacts to State Facilities and coordinate with the FDOT to identify appropriate mitigation strategies if student population continues to grow.

Your comments and UCF's responses will be posted at <https://www.fp.ucf.edu/mp2020/> after the statutory review period ends on October 22, 2019.

The 2020-30 Campus Master Plan Update will be adopted by the UCF Board of Trustees on November 14, 2019 at a Second Public Hearing on the UCF Campus.

Following adoption, the 2020-30 Campus Master Plan will be posted on our website at <https://fp.ucf.edu/planning/campus-master-plan/>.



UNIVERSITY OF CENTRAL FLORIDA

Thank you,

A handwritten signature in blue ink, reading "Bill Martin", is shown. The signature is fluid and cursive, with a large, stylized "M" at the end.

Bill Martin, AIA, LEED AP  
Senior Director  
Facilities Planning & Construction  
University of Central Florida  
P.O. Box 163020  
3528 North Perseus Loop, Building 16  
Orlando, FL 32816-3020  
Office: 407-823-3196  
Cell: 407-516-9288  
[bill.martin@ucf.edu](mailto:bill.martin@ucf.edu)  
[www.fp.ucf.edu](http://www.fp.ucf.edu)

Emailed to [Tina.Williamson@dot.state.fl.us](mailto:Tina.Williamson@dot.state.fl.us) on November 6, 2019  
cc: W. Scott Cole, UCF General Counsel  
File

# **Comment & Response Packet**

## **St. Johns River Water Management District**

- Response received from SJRWMD, with three comments
- UCF response

---

**From:** Steve Fitzgibbons <[SFitzgibbons@sjrwmd.com](mailto:SFitzgibbons@sjrwmd.com)>  
**Sent:** Tuesday, September 17, 2019 10:09 AM  
**To:** Bill Martin <[Bill.Martin@ucf.edu](mailto:Bill.Martin@ucf.edu)>  
**Subject:** RE: UCF Campus Master Plan 2020-30 - draft for review

Mr. Martin,

As requested, the St. Johns River Water Management District (District) staff have reviewed the UCF 2020-2030 Campus Master Plan (CMP). District staff appreciate the opportunity to review the CMP and offer the following comments and technical assistance for consideration.

- Figure 5.1-5 does not appear to reflect the latest status report on file with the District.
- The conservation easement areas depicted in Figure 5.1-3 do not appear to reflect those easements currently recorded in favor of the District (e.g., W-9A, W-9B, upland areas between W-2 and W-4). Recorded conservation easements prohibit construction activities and any proposed conservation easement release requests would need to be approved by the District's Governing Board or Executive Director prior to permit issuance.
- Please note that a modification of the master permit is required prior to placement of impervious surfaces or any impacts to wetlands or other surface waters. In addition, the Formal Wetland Determination that was reauthorized in 2016 expires in November 2021.

If you have any questions or need additional information, please contact me or Tim Wetzel, Senior Regulatory Scientist, at (407)-659-4859 or [twetzel@sjrwmd.com](mailto:twetzel@sjrwmd.com).

Sincerely,  
Steve Fitzgibbons

Steven Fitzgibbons, AICP  
Intergovernmental Planner  
Governmental Affairs Program  
St. Johns River Water Management District  
7775 Baymeadows Way, Suite 102  
Jacksonville, FL 32256  
Office (386) 312-2369  
E-mail: [sfitzgibbons@sjrwmd.com](mailto:sfitzgibbons@sjrwmd.com)  
Website: [www.sjrwmd.com](http://www.sjrwmd.com)  
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[www.sjrwmd.com/epermitting](http://www.sjrwmd.com/epermitting)

- Emails to and from the St. Johns River Water Management District are archived and, unless exempt or confidential by law, are subject to being made available to the public upon request. Users should not have an expectation of confidentiality or privacy.
- Individuals lobbying the District must be registered as lobbyists (§112.3261, Florida Statutes). Details, applicability and the registration form are available at <http://www.sjrwmd.com/lobbyist/>



UNIVERSITY OF CENTRAL FLORIDA

**Facilities Planning & Construction**

3528 North Perseus Loop, Building 16  
Orlando, FL 32816-3020

November 6, 2019

Steven Fitzgibbons  
Governmental Affairs Program  
St. Johns River Water Management District  
7775 Baymeadows Way, Suite 102  
Jacksonville, FL 32256

Dear Mr. Fitzgibbons,

Thank you for your September 16, 2019 email providing St Johns River Water Management District (SJRWMD) comments on the draft UCF 2020-30 Campus Master Plan Update.

Your comments are shown below, followed by UCF responses. We have numbered your comments for our convenience. Any resulting changes to the Campus Master Plan will be noted here and included in the revised Adoption Version to be re-posted at <https://fp.ucf.edu/mp2020/> on November 7, 2019.

**SJRWMD COMMENTS & UCF RESPONSES**

**Element: 5.0 GENERAL INFRASTRUCTURE & UTILITIES – 5.1 Stormwater**

**SJRWMD Comment 1:** Figure 5.1-5 does not appear to reflect the latest status report on file with the District.

**UCF Response:** Figure 5.1-5 Stormwater Masterplan Impervious Area Status Report dated 11/13/2013 has been replaced with the most current version dated 4/30/19.

**SJRWMD Comment 2:** The conservation easement areas depicted in Figure 5.1-3 do not appear to reflect those easements currently recorded in favor of the District (e.g., W-9A, W-9B, upland areas between W-2 and W-4). Recorded conservation easements prohibit construction activities and any proposed conservation easement release requests would need to be approved by the District's Governing Board or Executive Director prior to permit issuance.

**UCF Response:** *Figure 5.1-3 UCF 2012 Wetlands Map* is intended only to show the jurisdictional wetlands. SJRWMD conservation easements are shown on *Figure 9.0-4 Conservation Lands Map* in element 9.0 CONSERVATION.

**SJRWMD Comment 3:** Please note that a modification of the master permit is required prior to placement of impervious surfaces or any impacts to wetlands or other surface waters. In addition, the Formal Wetland Determination that was reauthorized in 2016 expires in November 2021.



UNIVERSITY OF CENTRAL FLORIDA

**UCF response:** Duly noted, thank you.

Your comments and UCF's responses will be posted at <https://www.fp.ucf.edu/mp2020/> after the statutory review period ends on October 22, 2019.

The 2020-30 Campus Master Plan Update will be adopted by the UCF Board of Trustees on November 14, 2019 at a Second Public Hearing on the UCF Campus.

Following adoption, the 2020-30 Campus Master Plan will be posted on our website at <https://fp.ucf.edu/planning/campus-master-plan/>.

Thank you,

A handwritten signature in blue ink, which appears to read "William G. Martin", is shown.

Bill Martin, AIA, LEED AP  
Senior Director  
Facilities Planning & Construction  
University of Central Florida  
P.O. Box 163020  
3528 North Perseus Loop, Building 16  
Orlando, FL 32816-3020  
Office: 407-823-3196  
Cell: 407-516-9288  
[bill.martin@ucf.edu](mailto:bill.martin@ucf.edu)  
[www.fp.ucf.edu](http://www.fp.ucf.edu)

cc: W. Scott Cole, UCF General Counsel  
File



# **Comment & Response Packet**

## **East Central Florida Regional Planning Council**

- Response received from ECFRPC, with six comments
- UCF response



# East Central Florida Regional Planning Council

455 N. Garland Avenue, Orlando, FL 32801  
Phone 407.245.0300 • Fax 407.245.0285 • [www.ecfrpc.org](http://www.ecfrpc.org)

Hugh W. Harling, Jr. P.E.  
Executive Director

Bill Martin  
Facilities Planning & Construction  
University of Central Florida  
PO Box 163020  
3528 North Perseus Loop, Building 16  
Orlando, FL 32816  
Re: University of Central Florida 2020-2030 Master Campus Plan

Mr. Martin,

Thank you for the opportunity to review the Draft 2020-30 Campus Master Plan Update for UCF. Below are comments for your consideration. Should you have any questions, please feel free to reach out to me at 407-245-0300 ext. 327 or [tara@ecfrpc.org](mailto:tara@ecfrpc.org).

## **Future Land Use and Urban Design Goals, Objective, and Policies**

### **Recreation and Open Space Land Use**

- Intensity should be based on a set number of acres rec./open space land per number of students.

### **Conservation Land Use**

- Paragraph 2, recommend amend to read "There shall be no construction in these areas, with the exception of minimal structures and improvements required to provide safe access and essential support functions./...to said conservation areas,...except pursuant ..."
- Objective 1.1: A policy on using infill sites before developing vacant land more on the periphery should be included in conjunction with Policy 1.1.9
- Objective 1.4 "POLICY 1.4.2: The University shall support a healthy tree canopy throughout campus, and shall maintain its designation as a Tree Campus USA fulfilling its annual commitments to the requirements of that program."
  - Add a working toward a Tree Inventory on top of their Tree Campus designation

## **Athletics, Recreation and Open Space**

### **Data and Analysis**

#### **SUMMARY**

- Pg. 16, second to last bullet point, it should be recommended that the parking improvements for the Lake Claire Recreation Area incorporate porous surfaces. .

## **Transportation**

### **GOALS, OBJECTIVES AND POLICIES**

- Under Objective 5.3 should consider a policy of establishing a common Uber / Lyft drop-off / pick-up zone at one or more of the garages along the campus periphery.

Sincerely,

Tara McCue, AICP  
Director of Planning and Community Development

---

#### **Executive Committee**

**Chair**  
Sean Parks  
County Commissioner  
Lake County

**Vice Chair**  
Emily Bonilla  
County Commissioner  
Orange County

**Secretary**  
Ed Kelley  
County Councilmember  
Volusia County

**Treasurer**  
Dina Sweatt  
City Councilmember  
City of Groveland  
Lake City League of Cities

**Immediate Past Chair**  
John Lesman  
Gubernatorial Appointee  
Seminole County

**Member at Large**  
David Moore  
County Commissioner  
Marion County

**Member at Large**  
Bryan Lober  
County Commissioner  
Brevard County

*Serving Brevard, Lake, Marion, Orange, Osceola, Seminole, Sumter, and Volusia Counties*



UNIVERSITY OF CENTRAL FLORIDA

**Facilities Planning & Construction**

3528 North Perseus Loop, Building 16  
Orlando, FL 32816-3020

November 6, 2019

Tara McCue, AICP  
Director of Planning and Community Development  
East Central Florida Regional Planning Council (ECFRPC)  
455 N. Garland Avenue  
Orlando, FL 32801

Dear Ms. McCue,

Thank you for your October 14, 2019 email with the enclosed letter providing the East Central Florida Regional Planning Council's (ECFRPC) comments on the draft UCF 2020-30 Campus Master Plan Update.

Your comments and UCF responses are shown below. Any resulting changes to the CMP will be noted here and included in the final master plan.

**ECFRPC COMMENTS & UCF RESPONSES**

**Element:** 2.0 FUTURE LAND USE & URBAN DESIGN Sub-element 2.1 Future Land Use, Goals, Objectives, & Policies

**ECFRPC Comment 1:** Goal 1, Objective 1.1, Recreation and Open Space Land Use (p. 5) - Intensity should be based on a set number of acres rec./open space land per number of students.

**UCF Response:** Thank you. Our Rec and Open Space Land Use Intensity had been measured in Floor Area Ratio since our first master plan in 1995. Sub-element 2.1 Future Land Use, Goal 1, Objective 1.1, Recreation and Open Space Land Use will now read:

The Recreation & Open Space Land Use category shall allow active and passive recreation uses, as well as general open space areas; and be based on a target number of Recreation & Open Space acres per 1,000 FTE students on the Main Campus.

- Density/Intensity Target: 14.75 acres per 1,000 students
  - Density/Intensity Actual: 14.73 acres per 1,000 students
- Data Source: Figure 4.0-6 UCF Owned/Managed Recreation & Open Space (Total Acres = 545.81)*  
*Data Source: Figure 1.0-1 Main Campus Enrollment (Fall 2018-19 Annual FTE = 37,057)*  
*Calculation: 545.81 acres ÷ 37.06 (x 1,000) students = 14.73 acres*

**ECFRPC Comment 2:** Goal 1, Objective 1.1, Conservation Land Use (p. 5), Paragraph 2 - Recommend amend to read "There shall be no construction in these areas, with the exception of minimal structures and improvements required to provide safe access and essential support functions./...to said conservation areas,...except pursuant ..."



UNIVERSITY OF CENTRAL FLORIDA

**UCF Response:** Sub-element 2.1 FUTURE LAND USE, Goal 1, Objective 1.1, Conservation Land Use will be revised to add the recommended language underlined below:

There shall be no construction in these areas, with the exception of minimal structures and improvements required to provide safe access and essential support functions to said conservation areas, except pursuant to an amendment to this Plan adopted in accordance with the requirements set forth in Florida Law and this Plan.

**Element:** 2.0 FUTURE LAND USE & URBAN DESIGN Sub-element 2.2 Urban Design, Goals, Objective, & Policies

**ECFRPC Comment 3:** Goal 1, Objective 1.1 - A policy on using infill sites before developing vacant land more on the periphery should be included in conjunction with Policy 1.1.9.

**UCF Response:** UCF replaced Policy 1.1.10, as follows, and renumbered the remaining policies.

Policy 1.1.10 UCF shall prioritize the use of infill construction sites over developing vacant land on the periphery of campus.

**Element:** 9.0 CONSERVATION, Goals, Objectives, & Policies

**ECFRPC Comment 4:** Goal 1, Objective 1.4, Policy 1.4.2 - Add a working toward a Tree Inventory on top of their Tree Campus designation.

**UCF Response:** UCF has a complete inventory of our urban trees (>8,000) and will add new language as to Goal 1, Objective 1.4, Policy 1.4.2 as follows:

POLICY 1.4.2: The University shall support a healthy tree canopy throughout campus, maintain its designation as a Tree Campus USA fulfilling its annual commitments to the requirements of that program, and maintain its GIS-based, digital Urban Tree Inventory.

**Element:** 4.0 ATHLETICS, RECREATION AND OPEN SPACE, Data & Analysis

**ECFRPC Comment 5:** Summary (p. 17) - Second to last bullet point, it should be recommended that the parking improvements for the Lake Claire Recreation Area incorporate porous surfaces.

**UCF Response:** Excellent idea. The referenced bullet point will be revised to add the language underlined below:

- Currently, the parking lot at the Lake Claire Recreation Area is composed of dirt and gravel, bordered by movable blocks of wood. There is a need to renovate this lot to create an efficient and defined parking system. UCF will consider porous paving options, to offset an increase to impervious surfaces.

**Element:** 6.0 TRANSPORTATION, Goals, Objectives & Policies

**ECFRPC Comment 6:** Under Objective 5.3 should consider a policy of establishing a common Uber / Lyft drop-off / pick-up zone at one or more of the garages along the campus periphery.

**UCF Response:** Designated on-campus pickup locations have been discussed. It would be challenging to enforce restricted pickup locations on campus; as our students, faculty, and staff



UNIVERSITY OF CENTRAL FLORIDA

expect the same level of convenience as do all ride-share users. UCFPD states that it may be feasible to have designated pick-up locations on game days.

Your comments and UCF's responses will be posted at <https://www.fp.ucf.edu/mp2020/> after the statutory review period ends on October 22, 2019.

The 2020-30 Campus Master Plan Update will be adopted by the UCF Board of Trustees on November 14, 2019 at a Second Public Hearing on the UCF Campus.

Following adoption, the 2020-30 Campus Master Plan will be posted on our website at <https://fp.ucf.edu/planning/campus-master-plan/>.

Thank you,

A handwritten signature in blue ink, which appears to read "Bill Martin".

Bill Martin, AIA, LEED AP  
Senior Director  
Facilities Planning & Construction  
University of Central Florida  
P.O. Box 163020  
3528 North Perseus Loop, Building 16  
Orlando, FL 32816-3020  
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Cell: 407-516-9288  
[bill.martin@ucf.edu](mailto:bill.martin@ucf.edu)  
[www.fp.ucf.edu](http://www.fp.ucf.edu)

cc: W. Scott Cole, UCF General Counsel  
File

# Comment & Response Packet

## **No response was provided by:**

- Department of State
- Fish and Wildlife Conservation Commission
- City of Oviedo

# **Comment & Response Packet**

## **Affected Persons (the Public)**

8 Comments were provided by email

- UCF response to Mr. Ron Brooke (University Estates) and Ms. Emily Lacy (Regency Park)

4 Comment Cards were turned in after the First Public Hearing

- UCF response to Mr. Stan Jachimczak (Carillon)
- UCF response to Mr. Louis Meister (Stillwater)
- UCF response to Ms. Margaret Flynn (Lake Price)
- UCF response to Ms. Lisa McCastalin (Carillon)



UNIVERSITY OF CENTRAL FLORIDA

**Facilities Planning & Construction**

3528 North Perseus Loop, Building 16  
Orlando, FL 32816-3020

To: Mr. Ronald M. Brooke (University Estates) and Ms. Emily Lacy (Regency Park)  
From: Bill Martin, Senior Director, FP&C  
Date: November 6, 2019  
Re: Comments on the UCF 2020-30 Campus Master Plan Update by Affected Persons  
Cc: W. Scott Cole, *UCF General Counsel*  
Patrick Bohlen, *Director of Landscape and Natural Resources*  
Susan Hutson, *Manager of Planning, FPC*

Dear Mr. Brooke and Mrs. Lacy,

Thank you for meeting with us on October 3, 2019 to discuss the UCF 2020-30 CAMPUS MASTER PLAN UPDATE. At that time you requested that, on your behalf, UCF document and submit your comments resulting from that meeting. Because of our longstanding relationship with you and your respective communities, we have done so. By follow up emails, Ron added a few more clarifications and comments; these too have been included. On October 10, 2019, I emailed you a final version of your comments for your approval; and you confirmed by return email that you wanted to submit the following eight (8) comments. The Element at issue and UCF's Responses are shown after each of your comments.

**Comments & Responses**

Mr. Ronald M. Brooke  
4632 Warrington Dr.  
Orlando, FL 32826-4024

Ms. Emily Lacy  
4416 King Edward Dr.  
Orlando, FL 32826-2653

1. **Ron/Emily comment:** we object to an expansion of the stadium – it will create more car traffic, neighborhood cut-through traffic, noise, and will be visible from some neighbor's homes, much worse than currently visible. The new expansion will definitely negatively impact the personal property rights of the affected neighbors. There has been much discussion of a stadium expansion in the media, yet it is not shown on the 2020-30 Campus Master Plan. Confirm that if the stadium expansion is to move forward, that it will require a Major Amendment to the Campus Master Plan prior to proceeding into design or construction, giving the neighbors and affected agencies an opportunity to review and comment on this major project.

**Element:** 10.0 CAPITAL IMPROVEMENTS & IMPLEMENTATION, Figure 10.0-2 Main Campus 10-Year Schedule of Capital Projects (SCP).

**UCF Response:** We are aware that there has been discussion of a stadium expansion in the media; however no stadium expansion project is shown on the 10-Year Schedule of Capital Projects (SCP).

In accordance with Brooke vs. UCF, DOAH Case Numbers 06-0327 (Stadium Amendment) and 06-0328 (2004 CMP Amendment), Finding of Facts #55 on p. 36: "UCF must amend its CMP in order to expand the facility beyond 45,000 seats and comply with the requirements of the statute for a "Major" amendment, if and when such expansion should occur."

2. **Ron comment:** Ron recalls verbal commitments prior to the construction of the stadium that it would only be used for playing home football games. However, the CMP Figure 4.0-1 includes language "and special





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events” for stadium use. Given the initial verbal commitments, Ron requests that “special events” be removed from allowable uses of the stadium.

**Element:** 4.0 ATHLETICS, RECREATION & OPEN SPACE, Data & Analysis, Figure 4.0-1, Spectrum Stadium (p.10) Typical Uses: Intercollegiate Football Games (Fall) and Special Events.

**UCF Response:** We found no evidence in Brooke vs. UCF, DOAH Case Numbers 06-0327 (Stadium Amendment) and 06-0328 (2004 CMP Amendment) of limitations on our use of the stadium. For UCF to construct any facility with the intent to use it fewer than thirty hours per year would be an imprudent use of resources. No change shall be made to the CMP.

3. **Ron/Emily comment:** object to tennis courts being by the softball field – it will create significant noise and add lights which will disturb residents. Want this facility moved elsewhere on campus – or removed completely as the USTA complex in Lake Nona should be the home of UCF tennis.

**Element:** 10.0 CAPITAL IMPROVEMENTS & IMPLEMENTATION, Figure 10.0-1 Capital Improvements Map, Project 27 Tennis Complex

**UCF Response:** UCF will consider optional sites for the Tennis Complex. Until we have completed a thorough investigation, Figure 10.0-1 will not designate a location for the Tennis Complex (Project 27).

However, should no alternate site be acceptable to UCF, we will defer to Brooke vs. UCF, DOAH Case Number 15-0948, Exhibit A, Settlement Agreement, “Limitations on Future Development in the Vicinity of the Softball Stadium Under the 2015 CMP.” This 2015 agreement reads, in part, that land near the softball stadium may be used for a tennis complex as follows: “three-phase(s) or less; shall consist of no more than twelve (12) courts; bleacher-style seating for no more than 400 people, lockers rooms, offices, and storage; light poles shall not be more than 50 feet above surface level at the tennis complex...hooded so as to direct light towards the tennis complex; loudspeakers...shall operate at a lower decibel level than existing sound system currently utilized at the softball stadium and shall be directed away from the east.”

4. **Ron/Emily** ask that the “President’s Reserve” mixed-use area be reduced in size.

**Element:** 2.0 FUTURE LAND USE & URBAN DESIGN, Figure 2.0-1 Current Land Utilization Table (p. 15)

**UCF Response:** The “Partnership Campus” was introduced in UCF’s first Campus Master Plan, adopted in 1994. This year the area, n/k/a the “President’s Reserve,” was reduced to 47.0 acres by the addition of a 150-foot wide buffer to the existing 50-foot wide conservation easement, creating a 200-foot wide natural buffer between UCF and Regency Park. UCF is separated from University Estates by an even wider wetland and conservation easement.

The “President’s Reserve” currently has a temporary grass parking lot (minor amendment 5/21/2015) and is mostly “open space” used for nature activities. Our 10-year Schedule of Capital Projects (SCP) does not indicate any permanent development of the reserve during the 10-year planning cycle. Until a future UCF President envisions a compelling purpose for this reserved land, UCF will leave the “President’s Reserve” as shown.

5. **Ron/Emily comment:** request that under Intergovernmental Coordination, or some other location, a policy be added to continue the twice-a-year meetings between Facilities/Athletics and the Neighbors.

**Element:** 7.0 INTERGOVERNMENTAL COORDINATION, Goals, Objectives, & Policies

**UCF Response:** UCF will add a new Objective 1.7 regarding community relationships, and a Policy 1.7.6 that specifically requires biannual Neighborhood Meeting between UCF Facilities Planning and Construction and the neighboring communities. Facilities Planning and Construction will establish the agenda for each meeting, and invite pertinent UCF departments, including but not limited to, Student



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Development and Enrollment Services, Landscape and Natural Resources, UCF Athletics Association, the Division of Community Relations and Economic Development, UCF Police Department, etc.

6. **Ron comment:** questions the accuracy of Table 11.0-2 Unmet Space Needs, found on page 8 of 12 11.0 D&A. This table shows a significant amount of unmet space need (over 2M sf of space needed) which seems very large. This table states that UCF has less than 46% of the required space to operate properly. If this is true, then UCF must immediately cut its number of students by 54%. Either the formulae provided by the Board of Governors is/are basically wrong, or UCF graduates must not be qualified to be graduates, or at least 50% OF THEM. The BOG and the State of Florida must correct their analogy factors.

**Element:** 11.0 ACADEMIC & SUPPORT FACILITIES, Data & Analysis, Figure 11.0-2 Unmet Space Needs (p.8)

**UCF Response:** This table was taken from the current UCF Educational Plant Survey (EPS), which follows the State University System Space Needs Generation Formula prescribed in the [State Requirements for Educational Facilities \(SREF\)](#) to define “unmet space needs”.

While a space shortfall of the magnitude shown in Figure 11.0-2 (2,258,813 sq.ft.) may seem implausible, it is not our place to question the state’s formulae; nor is it feasible for UCF to reduce enrollment by over half.

7. **Ron comment:** concerning 5.1 Stormwater Management sub-element, Page 14 of 33, states that there have been “NO” adverse impacts.... This statement is absolutely NOT TRUE! UCF stormwater runoffs have caused serious flooding within Regency Park, and these instances have been properly reported to UCF officials. Likewise, UCF discharges more water than the pre-1985 rates. Please correct all pertinent statements and references. Also, please have the planned drainage ditch to correct the flooding caused by UCF to Regency Park be properly completed, and correct the excess flows into the South end of Regency Park from UCF lands.

**Element:** 5.0 GENERAL INFRASTRUCTURE & UTILITIES, 5.1 Stormwater Management, Data & Analysis (p.14) “The stormwater system functions in accordance with the existing master permit. No adverse impacts have occurred as a result of discharges leaving University property through the stormwater management system.”

**UCF Response:** Runoff is not “a result of discharges leaving the University property through the stormwater system,” therefore UCF need not “correct all pertinent statements and references.”

UCF is aware that some lots in Regency Park have flooded infrequently as a result of severe weather.

- The drainage network that ultimately flows into the south end of Regency Park predates 1985 and the University has not modified that network since that time.
- Most of the Regency Park properties abutting UCF were not improved until 1997-1999. Some of these houses were constructed without regard for appropriate finish elevations.
- Meeting minutes of a May 22, 2018 Neighborhood Meeting indicate that flooding was discussed, that both Ron and Emily attended, and that Mr. Brooke acknowledged that the county allowed the developer of their neighborhood to build their homes too low.

In a continuing effort to be good neighbor, UCF has requested that Orange County assist with addressing the flooding issue. No plan is currently in place to do so.

8. **Ron comment:** concerning policy 1.3.3 on 5 of 25, UCF did not allow the performance of this review nor afford protection when they clear cut the 49 acres for the athletic fields and pond 2-H extension. Plus some of the to be protected plants were burned up during some of the UCF “controlled” burns. Simple proof is a look at the location where such plants exist, and compare to the absence of the same plants where the “Burns” took place.

**Element:** 9.0 CONSERVATION, Objective 1.3, Policy 1.3.3 regarding environmental assessments and censuses of animal and plant species (p.5)



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**UCF Response:** UCF's prescribed burn program has greatly enhanced the native flora and fauna in areas where we have implemented burns. These improvements include recovery of several rare and endangered plant species, such as Multiflowered Grass Pink (*Calopogon multiflorus*) and Curtiss's Milkweed (*Asclepias curtissii*).

We have also observed an increase in population of the threatened gopher tortoise. The Florida Fish and Wildlife Conservation Commission considers the gopher tortoise a "fire dependent species," stating that "gopher tortoise habitat depends on a regular interval of prescribed fire to reduce shrub and hardwood encroachment and to stimulate growth of soft-stemmed plants as ground cover." [A landowner's guide: Managing habitat for gopher tortoises](#)

It is true that, prior to 2010, two of our initial prescribed burns resulted in mortality of some long leaf pines, but such losses are not uncommon in long-unburned areas when prescribed fire is first introduced.

Your comments and UCF's responses will be posted at <https://www.fp.ucf.edu/mp2020/> after the statutory review period ends on October 22, 2019.

The 2020-30 Campus Master Plan Update will be adopted by the UCF Board of Trustees in November 2019 at a Second Public Hearing held on a weekday at least 5 days after an advertisement is published per f.s. 163.3184(11).

Because you submitted comments on the draft campus master plan, we will send you notice of the adoption of the CMP within 45 days after its adoption, in accordance with f.s.1013.30(7).

Thank you,

A handwritten signature in blue ink, which appears to read "Bill Martin".

Bill Martin, Senior Director  
Facilities Planning & Construction  
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cc: W. Scott Cole, UCF General Counsel

## Campus Master Plan

**To:** Stan.Jachimczak@veraxx.com  
**Subject:** UCF 2020-30 Campus Master Plan Update - UCF response to S. Jachimczak

Mr. Jachimczak,

Thank you for submitting a Comment Card after the 1<sup>st</sup> Public Hearing of the UCF 2020-30 Campus Master Plan Update.

The revised 2020-30 Campus Master Plan Update will be re-posted on November 7, 2019 at <https://www.fp.ucf.edu/mp2020/>. Your comments and UCF's responses will be posted there as well.

The Master Plan will be adopted by the UCF Board of Trustees at a Second Public Hearing at 11:00am on November 14, 2019 at the Fairwinds Alumni Center.

Following adoption, the 2020-30 Campus Master Plan Update will be permanently posted on our website at <https://fp.ucf.edu/planning/campus-master-plan/>.

**UCF** UNIVERSITY OF CENTRAL FLORIDA

**COMMENT CARD**

2020-30 UCF CAMPUS MASTER PLAN DRAFT

NAME: STAN JACHIMCZAK

ADDRESS: 1490 HAMPSTEAD COVE

EMAIL: OVIEDO, FL 32765

STAN.JACHIMCZAK@VERAXX.COM

COMMENTS:

STREET LIGHTING NEEDED ON BOTH SIDES OF STREET TO PREVENT SOMEONE FROM GETTING SERIOUSLY HURT OR KILLED BY TRAFFIC. THE LOCATION IS E McCULLOCH ROAD MAINLY BETWEEN LOCKWOOD AND ALAFAYA TRAIL. UCF STUDENTS ARE CONSTANTLY CROSSING E McCULLOCH ROAD AT NIGHT TAKING SHORT CUTS TO THE UNIVERSITY. ESPECIALLY DANGEROUS IS THAT WEARING UCF BLACK CLOWS AT NIGHT.

Stan Jachimczak 7/24/2019

407-620-7572

First Public Hearing • July 17, 2019

**UCF Response:** UCF leases our campus lands from the Trustees of the Internal Improvement Trust Fund (TIITF), and the land that we lease does not include McCulloch Road on either side of the county line between Orange County and Seminole County. However, we are strong advocates for pedestrian safety, and are concerned for the safety of our students and others. We will continue to champion the cause for adding lighting along E. McCulloch Road.

Orange County is planning a future project to make improvements along the south side of McCulloch Road. UCF has not yet been invited to engage in the project. UCF has also brought the lighting issues on E. McCulloch Road to the attention of Florida House District 49 Representative, Carlos Guillermo Smith, and Orange County Commissioner for District 5, Emily Bonilla.

A handwritten signature in blue ink, reading "William E. Martin". The signature is fluid and cursive, with the first name "William" and last name "Martin" clearly legible.

Bill Martin, AIA, LEED AP  
Senior Director  
Facilities Planning & Construction  
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## Campus Master Plan

**To:** lwmeister@bellsouth.net  
**Cc:** Bill Martin  
**Subject:** UCF 2020-30 Campus Master Plan Update - UCF response to L. Meister


Mr. Meister,

Thank you for submitting a Comment Card after the 1<sup>st</sup> Public Hearing of the UCF 2020-30 Campus Master Plan Update.

The revised 2020-30 Campus Master Plan Update will be re-posted on November 7, 2019 at <https://www.fp.ucf.edu/mp2020/>. Your comments and UCF's responses will be posted there as well.

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 UNIVERSITY OF CENTRAL FLORIDA

**COMMENT CARD**

2020-30 UCF CAMPUS MASTER PLAN **DRAFT**

**NAME:** Louis W. Meister  
**ADDRESS:** 243 Stillwater Drive, Oviedo, FL 32765  
**EMAIL:** lwmeister@bellsouth.net

**COMMENTS:** There is a need for lighted crosswalks on McCulloch Road. Students must cross at night in darkness. This is extremely dangerous to the students. We have been very lucky no one was injured as yet. The timing of the traffic lights on University and Alafaya during rush hours.

First Public Hearing • July 17, 2019

**UCF Response:** UCF leases our campus lands from the Trustees of the Internal Improvement Trust Fund (TIITF), and the land that we lease does not include McCulloch Road on either side of the county line between Orange County and Seminole County; however, we are strong advocates for pedestrian safety, are concerned for the safety of our students and others; and will continue to champion the cause for improving pedestrian safety along E. McCulloch Road.

Orange County is planning a future project to make improvements along the south side of McCulloch Road. UCF has not yet been invited to engage in the project.

UCF has also brought the both the lighting and crosswalk issues on E. McCulloch Road to the attention of Florida House District 49 Representative, Carlos Guillermo Smith, and Orange County Commissioner for District 5, Emily Bonilla.

Further, in element 6.0 TRANSPORTATION of the 2020-30 Campus Master Plan Update, UCF has included Policy 4.2.3 recommending mid-block pedestrian crossings on McCulloch Road.

Your final comment regarding traffic lights on University and Alafaya Trail appears to be incomplete. I regret that we cannot respond.



Bill Martin, AIA, LEED AP  
Senior Director  
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## Campus Master Plan

**To:** MargaretFlynn2683@yahoo.com  
**Cc:** Bill Martin  
**Subject:** UCF 2020-30 Campus Master Plan Update - UCF response to M. Flynn

Ms. Flynn,

Thank you for submitting a Comment Card after the 1<sup>st</sup> Public Hearing of the UCF 2020-30 Campus Master Plan Update.

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**UCF** UNIVERSITY OF CENTRAL FLORIDA  
**COMMENT CARD**  
2020-30 UCF CAMPUS MASTER PLAN DRAFT

**NAME:** MARGARET FLYNN  
**ADDRESS:** 3939 Percival Road  
**EMAIL:** margaretflynn2683@yahoo.com

**COMMENTS:** Hi, we need lights  
Street lights on McCulloch Road.  
At Night people walking or driving  
have no lights to see- Very unsafe  
One side is orange county one side is  
Seminole county. If each one of these  
side had every other light to split the  
cost. Please look into it.

Thank-you  
Margaret Flynn

First Public Hearing • July 17, 2019

**UCF Response:** UCF leases our campus lands from the Trustees of the Internal Improvement Trust Fund (TIIF), and the land that we lease does not include McCulloch Road on either side of the county line between Orange County and Seminole County. However, we are strong advocates for pedestrian safety, and are concerned for the safety of our students and others. We will continue to champion the cause for adding lighting along E. McCulloch Road.

Orange County is planning a future project to make improvements along the south side of McCulloch Road. UCF has not yet been invited to engage in the project. UCF has also brought the lighting issues on E. McCulloch Road to the attention of Florida House District 49 Representative, Carlos Guillermo Smith, and Orange County Commissioner for District 5, Emily Bonilla.



A handwritten signature in blue ink, reading "William E. Martin".

Bill Martin, AIA, LEED AP  
Senior Director  
Facilities Planning & Construction  
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## Campus Master Plan

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**To:** lfridaymc@yahoo.com  
**Cc:** Bill Martin  
**Subject:** UCF 2020-30 Campus Master Plan Update - UCF response to L. McCastlain

Ms. McCastlain,

Thank you for submitting a Comment Card after the 1<sup>st</sup> Public Hearing of the UCF 2020-30 Campus Master Plan Update.

The revised 2020-30 Campus Master Plan Update will be re-posted on November 7, 2019 at <https://www.fp.ucf.edu/mp2020/>. Your comments and UCF's responses will be posted there as well.

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### Comment Card:

UCF  
UNIVERSITY OF CENTRAL FLORIDA

**COMMENT CARD**

2020-30 UCF CAMPUS MASTER PLAN *DRAFT*

NAME: Lisa McCastlain  
ADDRESS: 341 Cannabey Dr  
EMAIL: lfridaymc@yahoo.com

COMMENTS:

① Please DO NOT graduate PhD students w/ Bachelor Degrees - Ridiculous by long!

② Add extra graduations as there were not enough seats for the parents who spent a fortune for our kids to attend UCF

③ Space out the High School Graduations. It makes a mess of our traffic!

First Public Hearing • July 17, 2019

**UCF Response:** Although your comments on graduation and traffic cannot be addressed by our 2020-30 Campus Master Plan Update, we will seek out the campus entities to whom they should be addressed, and forward them on your behalf.



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**ITEM: INFO - 3**

**UCF BOARD OF TRUSTEES  
November 14, 2019**

**Title:** Board of Governors' Trustee Summit Debrief, Task Force Update and E&G Restoration Update

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**Background:**

The Board of Governors held a Trustee Summit on October 29, 2019. Chair Beverly Seay and Janet Owen, Vice President for Government Relations, will moderate a debrief of the Summit with the Trustees.

Chair Seay has requested proactive Trustee involvement with areas where the university has made a significant investment. With input from the Interim President and Executive Committee, several task forces have been established to advise the board related to the current strategy for these areas and recommendations moving forward.

Chair Seay also will lead an update on the restoration of E&G funds.

**Issues to be Considered:**

Trustees who attended the Summit should come prepared with their key takeaways from the Summit. Trustees leading a Task Force will provide an update on the status of their work.

**Alternatives to Decision:**

N/A

**Fiscal Impact and Source of Funding:**

N/A

**Recommended Action:**

N/A

**Authority for Board of Trustees Action:**

N/A

**Contract Reviewed/Approved by General Counsel:**

N/A

**Committee Chair or Chairman of the Board approval:**

Chair Seay approved this agenda item

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**Submitted by:**

Karen Monteleone, Assistant Vice President, Board Relations

**Supporting Documentation:**

For presentation at meeting

**Facilitators/Presenters:**

Chair Beverly Seay and Task Force Chairs

Janet Owen, Vice President, Government Relations

Kristie Harris, Associate Vice President for Financial Affairs